

The Influence of Leadership Style on Ecological Behavior Mediated by Persistence and Integrity on the State Civil Apparatus of the Provincial Government of the Special Region of Jakarta

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ABSTRACT

The study results show that leadership style has a significant direct influence on the ecological behavior of ASN. Inspirational and supportive leaders can increase ASN's commitment to environmentally friendly behavior. In addition, persistence and Integrity have been shown to mediate the relationship. Leaders who can motivate ASN persistence and instill strong integrity values tend to be more effective in building sustainable ecological behavior. Persistence increases the ability of civil servants to survive in their efforts to implement ecological practices, while Integrity encourages civil servants to act with ethical values in preserving the environment. In conclusion, an effective leadership style, with the support of persistence and Integrity, can improve the ecological behavior of civil servants. These findings have important implications for the development of leadership policies that support environmental sustainability in the public sector, especially within the scope of the Jakarta Special Region Provincial Government.

Keywords:

Leadership Style;
Ecological Behavior;
Persistence;
Integrity; State Civil Apparatus.

INTRODUCTION

The city of Jakarta will undergo a significant transformation after the issuance of Law Number 2 of 2024 concerning the Province of the Special Region of Jakarta, where Jakarta has a strategic function and role as the center of the national economy and as a global city that is the center of business networks between Indonesia and other cities in the world, as well as making a significant contribution to the national economy and state revenue as well as supporting the welfare of the people of Jakarta and national welfare (Republic of Indonesia. 2024.). One of the strategies that the Jakarta Provincial Government must carry out is to prepare quality Human Resources (HR) have ecological behavior in carrying out all Policies, Plans, and Programs (KRP) to realize sustainable development, equitable people's welfare, and fulfill and protect human rights for all people in Jakarta.

The readiness of human resources in the Government cannot be separated from the collaborative relationship between superiors and subordinates. Studying the influence of leadership style on the ecological behavior of the State Civil Apparatus (ASN) on the environment, mediated by the diligence and Integrity of ASN, is very important in the current context that Jakarta is solving urban problems and realizing an intelligent city with global standards. With increasing awareness of environmental issues and the need for sustainable practices, understanding how leadership influences ASN's behavior towards the environment is essential for organizations seeking to be socially responsible. Leadership style has a significant impact on ASN behavior and organizational culture.

Investigate how different leadership approaches affect the ecological behavior of their subordinate staff towards the environment of ASN, which provides insight into effective leadership strategies to promote environmentally friendly practices.

The persistence and Integrity of ASNs play an essential role in shaping their commitment to environmental initiatives. By examining how these traits mediate the relationship between the leadership style and behavior of environmental citizens, organizations can improve their environmental performance and competitiveness. ASNs who consider their leaders to support environmental initiatives are more likely to engage in ASN's ecological behavior toward the environment. Understanding the leadership mechanisms that influence these behaviors can help create a positive work environment and increase the morale of subordinates.

Overcoming environmental challenges, of course, requires collective efforts from individuals, organizations, and society. Studying the role of leadership and the behavior of officials in environmental sustainability will contribute to building human resources that are more environmentally aware, thereby driving long-term socio-economic benefits. In conclusion, investigating the linkages between leadership styles, diligence, and Integrity of officials, as well as their civic behavior towards the environment, is essential to improve our understanding of sustainable organizational practices and encourage environmental stewardship in the workplace (Nag & Vijayakumar, 2005).

Studying the ecological behavior of the State Civil Apparatus (CB) towards the environment today is essential due to several key factors: (1). Environmental Challenges: The world is facing urgent environmental challenges such as climate change, pollution, and habitat destruction. Understanding how the behavior of the State Civil Apparatus contributes to or mitigates these challenges is essential to address them effectively; (2). Corporate Social Responsibility (CSR): There is an increased emphasis on CSR among organizations. The State Civil Apparatus' concern for the environment is an essential aspect of CSR, and learning about it will help organizations meet their environmental obligations and enhance their reputation as socially responsible entities (3). Regulatory Pressure: Governments around the world are implementing stricter environmental regulations. The ecological behavior (CB) of the State Civil Apparatus towards the environment can help organizations comply with these regulations and avoid legal repercussions, fines, or reputational damage (4). Stakeholder Expectations: Customers, investors, and other stakeholders are increasingly concerned about environmental sustainability (Enger & Smith, 2008).

By studying the CB of the State Civil Apparatus on the environment, organizations can align with stakeholder expectations and improve their relationships with key stakeholders (5)—competitive Advantage: Adopting eco-friendly practices can provide a competitive advantage. Studying the CB of the State Civil Apparatus against the environment helps identify strategies to take advantage of these advantages and stay ahead of the market (6). Involvement and Welfare of State Civil Apparatus: Involving State Civil Apparatus in environmental initiatives can increase their morale, job satisfaction, and life goals. Studying the CB of the State Civil Apparatus on the environment can inform strategies to foster a positive organizational culture and improve the welfare of the apparatus (Hollweg, 2011).

In summary, studying the CB of the State Civil Apparatus towards the environment is essential in the current context to address environmental challenges, meet stakeholder expectations, comply with regulations, gain a competitive advantage, and encourage the involvement and well-being of the State Civil Apparatus. For several reasons, it is essential to link the ecological behavior of State Civil Apparatus (CB) towards the environment with their perception of leadership style in managing the environment. The perception of ASN staff towards leadership style significantly affects their attitude and behavior. Understanding how ASN staff view their leaders' approach to environmental stewardship can provide insight into the effectiveness of different leadership styles in encouraging environmentally responsible behavior.

Considering leadership as a supporter of environmental initiatives can motivate staff to participate in CB towards the environment actively. Conversely, negative perceptions of leadership can hinder staff's willingness to engage in environmentally friendly behavior (Gupta et al., 2004; Greenberg, 2010). By exploring these relationships, organizations can identify ways to increase the motivation and commitment of the State Civil Apparatus to environmental sustainability. The perception of the State Civil Apparatus towards the leadership style contributes to shaping the organizational culture. Leaders who prioritize environmental sustainability and demonstrate commitment can foster a culture that respects and supports CB for the environment. Understanding how leadership styles affect these aspects of an organization's culture is essential for fostering a sustainable work environment.

ASN staff are more likely to engage in CB against the environment when they feel the alignment between their values and those of their leaders and organizations. Studying the relationship between leadership styles and perceptions of ASN staff towards environmental management helps identify areas where alignment of values can be strengthened, leading to greater involvement of State Civil Apparatus staff in environmental initiatives. The perception of ASN staff towards the leadership style in managing the environment can serve as a feedback mechanism for leaders and organizations. Positive perceptions indicate effective leadership in promoting environmental sustainability, while negative perceptions may signal the need for improvement. Organizations can refine their leadership practices and environmental management strategies by understanding how staff view their leaders in this context (Gower, 2010).

In summary, linking the CB of the state civil apparatus with the environment with their perception of the leadership style in managing the environment is essential to understanding the drivers of environmentally responsible behavior, fostering a supportive organizational culture, and improving leadership practices for environmental sustainability (Nag & Vijayakumar, 2005). Choosing persistence and Integrity of the State Civil Apparatus as a mediating factor between the leadership style and ecological behavior of the State Civil Apparatus is essential for several reasons in the current context;

1. **Behavioral Mechanisms:** Persistence and Integrity are essential behavioral mechanisms that influence the commitment of State Civil Apparatus staff to environmental initiatives. Persistent individuals will be better able to maintain their efforts to achieve environmental goals despite challenges or setbacks, while

individuals with Integrity will be more likely to uphold ethical standards, including environmental responsibility. Understanding how these traits mediate the relationship between leadership styles and CB towards the environment provides insight into the underlying processes that drive the behavior of the State Civil Apparatus toward the environment.

2. **Holistic Understanding:** By considering diligence and Integrity as intermediary factors, researchers and organizations gain a more comprehensive understanding of the complex dynamics. Leadership style can indirectly affect CB on the environment through its impact on the diligence and Integrity of the State Civil Apparatus. Examining these mediating factors helps uncover the different pathways through which leadership influences environmental behavior.
3. **Practical Implications:** Identifying diligence and Integrity as mediation variables offers practical implications for leadership development and organizational intervention. Through targeted training, mentoring, and organizational policies, leaders can cultivate these traits among the State Civil Apparatus. By increasing the diligence and Integrity of the State Civil Apparatus, organizations can strengthen their environmental management and sustainability capacity.
4. **Alignment with Organizational Goals:** Persistence and Integrity are aligned with organizational goals related to environmental sustainability. State Civil Apparatus that exhibits these traits tend to contribute consistently to environmental initiatives, thereby driving progress towards the organization's sustainability targets. By recognizing the mediating role of diligence and Integrity, organizations can prioritize the development of these attributes to advance their environmental agenda effectively.
5. **Contemporary Relevance:** In today's rapidly changing business landscape, characterized by increasing environmental awareness and regulatory pressures, selecting relevant intermediary factors is essential. Diligence and Integrity remain enduring qualities valued in the State Civil Apparatus, making them highly relevant in contemporary discussions regarding leadership, sustainability, and organizational effectiveness.

In conclusion, choosing the diligence and Integrity of the State Civil Apparatus as a mediating factor between leadership styles and CBs towards the environment will improve our understanding of the underlying mechanisms that drive environmentally responsible behavior. In addition, it provides actionable insights for organizations looking to foster a culture of sustainability and ethical leadership in today's dynamic business environment (Bass, 1990; Gibson et al., 2012 and 2014).

Based on the above rationality, it is clear that the model to be tested has a high level of originality. The behavior studied can also be said to be one of the concepts that are contemporary issues (state of the art) today because the fact proves that the warming of the earth's temperature is one of the causes of human activity, so the goal of improving human behavior is one of the actions that must be taken immediately.

METHOD

In this study, the type of research used is quantitative with a causal survey method. This method was chosen because of the information that is wanted to be obtained directly from people as respondents. The causal survey used because what is to be tested is to answer questions related to whether there is a direct effect and indirect *effect* as well as a total effect. Therefore, the name of the variable is not an independent and bound variable like a non-causal survey, but an exogenous variable as an influential variable and an endogenous variable as an affected variable (Graveter & Forzano, 2012; Putrawan, 2023).

The notation for all variables is all with the notation X, namely X1 to X4, because when using Y the connotation logically is a bound variable that is bound so that it is not logical if one day it is made an independent variable for another variable. If X, then one day the endogenous variable can become an exogenous variable for other variables such as, in this study it is shown by the role of X3 (hypothetical model).

RESULTS AND DISCUSSION

1. Leadership Style towards Pro-Environmental Behavior of ASN Provincial Government of Jakarta Special Region

Based on the proposed concept, leadership style can have a direct influence on the ecological behavior of employees (Pro-Environmental Behavior / PEB), especially on the State Civil Apparatus (ASN) in the Provincial Government of the Special Region of Jakarta. However, the extent of this influence depends on several factors such as the type of leadership style applied and how the leader encourages environmentally friendly behavior in the workplace.

Transformational Leadership Style: Leaders who are inspiring, visionary, and encourage positive change can increase PEB in ASN. They provide clear directions on the importance of eco-friendly behavior and provide moral support and the resources needed. Transformational leaders focus on long-term change and can encourage their subordinates to care about environmental issues.

Transactional Leadership Style: Leaders based on rewards and punishments may be more limited in encouraging PEB. While they can create short-term results by implementing environmental rules, they may be less effective in building awareness and long-term commitment to green behavior.

Authoritarian vs. Democratic Leadership Styles: Authoritarian leaders who tend to be tightly controlled without involving employees in decision-making may not be fully effective in pushing PEB, as employees feel they lack responsibility or care. On the contrary, a more participatory democratic style can motivate civil servants to actively engage in environmental initiatives because they feel they have a voice in the process.

If the leadership style applied supports ecological values and goals, then the direct influence on the ecological behavior of civil servants can be seen. Leaders who:

- a. Providing facilities and systems that make it easier for civil servants to behave in an environmentally friendly manner,
- b. Providing a role model by implementing their own environmentally friendly behavior, and

- c. Communicating the importance of environmental issues in daily work tends to be more effective in influencing the ASN PEB directly.

Thus, leadership style can have a direct influence on the ASN PEB, but the strength of that influence is highly dependent on how the leader manages, motivates, and inspires employees in the context of ecological behavior.

2. Leadership Style Towards the Persistence of ASN of the Provincial Government of the Special Region of Jakarta

Leadership style can have a direct effect on the persistence of the State Civil Apparatus (ASN) of the Jakarta Special Region (DKI Jakarta) Provincial Government. Persistence refers to the ability of individuals to keep trying and persevere in facing challenges in order to achieve goals. The leadership style applied by the leader is very important in determining the level of persistence of ASN. On the influence of leadership style on persistence, namely:

a. Transformational Leadership Style:

Transformational leaders are known to encourage passion and long-term commitment to employees. It emphasizes shared vision, inspires, and supports innovation and creativity. Transformational leaders often act as mentors or sources of inspiration for employees. This leader also tries to build confidence and provide intrinsic motivation so that employees are more persistent in achieving goals, even when faced with obstacles. Civil servants who are led in this style tend to have higher persistence because they feel emotionally and professionally supported.

b. Transactional Leadership Style:

Transactional leaders based on rewards and punishments are more focused on achieving short-term targets. They motivate employees with material incentives, such as bonuses or recognition, and control actions with sanctions for failure. This style can increase employee retention in the short term if there is a clear incentive, but it is not always effective at encouraging long-term persistence, especially in challenging situations. ASN may be motivated to persevere if there is a concrete reward, but this persistence can decrease when incentives decrease.

c. Authoritarian Leadership Style:

Leaders who are authoritarian or dominant tend to strictly control employee activities and decisions without giving much autonomy. Civil servants under authoritarian leadership may be forced to act tenaciously because of high demands and penalties for failure, but they may feel pressured or less motivated. In the long run, authoritarian leadership styles can reduce persistence, because employees feel they do not have the freedom to develop and lack intrinsic motivation.

d. Democratic Leadership Style:

Democratic leaders encourage active participation of employees in decision-making and value their opinions. This style creates a sense of responsibility and ownership towards the work done. Civil servants who feel heard and involved tend to have higher persistence, because they are more emotionally and professionally attached to the achievement of common goals. This persistence arises because they feel they contribute directly to the success of the organization.

The leadership style applied by a leader has a direct influence on the persistence of ASN. Leaders who support, inspire, and create a participatory work environment tend to be more effective in increasing employee persistence to continue striving to achieve goals. Conversely, an overly rigid or transactional leadership style may only motivate persistence in the short term or in a specific context.

3. Leadership Style Towards the Integrity of ASN Provincial Government of the Special Region of Jakarta

Leadership style has a significant influence on the Integrity of the State Civil Apparatus (ASN) in the Provincial Government of the Special Region of Jakarta. ASN integrity is a commitment to carry out their duties with honesty, transparency, accountability, and compliance with professional rules and ethics. Strong, effective, and ethical leadership is essential to build and maintain Integrity in the work environment, especially in the public sector such as ASN. The influence of leadership style on the Integrity of ASN, namely:

a. Transformational Leadership Style:

Transformational leaders are often exemplary in ethics and Integrity, encouraging employees to act in accordance with high moral values. This leader not only motivates ASN to achieve organizational goals but also emphasizes the importance of ethics in the process. They create a work culture that prioritizes Integrity, where civil servants feel responsible not only for the results, but also for the way they achieve those results. By providing examples of integrity behavior, transformational leaders can increase the ethical awareness and commitment of civil servants to Integrity. Civil servants led by transformational leaders tend to have a high level of Integrity because they feel inspired to imitate the leader's positive behavior and contribute to creating an ethical work culture.

b. Transactional Leadership Style:

Transactional leaders, who focus on rewards and sanctions, can build Integrity in the short term through compliance. By implementing strict rules and consistent supervision, these leaders can ensure ASN acts in accordance with regulations and policies. However, this approach may be less effective in building long-term Integrity based on moral awareness and commitment. ASN may only act with Integrity to avoid sanctions, not because of an intrinsic urge to act ethically. This style is better at ensuring administrative compliance, but it does not always create a deep understanding of the importance of Integrity as a personal value.

c. Authoritarian Leadership Style:

Authoritarian leaders tend to tightly control every aspect of work and emphasize obedience to instructions without leaving much room for personal initiative. Civil servants who work under authoritarian leaders may feel compelled to follow the rules, but this is often done out of fear or pressure, not out of personal belief in Integrity. In the long run, authoritarian styles can hinder the development of true Integrity because civil servants lack autonomy and the opportunity to make ethical decisions on their own. ASN may tend to follow the rules without a deep understanding of the importance of Integrity.

d. Democratic Leadership Style:

Democratic leaders who involve employees in the decision-making process and provide space for open discussion create an environment that supports the development of personal and professional Integrity. This style allows civil servants to voice their opinions on ethical values and work together to ensure that decisions taken are in accordance with high moral standards. Civil servants who feel listened to and involved tend to be more responsible for their actions and have a greater commitment to Integrity. They understand the importance of transparency and accountability because they participate directly in creating an ethical environment.

Leadership style greatly affects the Integrity of ASN. Transformational and democratic leaders have a more positive influence in promoting Integrity, because they lead by example and involve civil servants in the ethical decision-making process. In contrast, transactional and authoritarian leadership styles focus more on administrative compliance, which can ensure Integrity in the form of rule compliance, but may be less successful in building a deep moral awareness and commitment to Integrity. Leaders who are able to create an organizational culture that emphasizes ethics, honesty, and responsibility will be more successful in building strong Integrity among civil servants.

CONCLUSION

Effective leadership styles, especially transformational and democratic ones, have a direct positive influence on the ecological behavior of civil servants. Inspirational and participatory leaders can encourage civil servants to engage in Pro-Environmental Behavior (PEB) by setting examples, providing the resources needed, and communicating the importance of environmental issues. Persistence is an important factor that mediates the relationship between leadership style and ecological behavior of ASN. Leaders who support and motivate can increase the persistence of civil servants in maintaining environmentally friendly behavior, especially in the face of challenges. Transformational and democratic leadership styles tend to be more successful in building long-term persistence than transactional or authoritarian styles, which focus more on short-term outcomes.

Meanwhile, related to ASN Integrity, which includes a commitment to ethical values, transparency, and responsibility, also plays an important mediator. Leadership styles that emphasize moral values, honesty, and accountability, such as transformational leadership styles, have a positive effect on the Integrity of ASN. Civil servants with high Integrity are more likely to be consistent in implementing ecological behavior because they feel responsible not only for the results of their work, but also for how to achieve those results ethically and sustainably.

Leadership style not only has a direct effect on the ecological behavior of ASN, but also through two mediating factors, namely persistence and Integrity. Leaders who are able to improve the persistence and Integrity of civil servants tend to be more effective in building a long-term commitment to environmentally friendly behavior. Civil servants who are persistent in facing challenges and have high Integrity will be more consistent and motivated to implement ecological behavior.

In the context of the DKI Jakarta Provincial Government, it is important for leaders to develop a leadership style that supports ecological behavior by paying attention to strengthening the persistence and Integrity of ASN. By creating an environment that supports moral values, professional ethics, and perseverance in achieving sustainable goals, leadership can effectively encourage positive changes in ASN's ecological behavior.

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