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Effect Of Green Organizational Culture And Green Supply Chain On Company Performance With Profitability As Moderation

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Abstract

This study aims to examine the relationship between the influence of Green Organizational Culture and green supply chain management on company performance by adding profitability as a moderating variable. Green Culture Green organizations and supply chains are believed to provide efficiency and innovation in the company's operating processes. The research population is companies that publish sustainability reports for 2020-2021 in a row or not as many as 369 companies. Sampling in this study as many as 112 companies through a purposive sampling method. The test is carried out with Ordinary Least Square with the fulfillment of classical assumption tests including error normality, multicollinearity, heteroscedasticity, and heteroscedasticity tests. The results of this study indicate the relationship between the positive influence of organizational green culture on company performance and profitability strengthens the positive influence of organizational green culture on company performance. This is because the green culture of the organization requires employees to work effectively and efficiently to reduce the impact of major losses on the environment so that the company's goals are expected to be achieved. While the green supply chain shows that there is no positive effect on company performance. Profitability is not able to positively strengthen the influence of green supply chains on company performance because innovation is needed in its implementation.

Keywords: influence of organizational green culture; green supply chain; profitability; company performance.

1. Introduction

Global warming issues are a worldwide concern, this demands a change in the behavior of both individuals and the business world to reduce the impact of environmental damage. Apart from global warming other issues are carbon restriction, soil erosion, and reduction. Environmental problems that occur now are mostly caused by human actions and behavior in carrying out daily activities. Even humans themselves are the main actors in environmental sustainability problems. The manufacturing industry has the most role in carrying out environmental pollution actions in the process of managing factory-processed waste that contains toxic materials for the environment. This concern raises the need for the protection and preservation of natural resources. Individual and organizational awareness becomes important in maintaining a relationship with environmental sustainability.

Currently, the trend of customer demand is also starting to consider the use of environmentally friendly products in activities of daily life. This allows industry players to make environmentally friendly products in the production process. This is because, in addition to customer demands, there are regulations that force business actors to implement environmentally friendly production to minimize environmental damage. This will have an impact on decision-makers facing increased public sensitivity, stricter environmental laws, and increasing shareholder pressure to protect the environment (Novitasari & Agustia, 2021).

The company's commitment to protecting the environment is reflected in the implementation of an Organizational Green Culture which, if implemented, will still be able to improve the company's performance through the company's commitment to maintaining and preserving the surrounding environment. In addition, the relationship of organizational green culture can also increase a sense of concern within the organization to improve company performance. Green

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Organizational Culture, indicates an organizational drive towards increased transparency which can reduce stakeholder concerns over hidden information (Tahir et al., 2019).

Environmental preservation can also be carried out through the production process through green supply chains, to obtain environmentally friendly raw materials, reduce shipping carbon emissions and innovate packaged products in the context of production efficiency. Even though in the green supply chain, companies are required to spend quite a lot of effort at the beginning. The implementation constraints themselves can come from internal or external to (Galaxy et al., 2021). (Novitasari & Agustia, 2021) state that green innovation has a positive influence on company performance, and green supply chains have no significant effect on company performance. (Fajriah, 2020) stated that the green supply chain showed a positive and significant influence on competitiveness as an intervening variable.

The influence between Organizational Green Culture and green supply chain on Company performance. This motivates the author to examine the implementation of a green organizational culture on company performance because transparency within the company will make it easier for companies to gain the trust of investors. Meanwhile, through the green supply chain, process efficiency will be obtained through environmentally friendly innovation, so that it will be able to improve the Company's performance.

2. Literature Review

2.1. Signal theory

According to (NGUYEN & NGUYEN, 2020) signaling theory implies that there are owners of the information who provide data or information as signals needed by investors. These signals form the basis of the company's communications policy. Signal theory assumes that companies that perform well often use financial information as a signaling tool to the market. If the company wants to increase capital, disclosure of more information will help the company attract investors' attention, for example by disclosing the implementation of CSR, making it easier to raise capital

2.2. Company

Performance can be interpreted as the result of management's performance in achieving a determination or benchmark in determining management's success indicators in terms of achieving the goals set by the Company. The company's performance itself consists of the actual value of a company that can be measured against the results or outputs (Walter & Vincent, 2018). Improved company performance can be seen from the company's routine intensity in generating maximum profits by company goals.

2.3. Green Organizational Culture

Organizational culture can be defined as "a set of assumptions that together guide actions and interpretations in an organization by defining appropriate Actions or behaviors in different situations." In addition, it is defined as "a pattern of shared basic assumptions about environmental and management issues. Environmental Organizational Green Culture includes shared beliefs, values, norms, symbols, and social stereotypes about managing the organization's environment and shaping the standard behavior expected of individuals (Tahir et al., 2019)

2.4. Green Management Supply Chain

The concept of linking the supply chain with the direction of environmental sustainability to reduce environmental damage through environmentally friendly procurement activities Can be defined as a system used for decision-making that links supply chain performance with the company's financial performance (Puryono et al., 2016).

2.5. Development Hypothesis of the Effect of Organizational Green Culture on Corporate Performance

function Human Capital can facilitate by designing a system to build an Organizational Green Culture in the organization. Organizational resources in manufacturing companies also have an important role in developing environmental strategies and can support competitive advantage and green performance. The results of research related to Green Human Resource Management (GHRM), show that there is a positive influence on all variables (Hadjri et al., 2019). The influence of the Organizational Green Culture will be more beneficial to the performance of the manufacturing sector company. This is because Organizational Green Culture promotes environmentally friendly

values, which helps managers become more aware of the resources they use, the waste they create, and the energy they use, improving organizational performance (Imran et al., 2021). Thus, the hypothesis is:

H_1: There is a positive influence of organizational green culture on the company's performance on the IDX.

Innovation and creation for production processes or business operations. The stages of the supply chain process in the company still require the integration of environmental perspectives into the implementation of the green supply chain consisting of the selection of product materials, supplier sources, production processes to the delivery process. The results of the study (Fajriah, 2020) prove that green supply chain management has a positive and significant influence on the competitiveness of the company. Different results were obtained from the research of (Puryono et al., 2016), there was no significant effect between green supply chains and competitive advantage. (Nugraha & Hendayani, 2020) the results of their research show that there is a positive influence between the green management supply chain on performance. Thus, the hypothesis is:

H_2: There is a positive influence of the Green Supply Chain Affecting Company Performance on the IDX

2.6. Profitability Effect Can Moderate the Effect of Organizational Green Culture on Company Performance

In the environmental PROPER assessment, it is known that ROA is included in the environmental performance index. The author believes that the application of green culture will make the work situation comfortable so it is hoped that there will be an increase in productivity. This increase in productivity will strengthen the company's performance. Based on the above thought, it is believed that profitability can moderate the Organizational Green Culture with company performance. Companies that have a behavior that understands green business, organizational structures, and commitments that support the implementation of green business as well as good relationships with stakeholders will encourage the creation of environmentally friendly products or services, which are currently in demand by consumers. Organizational Green Culture may indeed have an impactful effect on environmental performance (Imran et al., 2021). Thus, the hypothesis is: of Profitability that can strengthen the positive influence of Organizational Green Culture on company performance on the IDX.

2.7. Effect

This is based on the implementation of green supply chains that require innovation to carry out supplier efficiency. So that a healthy company condition supported by ROA productivity will be able to innovate to gain efficiency to strengthen. Thus, the hypothesis is:

H_4: There is an influence of profitability that can strengthen the positive influence of the Green Supply Chain on Company Performance on the IDX

3. Methods

The study uses quantitative data types and research data sources use secondary data obtained through financial reporting and company sustainability. still listed on the IDX 2020-2021. Data retrieval through the www.idx.co.id portal or the company's web portal.

The data used in the study are all members who are still listed on the IDX except for financial companies and issue Sustainability Reports consecutively or not with a total observation of 369 companies. The measurement performance variable is the company's performance as a proxy for the value of the company's return which is the difference in profit from the stock price that has been invested. (Walter & Vincent, 2018). The return on this stock obtained from investment is measured according to (Idayanti & Rianto, 2022) with the following formulation:

$$R_{it} = \frac{P_{it} - P_{it-1}}{P_{it-1}}$$

Description:

R_{it} : Return on stock i in year t

P_{it} : Stock value I in year t

P_{it-1} : Stock value I in year t-1

3.1. Green Organizational

Culture Green Organizational Culture is about awareness of environmental risks in carrying out organizational culture work environment (Imran et al., 2021). Indicators of Organizational Green Culture according to (Chen et al., 2012) are as follows: (1) Employees receive socialization and understanding from the company regarding environmental conservation (2) The company makes clear rules and policies related to environmental sustainability. (3) The company prioritizes environmental sustainability in business processes. (4) Preservation is the core value of the company's culture is the core value of the company. (5) Our company links environmental goals with corporate goals. (6) The company minimizes environmental impact in product development.

$$GOC = \frac{Total\ Indicator\ Disclosed}{Total\ Indicators}$$

3.2. Green Supply Chain

The supply chain is the company's awareness of the selection of suppliers who care about environmental sustainability. Green supply chain management is obtained from analysis in the company's annual report using indicators and is measured in ratios. Green supply chain indicators in the study consist of the following indicators: (1) Having ISO 9000 or ISO 14000 certificates, (2) Green distribution and marketing, (3) Reverse logistics, packaging using recycling, (4) Close relationship in determining criteria suppliers related to the procurement and quality of suppliers' materials and (5) the goods provided have a quality that is in line with the wishes of consumers. (Novitasari & Agustia, 2021)

$$GSCM = \frac{Total\ Indicators\ Disclosed}{Total\ Indicators}$$

3.3. Profitability Profitability

Profitability analysis is not analyzed based on manager perceptions as suggested by research by (Murwaningsari et al., 2009) through the use of ROA considering that profitability describes the company's ability to profit. (Bandiyono & Murwaningsari, 2020). The ROA variable is a ratio that proves the ability of the company's assets to generate profits (Utami & Murwaningsari, 2017) and is formulated as follows:

$$ROA = \frac{Net\ Income}{Total\ Assets}$$

3.4. Control Variable

Environmental capability is defined as the company's ability to interpret, coordinate, develop, grow and perform an update of competencies and resources owned to achieve targets and innovation The indicators used according to (Chen et al., 2012), can be measured as follows: (1) The company's ability to integrate, coordinate, develop, and reconfigure skills and resources his property to achieve environmental management and environmental innovation appropriately. (2) The company's ability to integrate, coordinate, develop, and reconfigure its skills and resources to achieve environmental management and environmental innovation that occasionally appears in the market. (3) The company's ability to integrate, coordinate, develop, and reconfigure its skills and resources to achieve environmental management and environmental innovation that is difficult for competitors to imitate. (4) The company's ability to integrate, coordinate, develop, and reconfigure its skills and resources to achieve environmental management and environmental innovation that is difficult to replace

$$EC = \frac{Total\ Indicator\ Disclosed}{Total\ Indicators}$$

3.5. Environmental Leadership Indicators

Environmental Leadership indicators according to (Chen et al., 2012), where individuals influence other individuals to contribute to the achievement of management that pays attention to the environment as measured by:

(1) All heads of the company inspire the company's vision to become environmentally sustainable and build or maintain environmental teachings in the company.

(2) All heads of the company adopt a well-developed approach to environmental management which is usually centered on programs aligned with business and company-specific exchanges.
(3) All heads of the company cooperate with the owners of the company's needs to solve environmental problems and achieve environmental targets.
(4) All heads of companies can take responsibility for educating the environment to involve workers in innovation in managing the environment.

$$EL = \frac{Total\ Indicator\ Disclosed}{Total\ Indicators}$$

3.6. Indicators Organizational environmental culture

This indicator was studied by (Chen et al., 2012) where the implementation of environmentally friendly management is formed from the behavior and mindset of members in the organization, so it is measured by:

(1) The company pays attention to information related to management environment and environmental protection.
(2) The company pays attention to environmental management bureaucracy and environmental protection.
(3) The company cares about environmental agreements.
(4) The company pays attention to changes in environmental management and environmental protection.
(5) The company pays attention to environmental management skills and environmental protection.
(6) The company pays attention to the vision of environmental management and environmental protection.

$$EOC = \frac{Total\ Indicator\ Disclosed}{Total\ Indicators}$$

The statistical model for multiple linear regression can be explained as:

$$AR = + 1GOC+\beta2GSCM +\beta3GOC.ROA + \beta4GSCM.ROA+ 4EC + \beta4EL + \beta4EOC +e$$

Description:

AR	: Company Performance
1-β8	: Variable Coefficient
GSCM	: Green Supply Chain
GOC	: Green Organizational Culture
ROA	: Profitability
EC	: Environmental capability
EL	: Environmental Leadership
EOC	: Environmental Organizational Culture
ε	: Error

4. Results

Indonesian stock exchange companies that publish sustainability reports in 2020 – 2021 outside of finance as many as 369 companies and those that meet the sample criteria are 141 companies. The total number of companies that can be sampled is only 121 companies because there are 29 outliner companies that must be excluded from the research sample. Descriptive statistics through the variables used show in Table 1.

Descriptive static results show that of the 112 companies that are sampled, it can be seen that the company's performance has a minimum value of 0.001 and a maximum of 1.244, the mean is 0.313 with a standard deviation of 0.251. The green culture of the organization has a minimum value of 0.000 and a maximum of 1,000 and a mean of 0.792 with a standard deviation of 0.237. The green supply chain has a minimum value of 0.200 to a maximum of 1,000 and a mean of 0.785 with a standard deviation of 0.214. The profitability moderating variable has a minimum value of 0.000, a maximum of 0.599, and a mean of 0.095 with a standard deviation of 0.109.

In the control variables, including environmental capabilities, the minimum value is 0.000 and the maximum is 1,000 and the mean is 0.787 with a standard deviation of 0.292. Environmental leadership has a minimum value of 0.250 and

a maximum of 1,000 and a mean of 0.861 and a standard deviation of 0.180, while the organizational culture has a minimum value of 0.167, and a maximum of 1,000, a mean of 0.880 with a standard deviation of 0.187.

Table 1. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AR	112	.001	1,244	.313	.251
GOC	112	.000	1,000	.792	.237
GSCM	112	.200	1,000	.785	.214
ROA	112	.000	.095	.109	.095
GOC*ROA	112	.000	.599	.076	.599
GSCM*ROA	112	.000	.449	.073	.084
EC	112	000	1,000	.787	.292
EL	112	.250	1,000	.861	.180
EOC	112	.167	1,000	.880	.187
Valid N (listwise)	112				

Source: Processed Data (SPSS 22.00)

Information: AR (Company Performance); GOC (Green Organizational Culture); GSCM (Green supply chain); ROA (Profitability); EC (Environmental Capability); EL (Environmental Leadership); EOC (Environmental Organization Culture)

4.1. Test Normality

The test is used to test whether, in a regression model, the dependent variable, the independent variable, or both have a normal distribution. The right regression model is the distribution of data that is normal or almost normal.

Table 2. Normality Test Results of

Model	Sig
AR	0.097

Through the One-Sample Kolmogorov-Smirnov Test, the Asymp number is obtained. Sig (2-tailed) is 0.097, that number exceeds 0.05, so it can be concluded that the data collection is normally distributed, sufficient for the assumption of normality

4.2. Heteroscedasticity Test

The obtained heteroscedasticity test process is the acquisition to test whether the assumption of homoscedasticity is sufficient in this study including the modeling which is proven through the table below.

Table 3. Heteroscedasticity Test Results for

Variable	Sig
GOC	0.983
GSCM	0.445
ROA	0.606
GOC*ROA	0.620
GSCM	0.986
0.295	*
EL	0.081
EOC	0.488

Information: GOC (Green Organizational Culture); GSCM (Green supply chain); ROA (Profitability); EC (Environmental Capability); EL (Environmental Leadership); EOC (Environmental Organization Culture). According

to the results of the study using the glacier test table 4 analysis equipment, it is known in the model that the sig number for each variable in this study has been fulfilled because it has a number exceeding 0.05 (5%) so it can be concluded that the assumption of homoscedasticity is fulfilled

4.3. Multicollinearity Test

The result of the Multicollinearity test is a test to find out whether there is a strong relationship between the independent variables. The hypothesis in this study is that Ho has a sound, there is no multicollinearity and Ha has a sound that has multicollinearity which is proven through table 5

Table 4. Test Results for Multicollinearity

Variable	Tolerance	VIF
GOC	.412 2.426	GSCM
.448	2.231	ROA
.015	66.961	GOC
*ROA	.027	37,528
GSCM* ROA	.033	30,184
EC	.659	1,517
EL	.901	1,110
EOC	.697	1,435

Remarks: GOC (Green Organizational Culture); GSCM (Green supply chain); ROA (Profitability); EC (Environmental Capability); EL (Environmental Leadership); EOC (Environmental Organization Culture). The study was obtained using inflation factor variance analysis equipment at a tolerance value where the independent variable does not have a multicollinearity relationship because the value is more than 0.01 in table 5 above. The value in the VIF model exceeds 10 so it can be concluded that the independent variable modeling correlates or the assumption of no multicollinearity is not sufficient, the occurrence of multicollinearity in models that use moderating variables can be ignored because there is the interaction between variables.

4.4. *Autocorrelation Test*

Table 5. Results of Autocorrelation Testing

Model	DWstat
AR	2.035

process and 4 – DU (DU < DW < 4 – DU) which means that there is no autocorrelation in the regression model, so it can be concluded that the assumption of autocorrelation is sufficient.

4.5. Model Testing (Goodness of Fit) Determination Coefficient

This testing process intends to find out how much the independent variable is capable of explaining the behavior of the dependent variable. The closer to 1 or 100%, the higher the information given through the independent variable on the dependent variable. The results of the test process are:

Table 6. Test Coefficient of Determination

Model	R^2	Adj R^2
SHARE LOG	0.230	0.170

The results of the test process in table 7 are found in the modeling of the R2 adj number of 0.170 or 17.0% which means the magnitude of the ability of the independent variable in the explanation of the dependent variable is 17.0% while the rest is explained other independent variables that are not inputted in the modeling.

4.6. F Test

The test process intends to find out whether the modeling that is being submitted is good or not, which way to find it is through the implementation of a hypothesis testing process in which Ho is submitted, namely that there is not a single

significant independent variable on the dependent variable and Ha has a vote of at least one. significant independent variable on the dependent variable, so that a good model is if Ha is accepted in the thorough testing process. The results of the test process are:

Table 7. Test of the Coefficient of Determination

Model	Fstat	Sig Fstat
AR	3,836	0.001

According to the F test process, the sig figure through Fstat is relatively small at 0.05. It is concluded that in both models there is at least one independent variable that is significant in the independent variable.

4.7. T-Test

Table 8. T- Test

Variable	Theory	Beta	Std. Error	Tstat	Sig
(Constant)		0.611	0.223	2.745	0.004
GOC	+	0.186	0.143	1.301	0.098***
GSCM	+	-0.132	0.151	-0.874	0.192
ROA		3.436	1.630	2.108	0.019
GOC*ROA	+	2.273	1.390	1.635	0.053***
GSCM*ROA	+	-1.355	1.416	-0.957	0.171
EC		0.013	0.091	0.141	0.444
EL		-0.392	0.127	-3.087	0.002
EOC		-0.076	0.139	-0.545	0.294

Description: GOC (Green Organizational Culture); GSCM (Green supply chain); ROA (Profitability); EC (Environmental Capability); EL (Environmental Leadership); EOC (Environmental Organization Culture). This test uses a significance of 0.10 so that the regression model is obtained as follows:

AR = 0.611 + 0.186GOC+(-0.132) GSCM +2.273GOC.ROA + (-1.355) GSCM.ROA+ 0.013EC + (-0.392) EL + (-0.076)EOC +e

4.8. Hypothesis 1

Obtaining the statistical test process it is known that the coefficient of the Organizational Green Culture is 0.186, meaning that if the Organizational Green Culture increases by one unit, the Company's Performance will increase by 0.186 units. The results of statistical testing show a beta sign by the proposed hypothesis, where Organizational Green Culture has a positive effect on Company Performance, therefore the significance test can be continued. The processing results show a sig value of 0.098 < 0.10 (alpha 10%) then the results have a significant positive effect.

4.9. Hypothesis 2

Based on the results of statistical testing, it is known that the coefficient of the Green Supply Chain is -0.132, meaning that if the Green Supply Chain increases by one unit, the disclosure of Company Performance will decrease by 0.132 units. The results of statistical testing show that the beta sign does not match the proposed hypothesis, where the Green Supply Chain hurts Company Performance, therefore the significance test is not continued because it does not support the existing theory where the significance value is above 0.1 or 0.192.

4.10. Hypothesis 3

Based on the results of statistical tests, it is known that the coefficient of Organizational Green Culture moderated by ROA is 2,273 which means that if the Organizational Green Culture increases by one unit, the Company's Performance will increase by 2,273 units moderated by ROA. The results of statistical testing show that the beta sign is by the proposed hypothesis, where the proposed beta sign is positive and the result is also positive. The output results show that ROA strengthens the positive effect of Organizational Green Culture on Company Performance, therefore the

significance test was continued. The processing results show a sig value of 0.0525 < 0.10 (alpha 10%) then the results have a significant positive effect.

4.11. Hypothesis 4

Based on the results of statistical tests, it is known that the coefficient of the Green Supply Chain is moderated by ROA is -1.355, meaning that if the Green Supply Chain increases by one unit, the Company's Performance will decrease by 1.355 units, moderated by ROA. The results of the statistical test show that the beta sign does not match the proposed hypothesis, where the negative beta sign indicates ROA weakens the positive influence of the Green Supply Chain on Company Performance, therefore the significance test cannot be continued and does not support the existing theory.

5. Discussions

5.1. The Effect of Organizational Green Culture Affects Company Performance

The results showed that there was a significant positive influence of Organizational Green Culture on Company performance. Companies that implement a Green Organizational Culture in this study develop products and processes that minimize environmental impacts so that company performance will increase in line with the process of avoiding environmental impacts. Employees are involved in the efficient process of reducing environmental impact. This is in line with the research results of (Imran et al., 2021) where the organizational culture encourages managers to carry out efficient and environmentally friendly actions

5.2. The Effect of Green Supply Chain Affects Company Performance

The results showed that there was a negative effect of the Green Supply Chain but not significant on Company Performance. This is because green supply chain management has no direct significant effect on company performance considering that not many entrepreneurs or company managers apply green supply chain management in company operations. Green innovation is required which costs a lot upfront so owners will tend to delay. A green supply chain will be able to influence the company's performance indirectly, green innovation mediation is needed as the result of research (Novitasari & Agustia, 2021).

5.3. The Effect of Profitability Can Moderate the Effect of Organizational Green Culture on Company Performance

The results show that ROA can strengthen the positive influence of Organizational Green Culture which is significant to the Company's Performance. Companies that manage and maintain the quality of their earnings well with positive ROA will strengthen the influence of an organizational green culture where employees go beyond the goal of seeking profit to minimize negative environmental effects that arise in business processes to achieve company goals (Roscoe et al., 2019). Impact avoidance efforts through an organizational green culture that remains oriented towards profitability as part of achieving company goals will have a positive impact on company performance.

5.4. *The Effect of Profitability Can Moderate the Effect of Green Supply Chain on Company Performance*

The results show that ROA is not able to strengthen the positive Green Supply Chain which is not significant to the Company's Performance. Implementation of a green supply chain requires the motivation of the company's awareness of environmental sustainability considering that there are quite large costs at the beginning that have the potential to reduce profits including the ROA ratio will decrease. (Utami & Murwaningsari, 2017) states that the greater the ROA, the better the company's financial performance, so that investors' interest will increase so that they can increase the company's stock price and investors get a large enough return. As it is known that when a company has a good ROA, it is not necessarily used to invest in green supply chain implementation innovations. The element of the owner's interest in maximizing profits and how much influence it has on environmental issues is also a consideration of whether profit management will be developed for supply chain implementation that cares about the environment or not. According to research (Novitasari & Agustia, 2021) which states that green supply chains have an indirect effect on company performance, green innovation mediation is needed.

Profitability has a positive and significant influence on the company's performance. Given that profitability is used as a measuring tool in evaluating the achievement of the company's financial performance. This is reinforced in the research (Utami & Murwaningsari, 2017) that ROA as a profitability proxy affects the financial performance of companies that can attract investors.

Environmental capabilities have a positive but not significant effect on company performance considering that environmental collaboration with customers and suppliers is needed through superior environmental strategies as described in (Bae, 2017). (Dzhengiz & Niesten, 2020) the results of their research show that environmental competence has an indirect effect as a mediator between environmental capabilities and performance.

Environmental leadership shows a significant negative effect on the company's performance. This is because there is a cost to train Leaders in increasing the ability to develop and implement green actions, thereby improving environmental performance and improving financial performance in the future (Su et al., 2020) state that companies need to recruit environmental knowledge learning to positively influence the impact of environmental leadership on company performance.

Organizational environmental culture shows a negative and insignificant influence on company performance. (Muliati et al., 2020) which states that organizational culture does not directly affect the company's performance and requires a commitment to social responsibility by the company.

6. Conclusions

Organizational Green Culture has a positive effect on company performance in this study explains that companies involve employees in implementing a green culture which has an impact on efficiency in business processes. Profitability can strengthen the positive influence of Organizational Green Culture on company performance. The creation of a green organizational culture will make the company more efficient through innovation to reduce the impact of company losses due to environmental damage at a low cost. Green supply chains do not have a positive effect on company performance because large investments are needed through environmentally friendly innovations to create performance efficiency. Profitability is not able to strengthen the influence of green supply chains on company performance. Not many entrepreneurs or company managers apply green supply chain management, considering the need for funds to innovate at the beginning is quite large, so companies need to see the impact on the company's profit performance before deciding to develop innovations towards a green supply chain. Profitability has a positive and significant effect on company performance. Control variable Environmental capability has a positive but not significant effect on company performance. Environmental leadership shows a significant negative effect on company performance. Organizational environmental culture shows a negative and insignificant influence on company performance

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