

# The Effect of Green Transformational Leadership and Green Motivation on Green Performance Through Green Competence on Employees

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## ABSTRACT

The purpose of this study was to determine the effect of green competence and green motivation on green performance, both simultaneously and partially, and discussed descriptively. The method used is descriptive survey method and explanatory survey. The type of investigation in this study is causality. The analysis unit of PT Shelter Nusantara Surabaya employees is 100 employees. The results of this study are the analysis of the influence of the variables Green transformational leadership (X1) and Green motivation (X2) on the variable Green competence (Z), from the results of the analysis obtained a significance value smaller than  $\alpha$  (0.05), so it can be concluded that Green transformational leadership (X1) and Green motivation (X2) have an influence on Green competence (Z), Analysis of the influence of the variables Green transformational leadership (X1), Green motivation (X2) and the variable Green competence (Z) on the variable green performance the results of the analysis obtained a significance value smaller than  $\alpha$  (0.05), so it can be concluded that Green transformational leadership (X1) and Green motivation (X2) and Green competence (Z) have an influence on Green competence (Z) has an influence on the variable green performance. Green transformational leadership (X1) and Green motivation (X2) through Green competence (Z) have an influence on Green performance (Y) at PT Shelter Nusantara Surabaya.

**Keywords:** *Green Transformational Leadership, Green Competence, Green Performance, Green Motivation.*

## 1. INTRODUCTION

PT Shelter Nusantara Surabaya strives to improve the ability of its employees in carrying out environmentally friendly work processes in order to realize organizational goals through comprehensive, effective and efficient vision and missions. One of the phenomena in the field based on survey results shows that there are still relatively many employees in the PT Shelter Nusantara Surabaya environment who feel less enthusiastic in carrying out their duties and responsibilities, this can be seen from the frequent lateness of employees to the office, and providing services that are not in accordance with expectations, and green performance is still relatively below the targets and expectations of the organization, where employees tend to experience a decline in performance.

Green competence means basic characteristics consisting of skills, knowledge and personal attributes in the success of a person's work in a position. Green competence, or green competence, refers to the knowledge, skills and attitudes needed to develop and support a sustainable and resource-efficient society. This includes an understanding of environmentally friendly technology, resource management and sustainability policies. A person's green competence is very helpful in improving the work performance of environmentally friendly employees.

Gibson et al., in Winardi (2014:28) explains that Green motivation is green motivation that encourages individuals or groups to act and contribute to environmental protection and sustainability efforts. This can be intrinsic green motivation (from within oneself, such as concern for nature) or extrinsic (from outside, such as awards or incentives). Green motivation encourages behaviors such as waste reduction, efficient energy use, and support for environmentally friendly products.

Cherington, David J, 2016 explains that Green performance generally refers to an employee or company performance evaluation system that considers the environmental impact of their activities. This includes how employees and companies behave in terms of resource use, waste reduction, and energy efficiency, as well as how they contribute to overall environmental protection efforts

Mathis Robert L, Jackson John H, 2015 explains that a leader's Green transformational leadership will be successful if they pay attention to the green motivation of their subordinates. As ordinary people who work and devote themselves to the organization, extension workers also need to pay attention to the needs that come from their own desires. Indirectly, this condition will make agricultural extension workers more enthusiastic about working and more effective in improving their performance for the organization where they work.

## 2. RESEARCH METHODS

The method used in this study is included in the type of quantitative research, by collecting data through distributing questionnaires to the research object, namely employees working at PT Shelter Nusantara Surabaya employees with a population and census sampling technique of 100 people. Testing in this study uses Structural Equation Modeling (SEM) which analyzes the relationship between variables. All statement items are measured using a Likert measurement scale.

The data analysis method used is Partial Least Squares (PLS) which is commonly referred to as soft modeling. With PLS, structural equations with relatively small sample sizes can be modeled and multivariate normal assumptions are not required. The measurement model is used in testing the validity and reliability of measuring instruments, and the structural model is used in testing causal relationships. PLS path modeling was developed as an alternative to Structural Equation Modeling (SEM) with a weak theoretical basis.

**Tabel 1.** Operational Definition and Variable Indicators

No.	Variabel	Indikator	Measurement Scales
1	Green Transformational Leadership is a leadership style that combines the concept of transformational leadership with a focus on environmental sustainability. Leaders with this style not only motivate and inspire subordinates to achieve organizational goals but also encourage environmentally friendly and sustainable actions. They inspire followers to care about sustainability and promote green work practices (Peachey et al., 2014).	The indicators of Green transformational leadership in this study are as follows: Inspiration, Idealistic Influence, Intellectual Stimulation, Individual Consideration and Attention to Environmentally Friendly Facilities.	Score 1: Strongly Disagree  Score 5: Strongly Agree
2	Green competence is the main characteristic of a person or individual related to effectiveness or expertise in carrying out their work and being a reflection of a person's skills and knowledge, especially those related to the abilities and skills that are much needed by the business world through reducing costs and providing better service to customers at lower costs/more for less (Hart, Cathy, et al., 2013).	Indicators in measuring green competence are the ability to apply knowledge, the ability to work, because of wanting to actualize oneself, responsive in all situations, the applicable value system, a sense of responsibility, the ability to achieve targets, seriousness in being environmentally friendly.	Score 1: Strongly Disagree  Score 5: Strongly Agree
3	Green motivation is a motivation that drives individuals or groups to act and engage in environmentally friendly behavior or activities. This can come from	Green motivation indicators are business environment, lifestyle, education, empowering self-	Score 1: Strongly Disagree  Score 5: Strongly Agree

No.	Variabel	Indikator	Measurement Scales
	internal (intrinsic) motivation such as concern for the environment, or from external (extrinsic) motivation such as awards or incentives (Newstrom, 2014:251).	abilities, health insurance, benefits, bonuses, guarantees.	
4	Green Performance is an employee performance assessment that focuses on the impact of their activities on the environment, including how they carry out their daily tasks and how they are involved in environmental activities in the company. Employee green performance aims to increase their awareness and commitment to environmental issues, as well as encourage environmentally friendly behavior in (Werther etc, 2014).	This Green performance indicator is measured by the amount of work, time efficiency, work quality, knowledge, ideas, cooperation, attendance, friendliness, integrity.	Score 1: Strongly Disagree  Score 5: Strongly Agree

### 3. RESULTS AND DISCUSSIONS

#### 3.1. Calculating Path Coefficient I

**Table 2.** Coefficient of Determination Model I

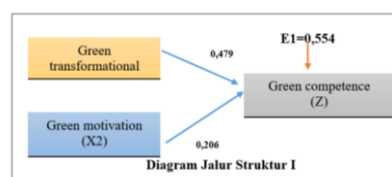
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	54.509	9.488		5.745	0.000
	Green transformational leadership	0.599	0.147	0.479	2.407	0.005
	Green motivation	0.547	0.162	0.208	2.010	0.003

From the analysis results in table 2, R<sup>2</sup> or R square is obtained as 0.693, this shows that the contribution or influence of the Green transformational leadership (X1) and Green motivation (X2) variables on the Green competence (Z) variable is 69.3%. While the remaining 30.7% is influenced by other variables that are not discussed/included in this study.

Meanwhile, to determine how much e1di is in this model, it can be found using the formula:

$$e1 = \sqrt{1 - R^2} = \sqrt{1 - 0,693} = 0,554 \quad (1)$$

From the results of the calculations, the structural path model I is obtained as follows:



**Figure 1** The Structural Path Model I

### 3.2. Calculating Path Coefficient II

**Table 3.** Coefficient of Determination Model II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.914	12.697		1.883	0.063
	Green transformational leadership	0.296	.165	0.173	3.798	0.014
	Green motivation	0.133	.183	0.307	2.727	0.047

a. Dependent Variable: Green performance

The coefficient of model II refers to the results of the regression analysis of model one in the coefficient section in table 3 above, it can be seen that the significant value of the two independent variables, namely the Green transformational leadership variable (X1) obtained a sig of 0.000, the Green motivation variable (X2) obtained a sig of 0.014 and the Green competence variable (Z) obtained a sig of 0.047. From the results of the test, the two independent variables and 1 intervening variable obtained a sig value smaller than  $\alpha$  ( $5\% = 0.05$ ), so it can be concluded that the Green transformational leadership variable (X1), the Green motivation variable (X2) and the Green competence variable (Z) have an effect on Green performance (Y).

To find out how much influence the Green transformational leadership variable (X1) the Green motivation variable (X2) and the Green competence variable (Z) can be seen from the results of the analysis.

**Table 4.** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.914 <sup>a</sup>	0.835	0.732	1.79477	1.074

a. Predictors: (Constant), Green motivation, Green transformational leadership, Green competence

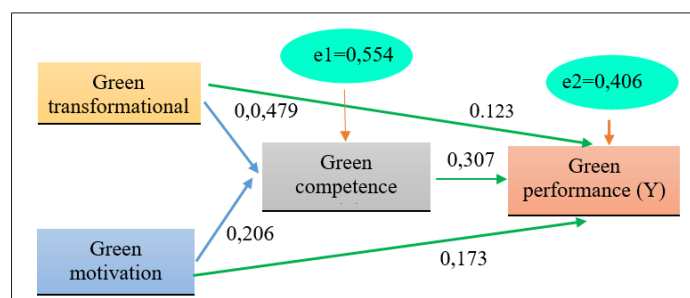
b. Dependent Variable: Green performance

From the analysis results in table 4, R<sup>2</sup> or R square is obtained as much as 0.835, this shows that the contribution or influence of the variables Green transformational leadership (X1), Green motivation (X2) and Green competence (Z) on the variable Green performance (Y) is 83.5%. While the remaining 16.5% is influenced by other variables that are not discussed/included in this study.

Meanwhile, to determine how much e1di is in this model, it can be found using the formula:

$$e1 = \sqrt{1 - R^2} = \sqrt{1 - 0,835} = 0,406 \quad (2)$$

From the results of these calculations, the structural path model II is obtained as follows:



**Figure 2** The Structural Path Model II

## 4. COCLUSSION

Analysis of the influence of the Green transformational leadership variable (X1) on the Green competence variable (Z), from the results of the analysis obtained a significance value of 0.005, this result is smaller than  $\alpha$  (0.05), so it can

be concluded that there is a direct significant influence of the Green transformational leadership variable (X1) on the Green competence variable (Z).

Analysis of the influence of the Green motivation variable (X2) on the Green competence variable (Z), from the results of the analysis obtained a significance value of 0.003, this result is smaller than  $\alpha$  (0.05), so it can be concluded that there is a direct significant influence of the Green motivation variable (X2) on the Green competence variable (Z).

Analysis of the influence of the Green transformational leadership variable (X1) on the Green performance variable (Y), from the results of the analysis obtained a significance value of 0.000, this result is smaller than  $\alpha$  (0.05), so it can be concluded that there is a direct significant influence of the Green transformational leadership variable (X1) on the Green performance variable (Y).

Analysis of the influence of the Green motivation variable (X2) on the Green performance variable (Y), from the results of the analysis obtained a significance value of 0.014, this result is smaller than  $\alpha$  (0.05), so it can be concluded that there is a direct significant influence of the Green motivation variable (X2) on the Green performance variable (Y).

Analysis of the influence of the Green competence variable (Z) on the Green performance variable (Y), from the results of the analysis obtained a significance value of 0.047, this result is smaller than  $\alpha$  (0.05), so it can be concluded that there is a direct significant influence of the Green competence variable (Z) on the Green performance variable (Y).

Analysis of the influence of the Green transformational leadership variable (X1) through the Green competence variable (Z): it is known that the direct influence of the Green transformational leadership variable (X1) on the Green performance variable (Y) is 0.123, while the indirect influence of the Green transformational leadership variable (X1) through the Green competence variable (Z) on the Green performance variable (Y) is the multiplication of the beta value of the Green transformational leadership variable (X1) Green competence variable (Z) with the beta value of the Green transformational leadership variable (X1) on the Green performance variable (Y) which is  $0.479 \times 0.307 = 0.147$ , then the total influence given by the Green transformational leadership variable (X1) on the Green performance variable (Y) is the direct influence plus the indirect influence which is  $0.123 + 0.147 = 0.270$ . Based on the calculations above, it is known that the direct influence of the Green transformational leadership variable (X1) on the Green performance variable (Y) is 0.123, and the indirect influence of the Green transformational leadership variable (X1) on the Green performance variable (Y) through the Green competence variable (Z) is 0.270, this means that the indirect influence value is greater than the direct influence, these results indicate that indirectly the Green transformational leadership variable (X1) through the Green competence variable (Z) has a significant influence on the Green performance variable (Y).

Analysis of the influence of the Green motivation variable (X2) through the Green competence variable (Z): it is known that the direct influence of the Green motivation variable (X2) on the Green performance variable (Y) is 0.173, while the indirect influence of the Green motivation variable (X2) through the Green competence variable (Z) on the Green performance variable (Y) is the multiplication of the beta value of the Green motivation variable (X2) on the Green competence variable (Z) with the beta value of the Green motivation variable Keja (X2) on the Green performance variable (Y), which is  $0.206 \times 0.307 = 0.063$ , so the total influence given by the Green motivation variable (X2) on the Green performance variable (Y) is the direct influence plus the indirect influence, which is  $0.173 + 0.063 = 0.236$ . Based on the calculations above, it is known that the direct influence of the Green motivation variable (X2) on the Green performance variable (Y) is 0.173, and the indirect influence of the Green motivation variable (X2) on the Green performance variable (Y) through the Green competence variable (Z) is 0.236, this means that the value of the indirect influence is greater than the direct influence, these results indicate that indirectly the Green motivation variable (X2) through the Green competence variable (Z) has a significant influence on the Green performance variable (Y).

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