

# Green Transformational Leadership, Green Organizational Culture, Work Motivation, and Employee Performance at Cut Meutia General Hospital in North Aceh Regency

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## ABSTRACT

This study aims to examine the effects of green transformational leadership and green organizational culture on work motivation and employee performance and to investigate the mediating role of work motivation in the relationship. The sample for this study consisted of 189 nurses at Cut Meutia General Hospital, North Aceh Regency. Path analysis using structural equation modeling through AMOS software was employed to test the research hypotheses. The results show that both green transformational leadership and green organizational culture have a positive and significant impact on work motivation and employee performance. Furthermore, work motivation partially mediated the relationship between green transformational leadership, green organizational culture, and employee performance. These findings align with previous research, but contribute additional insights by examining the influence of these variables within the specific context of the Indonesian health sector. A practical implication of this study is that organizations across sectors should adopt sustainability-oriented practices to enhance employee performance.

**Keywords:** green transformational leadership, green organizational culture, work motivation, and employee performance.

## INTRODUCTION

Human resources are one of the most critical controlling elements and factors in an organization. They are highly contextual and require special attention, management, handling, and treatment due to their crucial role in implementing organizational policies and operational activities to achieve organizational goals. Human resource management involves planning, organizing, coordinating, implementing, and supervising the procurement, development, rewarding, integrating, maintaining, and separating of the workforce to achieve organizational goals (Ibrahim et al., 2022). Additionally, organizations must pay attention to various factors that can affect employee performance. It is imperative to have an organizational role in improving effective and efficient performance to encourage the development of professional attitudes and actions in completing work tasks aligned with their respective fields and responsibilities (Kuddy, 2017).

Employee performance, defined as the results achieved by individuals or groups in carrying out assigned tasks, is influenced by

multidimensional factors such as motivation, job satisfaction, working conditions, stress levels, job design, compensation, organizational commitment, and various economic, technical, and behavioral factors (Notanubun & Djemly, 2019). Effective and efficient human resource management can enhance individual performance, leading to improved overall organizational performance (Rozanna et al., 2019).

According to Bernardin and Russel (2015), performance is a record of achievement in a certain period of time, while Byars and Rue (2015) define it as the result of individual efforts influenced by abilities, personal characteristics, and role perceptions. Employee performance is influenced by a variety of factors, such as individual ability, effort, and organizational support (Koike, 2013).

According to Bass (as cited in Perez et al., 2023), transformational leaders inspire vision, encourage initiative, and motivate subordinates to achieve organizational goals, while Rahman et al. (2020) highlight their role in fostering creativity and innovation. Transformational leaders play a crucial role in promoting environmental sustainability, a relatively under-researched area at the global level (Perez et al., 2023).

Research by Mittal & Dhar (2016) shows that transformational leadership has a positive impact on corporate environmental performance. Another study by Begum et al. (2021) also highlighted that green transformational leadership contributes to the achievement of environmental goals. Singh et al. (2020) defined green transformational leadership as leadership behavior that focuses on delivering a clear vision, inspiration, and motivation to employees to achieve the organization's environmental goals.

Green transformational leadership is a leadership style that prioritizes environmental sustainability. Its primary goal is to raise leaders' awareness of environmental issues (Cahyadi et al., 2022). According to Nisar et al. (2017), green

transformational leadership can foster employees' environmentally friendly behavior, which, in turn, can positively impact a company's environmental performance. Robertson & Barling (2013) further emphasized that green transformational leaders play a crucial role in safeguarding the organizational environment by inspiring green behaviors in their followers.

Moreover, the concept of green organizational culture is still emerging (Al-Swidi et al., 2021). Nevertheless, substantial changes in organizational culture are imperative for companies to effectively address environmental challenges. The definition of green organizational culture is derived from the broader concept of organizational culture (Norton et al., 2015). Organizational culture encompasses a system of shared assumptions, values, and norms among organizational members, as well as the symbolic and ritualistic practices that characterize the organization (Kusuma & Muafi, 2024).

The mediating role of motivation in the relationship between transformational leadership and employee performance remains a subject of debate in various studies. While Lutfi & Siswanto (2018) found evidence supporting the indirect impact of transformational leadership on employee performance through motivation, Wibisono (2022) found no significant relationship. In contrast, Mukaffi & Anam (2020) concluded that transformational leadership positively influences employee performance, with motivation acting as a mediating variable.

Simatupang et al. (2021) found that both transformational leadership and work discipline positively impact employee performance through motivation. While the direct influence of transformational leadership on motivation was not significant, these findings highlight the complex interplay between these variables and the potential moderating effects of contextual factors.

Research on the relationship between organizational culture, motivation, and employee performance has yielded mixed results. For instance, Abadiyah et al. (2020) found that motivation positively influences employee environmentally friendly behavior, both directly and indirectly through organizational culture. However, other studies have reported conflicting findings.

Widodo (2017) found that organizational culture had no significant impact on work motivation. Similarly, Irwan et al. (2020) reported that organizational culture did not significantly influence employee performance, although it positively affected organizational commitment. Andi et al. (2019) also observed that organizational culture had no significant effect on job satisfaction or employee performance. However, they found a significant positive relationship between work motivation and employee performance. These findings suggest that the relationship between organizational culture, motivation, and employee performance is complex and may vary across different contexts and organizations.

Based on observations, researchers identified several performance issues among nurses at Cut Meutia General Hospital in North Aceh District. These issues included delayed responses to emergency patient needs, early departures during working hours, and poor communication with patients' families. These behaviors suggest a lack of socialization skills in providing healthcare services. Ultimately, the low performance of these nurses can negatively impact the overall performance of the hospital.

Several factors contribute to low work motivation among nurses. One such factor is a lack of psychological safety, as nurses may hesitate to ask questions to superiors or colleagues due to fear of negative consequences. Additionally, strained relationships with supervisors, coupled with a lack of recognition and appreciation for their work, can further diminish motivation.

Another indicator of low motivation is inadequate performance feedback and a lack of recognition for achievements.

Observations indicate that the green transformational leadership style at this hospital is suboptimal. This is evidenced by poor environmental management practices, a lack of emphasis on environmental values, and ineffective leadership behaviors. Consequently, nurses' satisfaction with leadership is low.

The green organizational culture at Cut Meutia General Hospital in North Aceh Regency is characterized by a lack of clear communication of environmental management values from top leadership to all organizational members. Furthermore, top leadership has been inconsistent in enforcing environmental regulations through sanctions and penalties. Additionally, top leadership has not actively promoted environmentally friendly practices within the hospital.

Given the aforementioned challenges, this research aims to investigate the relationship between green transformational leadership, green organizational culture, work motivation, and employee performance at Cut Meutia General Hospital in North Aceh Regency.

### **Research Objectives:**

1. To examine the impact of green transformational leadership on work motivation at Cut Meutia General Hospital, North Aceh Regency.
2. To investigate the influence of green organizational culture on work motivation at Cut Meutia General Hospital, North Aceh Regency.
3. To assess the impact of green transformational leadership on employee performance at Cut Meutia General Hospital, North Aceh Regency.
4. To evaluate the influence of green organizational culture on employee performance at Cut Meutia General Hospital, North Aceh Regency.
5. To determine the relationship between work motivation and employee

- performance at Cut Meutia General Hospital, North Aceh Regency.
6. To examine the mediating role of work motivation in the relationship between green transformational leadership and employee performance at Cut Meutia General Hospital, North Aceh Regency.
  7. To investigate the mediating role of work motivation in the relationship between green organizational culture and employee performance at Cut Meutia General Hospital, North Aceh Regency.

## **LITERATURE REVIEW**

### **Employee performance**

Employee performance is a measure of an employee's ability to complete tasks effectively and efficiently, aligning with established standards and targets (Dumont, 2017). According to Arifin et al. (2022), key indicators of employee performance include:

- Work quality: the accuracy and precision of work output.
- Work speed/accuracy: The efficiency and timeliness of task completion.
- Initiative: proactive behavior and problem-solving skills.
- Work ability: overall competence and skill level.
- Communication: Effective interpersonal and professional communication.

### **Work motivation**

Work motivation is a psychological process that drives individuals to engage in work-related behaviors to satisfy both personal and organizational needs and goals (Fahmi, 2018). Hasibuan (2018) identifies several key components of work motivation:

- Physiological needs: Basic survival needs, such as food, water, and shelter.
- Safety needs: security and protection from harm.
- Social needs: belongingness and social interaction.
- Esteem needs: recognition, respect, and self-esteem.

- Self-actualization needs: personal growth, fulfillment, and realizing one's potential.

### **Green transformational leadership**

Green Transformational Leadership (GTL) is a leadership approach that inspires and empowers employees to realize an organization's environmental vision. By fostering a sustainable organizational culture through inspiration, support, and strategic guidance, GTL leaders drive the effective achievement of environmental goals (Singh et al., 2020).

Zhou et al. (2018) identify several key indicators of GTL: namely Green product development project leader inspires project members with environmental plans; Green product development project leader provides a clear environmental vision for project members to follow; Green product development project leader invites project members to work together for the same environmental goals; Green product development project leader encourages project members to achieve environmental goals; Green product development project leader acts by considering the environmental beliefs of project members, and Green product development project leader stimulates project members to think of green ideas.

### **Green organizational culture**

A green organizational culture embodies the routine thoughts and actions of organizational members who actively incorporate sustainability principles into their work processes, decision-making, and environmental interactions (Glavič et al., 2017).

According to Pham et al. (2019), a green organizational culture encompasses several key indicators:

- Environmental Priority: The environment is considered a top organizational priority.
- Environmental Vision and Mission: The organization's vision and mission



statements explicitly include environmental improvement goals.

- Top management commitment: top management actively communicates and reinforces environmental management information and values throughout the organization.
- Environmental Accountability: Top management implements a system of penalties and rewards to ensure compliance with environmental management standards.
- Top Management Support: Top management provides strong support for environmental practices.

### **The Mediating Role of Work Motivation Between Green Transformational Leadership and Employee Performance**

Previous research (Syafri et al., 2021; Sun et al., 2022) has demonstrated that an environmentally conscious organizational culture can enhance employee motivation and job satisfaction. This study delves deeper into the role of green transformational leadership in stimulating employee performance. The findings indicate that while green transformational leadership may not exert a direct, significant impact on performance, it indirectly influences performance by fostering green motivation. Moreover, green motivation has been shown to significantly contribute to enhanced employee performance and job satisfaction. These results support the assertion that green transformational leadership can serve as a catalyst for creating a sustainable and productive work environment.

### **The Mediating Role of Work Motivation Between Green Organizational Culture and Employee Performance**

Organizational culture, particularly green organizational culture, functions as a behavioral framework that informs organizational members about appropriate and inappropriate environmental conduct. Previous research (Roscoe et al., 2019; Juliningrum, 2013) has highlighted the

significance of organizational culture in fostering cohesion among members and shaping their behavior. Work motivation, which has been demonstrated to correlate positively with performance (Hamzah & Sarwoko, 2020; Mulyadi & Pancasasti, 2022; Syamsir & Tamsah, 2018), is hypothesized as a mediating mechanism through which Green Organizational Culture influences nurses' performance at Cut Meutia General Hospital in North Aceh Regency. In essence, it is anticipated that a green organizational culture will stimulate nurses' work motivation, which, in turn, will lead to improved performance.

### **Hypothesis**

#### **The Effect of Green Transformational Leadership on Work Motivation**

Green Transformational Leadership, an extension of traditional transformational leadership theory, integrates spiritual, intellectual, individualized, and inspirational dimensions with a strong emphasis on environmental sustainability (Chen & Chang, 2013). This leadership style not only inspires employees to achieve organizational goals but also motivates them to contribute to environmental solutions. Empirical research (Kerse et al., 2021; Wirawan et al., 2024) has consistently demonstrated that green transformational leadership positively influences employees' intrinsic motivation and their environmentally responsible behavior.

#### **The Effect of Green Organizational Culture on Work Motivation**

Green organizational culture, characterized by a set of values, beliefs, and practices centered around environmental sustainability (Porter et al., 2016; Pham et al., 2019; Roscoe et al., 2019), exerts a significant influence on employee work motivation. When organizations embrace a green culture, employees tend to feel more connected to the organization's goals and derive a greater sense of purpose from their work. This can enhance job satisfaction and encourage employees to make more

substantial contributions to the organization's success (Nurfitriyana, 2023).

### **The Impact of Green Transformational Leadership on Employee Performance**

Research by Li et al. (2020) and Khan et al. (2020) has highlighted the significant role of Green Transformational Leadership (GTL) in influencing employee performance. While Li et al. (2020) focused more on the impact of GTL on environmental creativity, both studies consistently demonstrate that sustainability-oriented transformational leaders can directly enhance employee performance. By inspiring a shared vision, setting a positive example, and fostering strong relationships, transformational leaders can motivate employees to achieve superior results and contribute to organizational success.

### **The Impact of Green Organizational Culture on Employee Performance**

In accordance with the definition of green organizational culture proposed by experts such as Chang & Lin (2015) and Harris & Crane (in Aggarwal & Agarwala, 2022), the values and beliefs underlying green culture can directly influence employee behavior. Research by Wibowo & Tholok (2020) supports this finding, showing that green organizational culture has a significant positive correlation with employee performance.

As defined by experts such as Chang & Lin (2015) and Harris & Crane (in Aggarwal & Agarwala, 2022), a green organizational culture, characterized by specific values and beliefs, can directly influence employee behavior. Research by Wibowo & Tholok (2020) corroborates this, demonstrating a significant positive correlation between green organizational culture and employee performance.

### **The Impact of Work Motivation on Employee Performance**

As defined by experts such as Samsudin (2010) and Siagian (2012), work motivation is the driving force that propels individual

behavior within organizations. Empirical research (Theo et al., 2021; Hakim et al., 2021; Maswani et al., 2021; Pasulu et al., 2023) consistently supports the hypothesis that work motivation has a significant positive correlation with employee performance.

Based on the developed conceptual framework, the following five research hypotheses are formulated:

- H1: Green transformational leadership positively and significantly influences work motivation at Cut Meutia General Hospital, North Aceh Regency.
- H2: Green organizational culture positively and significantly influences work motivation at Cut Meutia General Hospital, North Aceh Regency.
- H3: Green transformational leadership positively and significantly influences employee performance at Cut Meutia General Hospital, North Aceh Regency.
- H4: Green organizational culture positively and significantly influences employee performance at Cut Meutia General Hospital, North Aceh Regency.
- H5: Work motivation positively and significantly influences employee performance at Cut Meutia General Hospital, North Aceh Regency.

## **MATERIAL & METHODS**

This study aims to examine the effect of green transformational leadership and green organizational culture on employee performance among nurses at Cut Meutia General Hospital, North Aceh, with work motivation as a mediating variable. A quantitative survey design was employed to collect data through questionnaires distributed to 189 nurses randomly selected from the hospital's population. This sample size was determined based on SEM rules and adheres to the criteria suggested by Ferdinand (2002). Cut Meutia General Hospital was selected as the research site due to its status as the largest hospital in North Aceh Regency, making it a representative sample of hospitals in the region.

Data analysis in this study was conducted using structural equation modeling (SEM) with SPSS 16.0 and AMOS 21.0. Prior to SEM analysis, confirmatory factor analysis (CFA) was employed to assess the construct validity of the research instrument. A first-order CFA model was utilized, where latent constructs were measured directly through their corresponding indicators. A loading factor threshold of 0.60 was adopted to ensure indicator validity, aligning with the commonly accepted standard in related research (Ghozali, 2014).

## RESULTS AND DISCUSSION

### SEM Analysis

This study employed confirmatory factor analysis (CFA) using AMOS SEM software to assess the validity of the exogenous and endogenous latent constructs. The results of the analysis indicate that the measurement model exhibits a satisfactory fit to the data, with most indicators displaying standardized

loading values exceeding 0.60. However, five indicators (GTL6, GOC2, EWM3, EWM5, and HEP4) exhibited standardized loading values below 0.60, suggesting a weak relationship with their respective latent constructs. Following generally accepted criteria (Ghozali, 2013), these indicators were subsequently removed from the model.

Structural Equation Modeling (SEM) analysis of the initial measurement model (full model 1) yielded the results depicted in Figure 1. The model demonstrated a satisfactory fit to the data, as evidenced by the Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA) values. However, the Adjusted Goodness-of-Fit Index (AGFI) value did not meet standard thresholds for model fit, suggesting a potential misspecification between the proposed model and the empirical data. Consequently, model refinement was necessary.

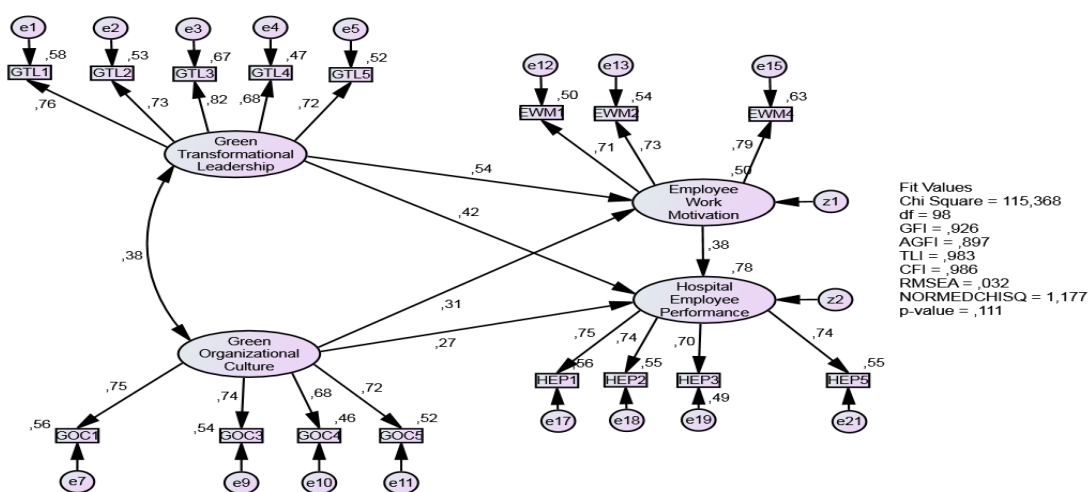


Figure 1. Full Model Before Modification

Table 1 Goodness of fit Indexes for Full Model

Goodness of Fit Index	Cut-off Value	Analysis Result	Model Evaluation
$\chi^2$ Chi-Square Statistic	Expectedly Small	115,368	Good
Probability	$\geq 0,05$	0,111	Good
CMIN/DF	$\leq 2,00$	1,177	Good
GFI	$\geq 0,90$	0,926	Good
AGFI	$\geq 0,90$	0,897	Marginal
TLI	$\geq 0,95$	0,983	Good
CFI	$\geq 0,95$	0,986	Good
RMSEA	$\leq 0,08$	0,032	Good

A confirmatory factor analysis (CFA) was conducted on the full measurement model, and the results are presented in Table 1. The model fit was assessed using various fit indices, including the chi-square statistic ( $\chi^2$ ), degrees of freedom (df), CMIN/DF, goodness-of-fit index (GFI), Tucker-Lewis index (TLI), comparative fit index (CFI), and root mean square error of

approximation (RMSEA). While most fit indices indicated a satisfactory model fit, the Adjusted Goodness-of-Fit Index (AGFI) did not meet the required threshold, suggesting a potential misspecification between the proposed model and the empirical data. To improve the model fit, modifications were necessary.

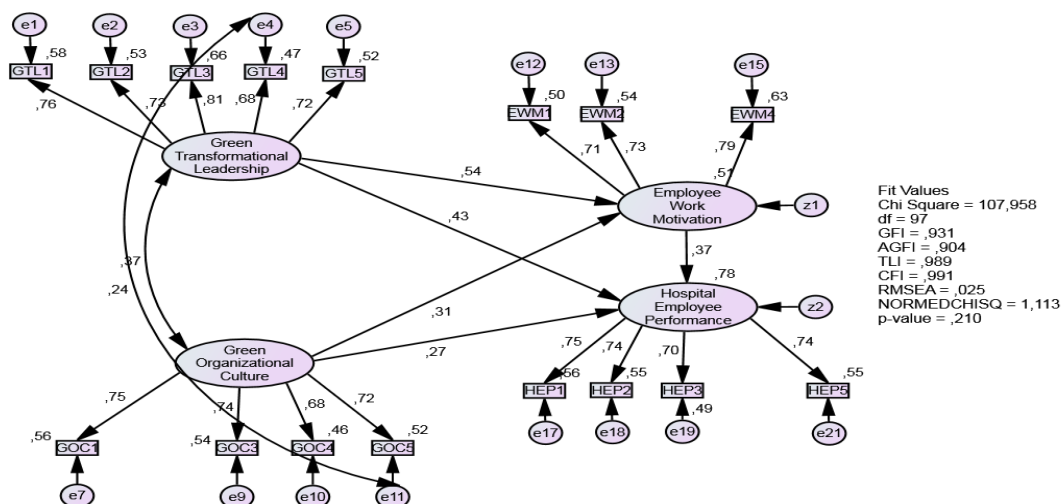


Figure 2. Full Model After Modification

Table 2 also shows the model fit test:

Table 2: Goodness of Fit Indexes for Full Model After Modification

Goodness of Fit Index	Cut-off Value	Analysis Result	Model Evaluation
$\chi^2$ Chi-Square Statistic	Expectedly Small	107,958	Good
Probability	$\geq 0,05$	0,210	Good
CMIN/DF	$\leq 2,00$	1,112	Good
GFI	$\geq 0,90$	0,931	Good
AGFI	$\geq 0,90$	0,904	Good
TLI	$\geq 0,95$	0,989	Good
CFI	$\geq 0,95$	0,991	Good
RMSEA	$\leq 0,08$	0,025	Good

The results of the model fit analysis indicate that the overall research model exhibits a satisfactory fit to the empirical data. This is evidenced by model fit index values that fall within acceptable ranges, suggesting that the model accurately represents the relationships among latent variables.

### Direct Effect

Table 3 presents the influence of exogenous variables (green transformational leadership and green organizational culture) on intervening variables (work motivation) and endogenous variables (employee performance).

Table 3: Effect of Exogenous Variables on Endogenous Variables

			Estimate	S.E.	C.R.	P
Employee Work Motivation	<---	Green Transformational Leadership	0,540	0,092	5,703	0,0001
Employee Work	<---	Green Organizational Culture	0,308	0,087	3,353	0,0001



<i>Motivation</i>						
<i>Hospital Employee Performance</i>	<---	<i>Green Transformational Leadership</i>	0,428	0,087	4,457	0,0001
<i>Hospital Employee Performance</i>	<---	<i>Green Organizational Culture</i>	0,267	0,070	3,365	0,0001
<i>Hospital Employee Performance</i>	<---	<i>Employee Work Motivation</i>	0,371	0,102	3,395	0,0001

As shown in Table 3, green transformational leadership and green organizational culture significantly and positively influence both work motivation and employee performance. Moreover, work motivation significantly influences employee performance.

### Test for Mediation

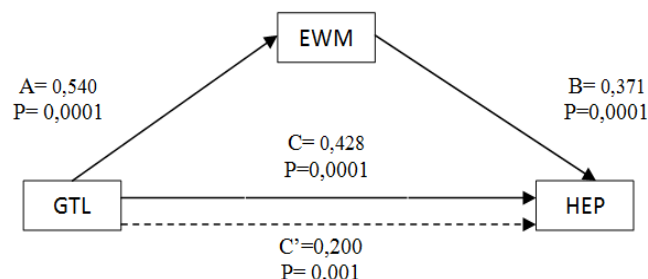
To examine the mediation effect, direct, indirect, and total effects were estimated using structural equation modeling (SEM) with Amos. The results of this analysis are summarized in Table 4.

**Table 4 Standardized Direct, Indirect & Total Effects**

	<i>Green Transformational Leadership</i>	<i>Green Organizational Culture</i>	<i>Employee Work Motivation</i>	<i>Hospital Employee Performance</i>
<b>Standardized Direct Effects</b>				
<i>Employee Work Motivation</i>	0,540	0,308	0	0
<i>Hospital Employee Performance</i>	0,428	0,267	0,371	0
<b>Standardized Indirect Effects</b>				
<i>Employee Work Motivation</i>	0	0	0	0
<i>Hospital Employee Performance</i>	0,200	0,114	0	0
<b>Standardized Total Effects</b>				
<i>Employee Work Motivation</i>	0,540	0,308	0	0
<i>Hospital Employee Performance</i>	0,628	0,381	0,371	0

- Figure 3 presents the results of the mediation analysis, examining how work motivation mediates the relationship

between Green Transformational Leadership and employee performance.



**Figure 3. Mediation Effect Testing Results (1)**

Figure 3 indicates that paths A, B, and C are significant, while path C' is also statistically significant. Given the significance of path C', it can be concluded that work motivation partially mediates the relationship between Green Transformational Leadership and

employee performance at Cut Meutia General Hospital, North Aceh Regency.

- Figure 4 presents the results of the mediation analysis, examining how work motivation mediates the relationship between green

organizational culture and employee performance.

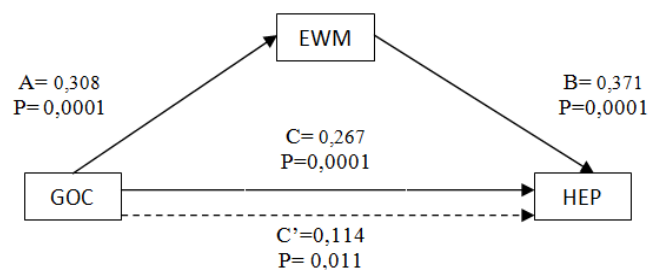


Figure 4. Mediation Effect Testing Results (2)

Figure 4 indicates that paths A, B, and C are significant, while path C' is also statistically significant. Given the significance of path C', it can be concluded that work motivation partially mediates the relationship between green organizational culture and employee performance at Cut Meutia General Hospital, North Aceh Regency.

## DISCUSSION

### 1. The Influence of Green

#### Transformational Leadership on Employee Work Motivation at Cut Meutia General Hospital, North Aceh Regency

Green transformative leadership has an impact on work motivation at Cut Meutia General Hospital in North Aceh Regency, according to the study's findings. It is demonstrated by the standardized estimate coefficient value of 0.092, a CR-critical ratio value (the same as the t-count) that is significantly higher than the minimum required C.R. of 1.96 by  $(5.703 > 1.96)$ , and a probability that is less than the error rate (alpha)  $\alpha = 0.05$  by  $(0.0001 < 0.05)$ .

The results of this study support the first hypothesis, which states that green transformational leadership has a positive and significant effect on work motivation. This implies that implementing green transformational leadership in this general hospital can lead to increased work motivation. This finding aligns with research by Kerse et al. (2021), which indicates that green transformational leadership directly and indirectly influences employee green

behavior through green intrinsic motivation.

### 2. The Effect of Green Organizational Culture on Employee Work Motivation at Cut Meutia General Hospital, North Aceh Regency

The findings of this study suggest that at Cut Meutia General Hospital in the North Aceh Regency, work motivation is influenced by the green organizational culture. This effect is demonstrated by a standardized estimate coefficient of 0.087, a CR-critical ratio value (the same as the t-count) that is significantly higher than the minimum required C.R. of 1.96, or  $(3.353 > 1.96)$ , and a probability that is less than the error rate (alpha)  $\alpha = 0.05$ , or  $(0.0001 < 0.05)$ .

The results of this study support the second hypothesis, which states that green organizational culture has a positive and significant effect on work motivation. This implies that implementing a green organizational culture in this public hospital can lead to increased work motivation. These findings align with research conducted by Nurfitriyana (2023), who stated that green organizational culture can enhance employees' sense of meaning and purpose in their work, as well as their organizational commitment. This can ultimately lead to higher job satisfaction and motivation.

### 3. The Effect of Green Transformational Leadership on Employee Performance of Cut Meutia General Hospital, North Aceh Regency

The study's findings suggest that employee performance at Cut Meutia General Hospital in the North Aceh Regency is impacted by green transformational leadership. The effect is demonstrated by a standardized estimate coefficient value of 0.087, a CR-critical ratio value (the same as the t-count) that is significantly higher than the minimum required C.R. of 1.96, or  $(4.457 > 1.96)$ , and a probability that is less than the error rate (alpha)  $\alpha = 0.05$ , or  $(0.0001 < 0.05)$ .

The results of this study support the third hypothesis, which states that green transformational leadership has a positive and significant effect on employee performance. This implies that implementing green transformational leadership in this general hospital can lead to increased employee performance. These findings align with previous research conducted by Annaufal (2023), who demonstrated that transformational leaders can foster a shared vision of environmental conservation, motivate employees to actively participate in green initiatives, and model sustainable behaviors.

#### **4. The Effect of Green Organizational Culture on Employee Performance of Cut Meutia General Hospital, North Aceh Regency**

Employee performance at Cut Meutia General Hospital in North Aceh Regency is impacted by the green organizational culture, according to the study's findings. The effect is demonstrated by a standardized estimate coefficient value of 0.070, a CR-critical ratio value (aligned with the t-count) that is significantly higher than the minimum required C.R. of 1.96, or  $3.365 > 1.96$ , and a probability that is less than the error rate (alpha)  $\alpha = 0.05$ , or  $0.0001 < 0.05$ .

The results of this study support the fourth hypothesis, which posits that Green Organizational Culture has a

positive and significant impact on employee performance. This implies that the implementation of a Green Organizational Culture in this General Hospital will lead to increased employee performance. These findings corroborate the results of previous research by Wibowo and Tholok (2020), which demonstrated a strong, positive, and significant relationship between organizational culture and employee performance.

#### **5. The Effect of Work Motivation on Employee Performance at Cut Meutia General Hospital, North Aceh Regency**

Employee performance at Cut Meutia General Hospital in North Aceh Regency is influenced by work motivation, according to the study's findings. The effect is demonstrated by a standardized estimate coefficient value of 0.102, a CR-critical ratio value (the same as the t-count) that is significantly higher than the minimum required C.R. of 1.96, and a probability that is less than the error rate (alpha)  $\alpha = 0.05$ , which amounts to  $(0.0001 < 0.05)$ .

The results of this study support the fifth hypothesis, which posits that work motivation has a positive and significant impact on employee performance. This implies that fulfilling work motivation in this general hospital will lead to increased employee performance. Consequently, these findings corroborate the results of previous research by Pasulu et al. (2023), which demonstrated that work motivation has a significant positive effect on employee performance.

#### **6. Work motivation mediates the relationship between green transformational leadership and employee performance at Cut Meutia General Hospital, North Aceh Regency**

The results of this study indicate that employee performance is not only directly influenced by green

transformational leadership but is also indirectly affected through work motivation. To determine the extent of this mediation effect, we employed the Baron & Kenny (1986) mediation analysis framework, further refined by the Sobel test (Preacher & Hayes, 2004). According to Baron & Kenny's criteria, a non-significant probability value on the indirect effect path (C') indicates full mediation, while a significant probability value ( $<0.05$ ) suggests partial mediation. Our Sobel test analysis revealed a significant probability value of 0.001 on the C' path, confirming that work motivation partially mediates the relationship between green transformational leadership and employee performance at Cut Meutia General Hospital, North Aceh Regency.

**7. Work motivation mediates the relationship between green organizational culture and employee performance at Cut Meutia General Hospital, North Aceh Regency**

Employee performance is not only directly influenced by green organizational culture but may also be indirectly affected through work motivation. To assess the extent of this mediation effect, we employed the Sobel test (Preacher & Hayes, 2004) within the Baron & Kenny (1986) mediation analysis framework.

According to Baron & Kenny, a non-significant probability value on the indirect effect path (C') indicates full mediation, while a significant probability value ( $<0.05$ ) suggests partial mediation. Our Sobel test analysis revealed a significant probability value of 0.011 on the C' path, confirming that work motivation partially mediates the relationship between Green Organizational Culture and Employee Performance at Cut Meutia General Hospital, North Aceh Regency.

## CONCLUSION

1. The results indicate that green transformational leadership has a positive and significant impact on work motivation at Cut Meutia General Hospital, North Aceh Regency. This implies that implementing green transformational leadership can increase work motivation.
2. The findings suggest that green organizational culture has a positive and significant effect on work motivation at Cut Meutia General Hospital, North Aceh Regency. This implies that adopting a green organizational culture can enhance work motivation.
3. The results show that green transformational leadership has a positive and significant impact on employee performance at Cut Meutia General Hospital, North Aceh Regency. This suggests that implementing green transformational leadership can improve employee performance.
4. The findings indicate that green organizational culture has a positive and significant effect on employee performance at Cut Meutia General Hospital, North Aceh Regency. This suggests that adopting a green organizational culture can enhance employee performance.
5. The results reveal that work motivation has a positive and significant impact on employee performance at Cut Meutia General Hospital, North Aceh Regency. This implies that fulfilling work motivation can improve employee performance.
6. The results demonstrate that work motivation partially mediates the relationship between green transformational leadership and employee performance at Cut Meutia General Hospital, North Aceh Regency. This suggests that while work motivation plays a role, its influence is not fully dominant.
7. The findings indicate that work motivation partially mediates the

relationship between green organizational culture and employee performance at Cut Meutia General Hospital, North Aceh Regency. This suggests that while work motivation plays a role, its influence is not fully dominant.

### Declaration by Authors

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**Conflict of Interest:** The authors declare no conflict of interest.

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