



The Effect of Green Transformational Leadership and Work Motivation on Employee Performance at PT Mega Asia Global

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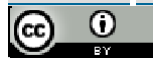
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ABSTRACT

This study aims to determine the effect of green transformational leadership and employee performance on employee performance. This study uses a probability sampling technique with a random sampling technique from the population regardless of the strata in the population. The results of the study at a significance level of 5% showed that: (1) green transformational leadership had a positive and significant effect on employee performance, as evidenced by the value of $t_{count} > t_{table}$ ($9,119 > 1,991$) with a significance value of 0.000 less than 0.05 ($0.000 < 0.05$), (2) work motivation has a positive and significant effect on employee performance, as evidenced by the value of $t_{count} > t_{table}$ ($7,997 > 1,991$) with a significance value of 0.000 less than 0.05 ($0.000 < 0.05$) and (3) green transformational leadership and work motivation together have a positive and significant effect on employee performance, as evidenced by the results of the $F_{count} > F_{table}$ ($45.409 > 3.12$) with a significance value of 0.000 less than 0.05 ($0.000 < 0.05$) green transformational leadership and work motivation affect employee job satisfaction 60.0% while the remaining 40.0% is influenced by other factors that are not included in the research model. multiple regression equation value $Y = 2,942 + 0.470X_1 + 0.416X_2$.

INTRODUCTION

Human resources are a very important role in a company because they create other resources that can be functioned and implied. As the role of human resources is very important, they become the factor that determines the progress and retreat of the company. Because no matter how great the building and the offices are, the sum of the capital used, the wide scale of the marketing networks, and the maturity of its plan and strategy, all mean nothing without the people who put them in motion, implied and realized the plan. Aside from that, human resources also can create effectiveness and productivity for the company. Through these effective human resources, the executives oblige to find the best way to utilize people who exist in the company environment so the desired purpose is reached.

Performance is an achievement reached by employees after doing the tasks that are assigned to them. Performance is a work achievement generated by employees in accordance with the role and duty they owned in an institute. In this matter, performance is an action or task implementation that can be measured in general performance measurement, consisting of work quality, work quantity, work knowledge, and work plan.

Muiz, Jufrizen, & Fahmi, (2018) conclude that "Performance is an achievement of a person's work result in carrying duties assigned to them based on skills, experiences, passions, and times. A good performance of an employee can benefit the company, while a bad performance provides losses to the company. The performance succession concept can be seen from a good result whether in quality or quantity achieved by a person in carrying out a duty in accordance with the given responsibility.

Green Transformational Leadership is transformational leadership that possesses green values, so they can bring influence the green habits of their subordinates, where they motivate subordinates to overcome obstacles by being more attentive to the useful things for the organization's environment, thinking about sustainable organization development, and solving environmental issues with a more innovative way. Besides that, it also increases subordinates' concerns about environmental issues by building a good relationship with them and improving the subordinates' green values

According to Robertson and Barling, in Toha Trimono and Lenny C Nawangsari (2019), *Green Transformational Leadership* is pre-environmental transformational leadership defined as "transformational leadership manifestation, which consists of leadership behavior focused on encouraging achievement initiative".

One of the factors that affect performance is work motivation. Motivation has an important role in the employees' performance. With motivation, the purpose of the organization can be achieved, along with personal purpose. Motivating someone is a chain link starting with necessities, generating desire, affecting action, and resulting decisions. From various motivating phases, the main factor is a necessity and behavioral guidance. Motivating is supposed to be directed to the organization's purpose achievement. It is only with the clarity of purpose, thus, the involved personnel

in the organization can easily understand and implies it. Achievements, good working conditions, and fair leadership is expected to be the personal motivation of the employees in developing performances.

According to Greenberg and Baron in Sudaryo (2018:16), Motivation is a series of processes that arouse, direct, and maintain human behavior toward achieving a goal. Arouse is related to pushing behind the acts, while behavior keeps or maintains related to how long a person will keep trying to achieve the goal. Meanwhile, Chung & Meggison in Fahmi I (2017:100) book states that motivation is formulated as a behavior that is aimed at the target. Motivation is related to the effort level done by a person in achieving a goal, motivation aims closely to the satisfaction and work performance. This motivation is a really important subject for managers because they need to understand people with specific behaviors so they can influence them to work in accordance with the organization. There is no maximum success that can be done without motivation, whether it is from the leader or the employee itself.

Based on the description above, thus, in this research, the author makes issues statement as follows:

1. Is there any influence of the *green transformational leadership* against the performances of PT Mega Asia Global's employees?
2. Is there any work motivation that influences the performances of PT Mega Asia Global's employees?
3. Is there any influence of *green transformational leadership* jointly with the work motivation against the performances of PT Mega Asia Global's employees?

Based on the exposure of the information above, the purpose of this research is to:

1. To identify the *green transformational leadership* influence on the performances of PT Mega Asia Global's employees.
2. To identify the work motivation influence on the performances of PT Mega Asia Global's employees.
3. To identify the green transformational leadership and work motivation on the performances of PT Mega Asia Global's employees.

LITERATURE REVIEW

Employees' Performance

Performance is a work achievement resulting from an employee or worker achieving the goal that is expected for the sake of achieving the organization's objectives. A worker or an employee needs to be supervised and skills provision and expertise in the area so they can do their job appropriately.

According to Mangkunegara (2019:75) the definition of performance is a work achievement in quality and quantity achieved by a worker in carrying out the duty in accordance with the responsibilities assigned to them. According to Afandi (2018:84) states that performance is a work achievement that can be reached by someone or a group of people in an organization in accordance with each authority and responsibility in order to reach objectives illegally, not breaking the law, and not against the moral and ethics.

From the description of employees' performance above, the researchers conclude that employees' performance is a work achievement or working result (output) in quality or quantity that can be reached by human resources in a time period unification in carrying out the work duties in accordance with responsibilities given to them. Performance is an important thing that should be reached by every organization as performance is a reflection of the company's abilities in maintaining and allocating its human resources.

Green Transformational Leadership

Green Transformational Leadership is a pre-environmental transformational leadership defined as "a manifestation of transformational leadership, contains leadership behaviors focused on encouraging the environment initiative". Robertson and Barling, in Toha Trimono and Lenny C. Nawangsari (2019). Green Transformational Leadership is defined as "leadership that motivates subordinates to achieve green objectives and inspires them to reach environment performance outside the expected level". (Du, 2022).

A transformational leader who possesses green values, thus, influences the green behaviors of the subordinates, which will motivate subordinates to overcome obstacles by being more attentive to the useful things for the organization's environment, thinking about sustainable organization development, and solving the organization's issues in a more innovative way. Other than also increasing the subordinates' concerns on environmental issues by building a good relationship with them and improving the green behavior of the subordinates then.

From the definition of Green Transformational Leadership above, researchers conclude that a transformational leader who possesses green values influences green behaviors and motivates subordinates to overcome obstacles by being more attentive to useful things for the organization's environment.

Work Motivation

Motivation originates from the Latin word 'movere' which means pushing or driving. Motivation in management only aims at human resources in general and subordinates in specific. Motivation questions on how to direct human resources and the potential of the subordinates, so both can work productively and succeed in reaching by realizing the determined objectives. Motivation is "things that cause, deploy, and support human behaviors so they want to work diligently and enthusiastically in achieving optimum results" (Hasibuan, 2018).

According to Busro (2020), who states that motivation is a "condition or energy that pushes directed employees or aims to reach company organization's objectives". With that definition, the researchers conclude that motivation is a push owned by an individual that arouses initiated acts (activity) to reach the expected objectives.

METHODOLOGY

In this matter, the author identifies an independent variable, i.e. influence between *green transformational leadership* (X1) and work motivation (X2), in which the dependent variable is the employee's performance (Y). The method that is used in this research is a quantitative approach. The sample collected method in this research is probability sampling using a saturated sampling random simple method. As this research uses 337 populations and then narrowed using the Slovin formula to get a total of 79 samples. Researchers use simple double-linear regression analysis as a data analysis method. The research variable is an independent green transformational leadership variable (X1) and work motivation (X2), and the dependent variable is employees' performance (Y). Create a variable on Likert 1-5 scale. The data collection is done through a questionnaire and field survey by an on-spot interview. This research data analysis method is using SPSS version 25 to validate, reliability, normality, linearity, multiple co-linearity, heterogeneity, single and double decision factor assessments, double regression assessment, hypothesis assessment (partial), and F Hypothesis Assessment (supplement).

RESULT AND DISCUSSION

Validation Test

- a. Based on the green transformational leadership (X1) component validations examination, it is seen that all statement items with a bigger *green transformational leadership* (X1) variable r-calculating score than r-table are valid. A score that is bigger than 0,361.
- b. If the calculation score of the work motivation variable (X2) is bigger than the r-table and bigger than 0,361, then all statement items are valid, this can be seen.
- c. Based on the validation assessment result, the employees' performance shows that all proportional items have been validated. This shows that the employees' performance variable (Y) has a bigger r-calculation than the r-table and the score is bigger than 0,361.

Reliability Assessment

These variables are considered reliable if the Cronbach alpha coefficient is bigger than 0,60. It means it can be used as a reliable collecting data as a relative coefficient measurement result when the instrument is being repeated.

- a. Based on the reliability assessment result, the alpha Cronbach's value was $0,895 > 0,60$, and can be concluded that the Green Transformational Leadership (X1) variable has higher reliability. Then the reliability assessment result.
- b. SM can be identified that Cronbach's coefficient value was $0,885 > 0,60$, and can be concluded that the work motivation (X2) variable has a higher reliability.
- c. From the reliability assessment result, it can be identified that the Cronbach coefficient is $0,860 > 0,60$, and can be concluded that the employees' performance (Y) reliability has a much higher reliability.

Normality Assessment

The graphic normality assessment result shows data is being distributed around a diagonal and following the histogram graphic diagonal direction. It means a normal distribution pattern. Thus, to create a P-P graphic based on that graphic, the regression model fulfills the normality assumption.

Linearity Assessment

- a. Based on the linearity assessment, it can be seen that the *green transformational leadership* (X1) variable has a sig distortion of a $0,096 > 0,05$ linearity value. From this can be concluded that there is a linear relationship between *green transformational leadership* (X1) and employees' performance (Y).
- b. Based on the linearity assessment result, it shows that the work motivation (X2) variable has a sig distortion of a $0,074 > 0,05$ linearity value. From this can be concluded that there is a linear relationship between work motivation (X2) and employees' performance (Y).

Multicollinearity Assessment

Multicollinearity assessment intends to see if the regression model has detected an available correlation between independent variables. If the correlation between independent variables were high, then the relation across independent variables is high. Or the dependent variables hampered. A good regression model should not show multicollinearity. Multicollinearity can be confirmed from tolerance and VIF values. The cut-off value that is usually used to show multicollinearity is 0,1 tolerance and the VIF value is ≥ 10 .

The assessment result of the calculation result based on multicollinearity assessment in Table 4.20 shows there are no independent variables within $0.643 \geq 1$ tolerance. The same is also shown by the VIF value. Since VIF is 1.556, it can be concluded that the regression model in this research doesn't show multicollinearity.

Heteroscedasticity Assessment

Based on the plot scatter above, it can be seen points are being distributed randomly above and under the number 0 on the Y axis, is concluded heteroscedasticity is not available.

Double-Linear Regression Assessment

From this comparison, it can be seen that:

- a. Constant 2.942 means that the constant value for the employees' performance variable is 2.942. The *green transformational leadership* (X1) regression coefficient is 0,470,
- b. The workforce productivity increases by 0,470 for every *green transformational leadership* enhancement.
- c. The work motivation (X2) regression factor of 0,416 indicates that each work motivation value unit increases by 0,416.

Correlation Assessment

Based on the analysis result between the *Green Transformational Leadership* and Work Motivation with Employees' Performance obtained a correlation value of 0.781 in the *r* column, thus, the correlation between *Green Transformational Leadership* and Work Motivation with Employees' Performance.

Single and Double Determination Coefficient Assessment

- a. It is known that the influence magnitude of *green transformational leadership* (X1) on employees' performance (Y) is 51,9% and the remaining 48,1% is influenced by other factors.
- b. It is known that the influence magnitude of work motivation (X2) on employees' performance (Y) is 45,2% and the remaining 54,8% is influenced by other factors.
- c. It is seen that the combined influence level of *green transformational leadership* (X1) and work motivation (X2) on employees' performance (Y) is 60,0% and the remaining 40,0% is influenced by other factors.

T-Hypothesis Assessment (Partial)

- a. It is seen that t -calculation 9,119 > t -table 1,991. This shows that H_a is accepted and H_0 is denied. From this can be concluded there is a positive effect between *green transformational leadership* (X1) and employee performance (Y) of the PT Mega Asia Global employees.
- b. It is seen that t -calculation 7,997 > t -table 1,991. This shows that H_a is accepted and H_0 is denied. From this can be concluded there is an impact between work motivation (X2) with employee performance (Y) of PT Mega Asia Global.

F Hypothesis Assessment (Simultaneous)

Based on the calculation result of the F hypothesis assessment (simultaneous), it is known that F calculate of 45.409 > F table of 3,12. This shows that H_a is accepted and H_0 is denied. From this can be concluded that *green transformational leadership* (X1) and work motivation (X2) affect employee performance (Y) of PT. Moon Lion Industries Indonesia employee.

CONCLUSION AND RECOMMENDATION

Based on the analysis result and discussions above, the conclusion of the whole research as follows.

1. *Green Transformational Leadership* (X1) has a positive and significant impact on Employee Performance (Y) at PT Mega Asia Global. Based on the t -assessment result, t -calculation value > t -table (9,119 > 1,991) and Sig. value 0,000 < 0,05. This shows H_0 is denied and H_a is accepted. With the acceptance of H_a proves that *Green Transformational Leadership* (X1) positively and significantly impacts Employee Performance (Y) of PT Mega Asia Global.
2. Work Motivation (X2) has a positive and significant impact on Employee Performance (Y) at PT Mega Asia Global. Based on the t -assessment

result, the t-calculation value $> t$ -table ($7,997 > 1,991$) and Sig. value of $0,000 < 0,05$. This shows that H_0 is denied, and H_a is accepted. With the acceptance of H_a proves that Motivation (X2) positively and significantly impacts Employee Performance (Y) at PT Mega Asia Global.

3. *Green Transformational Leadership* (X1) and Work Motivation (X2) together (simultaneously) have a positive and significant impact on Employee Performance (Y) at PT Mega Asia Global Based on the F assessment result, F-calculation value $> F$ -table ($45,409 > 3,12$) and Sig. value of $0,000 < 0,05$. This shows H_0 is denied, and H_a is accepted. With the acceptance of H_a proves that *Green Transformational Leadership* (X1) and Work Motivation (X2) together (simultaneously) positively and significantly impacts Employee Performance (Y) at PT Mega Asia Global.

ADVANCED RESEARCH

This research still has limitations, so it is necessary to carry out further research related to the topic "The Effect of Green Transformational Leadership and Work Motivation on Employee Performance" to provide further information to the reader.

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