

Exploring the Impact of Transformational Leadership and Organizational Culture on Employee Performance in the Environmental Department of Madura: A Green Human Resource Management Perspective

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ABSTRACT

This research explores the impact of transformational leadership, organizational culture, and Green Human Resource Management (GHRM) practices on employee performance in the public sector, with a particular focus on the Department of Environment. Through a qualitative descriptive approach, this research examines how a supportive work environment and strong organizational culture contribute to improved employee performance. The analysis is based on an extensive literature review and synthesis of various scholarly sources, including academic journals, books, and government reports. The results show that transformational leadership plays a key role in motivating employees, while an inclusive and supportive organizational culture plays a vital role in creating a positive work environment. In addition, the integration of GHRM practices was found to be an important factor in improving employee performance, while supporting environmental sustainability. These findings emphasize the importance of integrating human resource management strategies that focus on sustainability and employee well-being to achieve organizational goals in a public sector context. This study provides valuable insights for policy makers and practitioners in designing and implementing effective strategies to improve employee performance and achieve organizational success in more effective and sustainable environmental management.

Keywords: *Green Human Resource Management, Transformational Leadership, Organizational Culture, Employee Performance, Environmental Sustainability*

1. INTRODUCTION

Effective and sustainable environmental management is one of the crucial challenges faced by many countries. Indonesia faces challenges in waste management, and implementing sustainable waste management practices is essential to achieve satisfactory economic, social, and environmental performance (Fatimah et al., 2020). The Environmental Agency, as an entity that has an important role in ensuring environmental cleanliness and sustainability, often experiences obstacles in carrying out its duties effectively, especially in waste management. This study highlights the performance of Environmental Agency employees who are still not optimal in managing the environment, which is often seen from the garbage that has accumulated in several temporary landfills. These performance issues not only negatively affect the aesthetics and health of the environment, but also reflect the urgent need for improvement in environmentally oriented human resource management. Green Human Resource Management (GHRM) is emerging as a potential solution, integrating environmental responsibility into human resource policies and practices, recognizing that employees are a critical asset in achieving organizational sustainability goals. Green human resource management increases employees' perceptions of environmentally friendly organizational support, which in turn activates their job performance and organizational citizenship behavior (Aboramadan & Karatepe, 2021).

Environmentally friendly human resource management practices, such as training and development, performance appraisals, and rewards and compensation, have a significant impact on organizational sustainability through the mediating role of environmental performance and employee performance (Amjad et al., 2021). Green Human Resource Management (GHRM) plays a crucial role in improving employee performance by integrating environmental sustainability practices into human resource management policies and procedures. GHRM aims to develop employees' awareness and commitment to environmental sustainability through various practices, such as

environmentally oriented recruitment, training, development and compensation. Employee performance in this context is not only measured by their work output or productivity, but also by their contribution to environmental sustainability. Pro-environmental HRM practices support the development of key enablers of green organizational culture, which positively mediates the relationship between GHRM practices and environmental performance (Roscoe et al., 2019). Organizations with cultures that support environmental sustainability tend to create work environments that motivate and empower employees to participate in green initiatives. A strong organizational culture that is in line with environmental values can facilitate the acceptance and implementation of GHRM practices, encouraging employees to improve their performance in sustainability aspects.

Green transformational leadership has a significant positive impact on employees' organizational citizenship behavior toward the environment, with green organizational climate playing a mediating role (Liu & Yu, 2023). Transformational leadership also plays an important role in driving employee performance through GHRM. Transformational leaders are able to inspire and motivate employees to exceed personal interests for the benefit of the group or organization, including in terms of environmental sustainability. By demonstrating vision, inspiration, intellectual stimulation, and individualized attention, transformational leaders can increase employees' environmental commitment and encourage them to contribute to the organization's sustainability goals. Integrating GHRM with a supportive organizational culture and transformational leadership can create synergies that improve employee performance in the context of environmental sustainability. A strong organizational culture and transformational leadership can strengthen the implementation of GHRM practices, which in turn improves employee performance not only in traditional aspects but also in their contribution to environmental sustainability. This shows the importance of understanding and implementing GHRM in a broader context that includes factors such as organizational culture and leadership to achieve effective environmental sustainability.

The object of this research focuses on the Environmental Agency on the island of Madura, which covers four districts: Bangkalan, Sampang, Pamekasan and Sumenep. In the context of this research, the Environmental Agency was chosen because of its crucial role in managing, protecting, monitoring and supervising the environment in the region. Each district has the same duties and functions in maintaining ecosystem balance and ensuring environmental sustainability for current and future generations, although it differs in the name of the entity in Sampang District, namely DLH PERKIM (Environmental Service for Housing & Settlement). This study aims to examine the influence of transformational leadership style, organizational culture, and Green Human Resource Management practices on the performance of employees of the Environmental Service. This is based on the understanding that transformational leadership style can encourage employees to exceed expectations, by promoting innovation and commitment to the organization's mission. In addition, an organizational culture that supports and aligns with environmental values can create a motivating and empowering work environment. This research is expected to make a significant contribution to the understanding of the influence of GHRM, transformational leadership style, and organizational culture on improving employee performance in the context of government organizations that focus on the environment, especially the Environmental Agency. Thus, this research not only adds to the literature in the field of human resource management and the environment, but also offers new insights and practical solutions to overcome employee performance problems in more effective and sustainable environmental management.

2. RESEARCH METHODS

To investigate the impact of Green Human Resource Management (GHRM), transformational leadership, and organizational culture on employee performance in public environmental organizations, a qualitative descriptive research method was used. This method involved a comprehensive literature review ranging from 2019 to 2023, focusing on academic journals, books, and other scholarly sources that address the interaction between these factors and their effect on employee performance within the environmental sector of public organizations. The study used content analysis and thematic analysis techniques to systematically review and synthesize the existing literature (Malinauskaite et al., 2019). Content analysis enabled the extraction and categorization of relevant information from the selected sources, while thematic analysis facilitated the identification of recurring themes, patterns and relationships among the data. This dual analysis approach ensured a thorough examination of the literature, allowing the researchers to draw meaningful insights into how GHRM practices, transformational leadership style, and supportive organizational culture contribute to improving employee performance in the context of public environmental agencies. This research contributes to the fields of human resource management and environmental management by highlighting the importance of integrating environmental responsibility into HRM practices, promoting transformational leadership, and fostering a supportive organizational culture to improve employee performance in public sector environmental organizations.

3. RESULT AND DISCUSSION

3.1. Transformational Leadership In Organizations

Transformational leadership has been shown to significantly improve employee performance, creativity, and job satisfaction by enhancing confidence, values, and self-governance, according to research by (Udin et al., 2020). In the context of public universities in Asia, transformational leadership is practiced through four dimensions that contribute to increased organisational commitment, empowerment, job satisfaction, and knowledge management practices, as described by (Saad Alessa, 2021). Research by (Sadaf Razzaq et al., 2020) also shows that transformational leadership has a significant impact on improving organisational performance through increasing employee satisfaction, motivation, and commitment. Furthermore, (Liyanage, 2020) found that transformational leadership positively impacts employee well-being through various socio-psychological mechanisms, including meaningful work, perceived procedural justice, psychological empowerment, self and team efficacy, trust, work-life conflict, and role clarity.

However, research by (Alharbi & Aljounaidi, 2021) indicates that the influence of transformational leadership on employee performance is relatively weak compared to the strong positive influence of transactional leadership. In the clinical environment, the adoption of a transformational leadership approach has the potential to improve nurses' job satisfaction, intention to remain employed, quality of care, and patient outcomes, as demonstrated by research (Gebreheat et al., 2023). In the oil and gas industry, transformational leadership style can increase employee motivation, productivity, and change behaviour and attitudes towards work principles, according to (Karam & Tasmin, 2020), and also (Singh, 2019) added that transformational leadership increases employee engagement by encouraging greater involvement in subordinates' work, which leads to higher efficiency and satisfaction. Lastly, (Gashema, 2021) found that transformational leadership encourages innovative behaviour among employees, with corporate social responsibility acting as a moderating factor. Overall, these studies suggest that transformational leadership has significant potential to improve various aspects of employee performance and well-being, although its effectiveness may vary depending on the organisational context and other factors such as different leadership styles and specific working conditions.

3.2. Exploration Of Organizational Culture

Organisational culture greatly influences employee engagement and performance, with top management having a major impact on building culture (Kumar Samanta, 2021). Based on the research that has been conducted, the work environment has been shown to play an important role in determining employee performance. An optimal work environment, for example, has been the focus of significant research. (Tan, 2019) emphasised that a homogeneous organisational culture, which encourages teamwork and has a clear mission, can improve performance. This research highlights how a good work environment, which includes supportive aspects of organisational culture, can create conditions that enable individuals to work effectively and be maximally engaged in achieving common goals. In addition, (Reidhead, 2020) showed that a supportive organisational culture significantly influences employee satisfaction, which in turn can bring competitive advantage to the organisation. This confirms that a positive and supportive work culture can play a key role in motivating and increasing individual engagement in achieving organisational goals.

Furthermore, research shows that a strong organisational culture not only affects employee engagement and performance but also has a significant impact on overall organisational performance. For example, research conducted by (Ghasabeh, 2020) found that transformational leadership can improve knowledge management and company performance by encouraging more effective use of information technology, leading to increased speed, reduced costs, and competitive advantage. This suggests that a conducive work environment, which includes elements such as open and effective communication, supportive leadership, and a strong organisational culture, can provide a major boost to employee motivation and productivity. Furthermore, research shows that a strong organisational culture not only affects employee engagement and performance but also has a significant impact on overall organisational performance. For example, research conducted by (L.Pathirana, 2019) highlighted that cultural integration among company members is a critical factor that can affect the success or failure of a corporate group, demonstrating the importance of a uniform and integrated organisational culture in achieving business goals. In addition, (Sethi et al., 2021) emphasised that organisational culture and diversity have a positive impact on employee health and well-being, underlining the need for organisations to adapt to changing workforce demographics and promote an equitable workplace culture to ensure employee well-being.

Research by (Coelho & Kurtz, 2020) also reveals that organisational culture influences the attitudes and behaviours of collaborators, which in turn affects performance, development, and commitment, ensuring market competitiveness and employee engagement. (Yona Sari et al., 2021). added that motivation, leadership, and organisational culture have a positive and significant impact on employee performance in the workplace, indicating that these factors are interrelated and contribute to improved performance. Research by (Pascariati & Lima Krisna, 2021; Said Abujudeh, 2020) further confirmed that a strong organisational culture and the right leadership style can promote stronger job satisfaction and organisational commitment, leading to significant performance improvements. Lastly, (Anwar et al., 2020) showed that employee engagement positively impacts organisational performance, with increased interest in this topic from academic researchers, confirming the importance of creating a work environment that supports and motivates employees. This suggests that a conducive work environment, which includes elements such as open and effective communication, supportive leadership, and a strong organisational culture, can provide a major boost to employee motivation and productivity. Thus, creating a conducive and supportive work environment is becoming increasingly important, especially in overcoming barriers such as budget constraints and complex bureaucratic structures often faced by public organisations. A positive work environment can help increase employee engagement and strengthen a sense of ownership of the organisation's mission and goals, ultimately improving overall organisational performance.

3.3. Integrasi Green Human Resource Management

Green HRM has evolved over the past decade, and with COVID-19 affecting the viability of businesses and society, it will either continue to thrive or face obstacles (Paulet et al., 2021). Based on the research that has been conducted, Green Human Resource Management (GHRM) has been shown to play an important role in determining employee performance. Optimal GHRM, for example, has been the focus of significant research. The study by (Shahriari et al., 2019) emphasizes green human resource management focusing on selection, recruitment, training, and development, with gaps in undeveloped countries, Asia, and cross-cultural models. This research highlights how good GHRM can create conditions that enable individuals to work effectively and engage maximally in achieving common goals. Green human resource management (GHRM) has increased significantly in the East since 2014, with the most attractive functions being education, performance management, and reward and compensation, while gaps still exist in the East and West (Shahriari & Hassanpoor, 2019). Green human resource management practices can also positively impact social sustainability, with employees' green behaviors in the workplace playing an important role in this relationship (Amrutha & Geetha, 2020).

From a human capital quality perspective, the impact of a positive GHRM on employee performance is significant. A conducive GHRM, which includes elements such as open and effective communication, supportive leadership, and adequate resource allocation, can provide a major boost to employee motivation and productivity. (Liu & Yu, 2023) found that green transformational leadership has a significant positive impact on employees' organizational citizenship behavior towards the environment, with green organizational climate playing a mediating role. This suggests that when employees feel supported and valued in an environmentally friendly work environment, they tend to be more passionate and dedicated in carrying out their tasks, helping to create a climate where employees feel recognized and motivated to make maximum contributions. However, in this case green human resource management (GHRM) practices can have a positive impact on organizations, but more research is needed to better understand the antecedents and outcomes (Benevene & Buonomo, 2020).

Green human resource management and sustainable green logistics are interlinked, with management and employee attitudes, knowledge, and skills playing a key mediating role in achieving corporate environmental management (Al-Minhas et al., 2020). This particular study highlighted key HRM themes in Asia, highlighting the need for future research on employee voice, diversity, well-being, crisis management, and green human resource management (Cooke et al., 2020). In the context of public organizations, where various challenges such as budget constraints and complex bureaucratic structures can be a hindrance, having a positive GHRM becomes even more important. A conducive GHRM can help overcome these barriers by increasing employee engagement and reinforcing a sense of ownership of the organization's mission and goals. More than 70 peer-reviewed articles on Green HRM from 2007 to early 2019 were reviewed, highlighting the growing research focus on performance outcomes at both the organizational and individual levels (Yong et al., 2019). Research (Fatimah et al., 2020) in the context of the Environment Agency in Indonesia highlights the urgent need for improvement in environmentally-oriented human resource management to address performance issues in waste management. This confirms the importance of GHRM in creating a supportive and conducive work environment to improve employee performance in the context of environmental sustainability.

4. CONCLUSION

An exploration of Green Human Resource Management (GHRM), transformational leadership, and organizational culture in the context of environmental organizations underscores the important interplay between these elements in improving employee performance. Findings from the literature review highlight that GHRM practices not only foster a sustainable work environment but also contribute significantly in improving employee engagement and performance by integrating environmental responsibility into HR policies and practices. In addition, transformational leadership was identified as an important factor positively influencing employee motivation and performance, suggesting that leaders who embody environmental values and practices can inspire similar behaviors among employees (.). Organizational culture, with its capacity to shape employee perceptions and behaviors, plays an important role in creating an environment that supports GHRM and transformational leadership to flourish and, in turn, positively impact employee performance.

In conclusion, the synthesis of the reviewed literature underscores the importance of adopting GHRM practices, promoting transformational leadership, and fostering a supportive organizational culture as important strategies for improving employee performance in public environmental organizations. The findings contribute to the broader discourse on human resource management and environmental sustainability, offering valuable insights for policy makers, practitioners, and researchers interested in improving human resource management to achieve environmental and organizational goals. Future research should further explore the mechanisms by which these factors interact and their potential integration into a comprehensive HRM strategy that supports environmental sustainability and organizational effectiveness.

5. AUTHORS' CONTRIBUTIONS

In developing a comprehensive model that explains the interaction between motivation, leadership, and organizational culture in improving employee performance, the authors also integrate the concept of Green Human Resource Management (GHRM) as an important variable. This inclusion is based on the recognition of the growing importance of GHRM in fostering a sustainable organizational environment that supports and enhances employee performance. By synthesizing findings from various studies, the authors highlight how GHRM practices not only contribute to environmental sustainability but also positively impact employee motivation, satisfaction and overall performance. This dual focus on organizational performance and sustainability practices is a significant contribution to the literature, offering a more holistic understanding of the factors that drive employee performance in contemporary organizational environments

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