The effect of transformational leadership on sustainable employee performance with organizational commitment and green motivation as the mediating

Wa Ode May Zhara Averina\textsuperscript{(a)}* Dodi Wirawan Irawanto\textsuperscript{(b)} Desi Tri Kurniawati\textsuperscript{(c)}

\textsuperscript{(a)} Masters, Management Department, Faculty of Economics and Business, University of Brawijaya, Acalipa Street, 65141, Malang, Indonesia
\textsuperscript{(b)} Professor, Faculty of Economics and Business, University of Brawijaya, MT Haryono, 65145, Malang, Indonesia
\textsuperscript{(c)} Doctor, Faculty of Economics and Business, University of Brawijaya, 63145, Malang, Indonesia

\textbf{ARTICLE INFO}

\textbf{Article history:}
Received 17 October 2023
Received in rev. form 19 Nov. 2023
Accepted 27 November 2023

\textbf{Keywords:}
Transformational Leadership, Sustainable Employee Performance, Organizational Commitment, Green Motivation.

\textbf{JEL Classification:}
M14, M54, O15

\textbf{ABSTRACT}

This study aims to investigate the effect of transformational leadership on sustainable employee performance mediated by organizational commitment and green motivation. The respondents of this explanatory research are 110 employees of two local governments. The data was harvested through questionnaires and analyzed using PLS-SEM. This study finds that transformational leadership positively and significantly influences sustainable employee performance. Organizational commitment practices partially mediate the effect of transformational leadership on sustainable employee performance and green motivation is unable to mediate the effect of transformational leadership on sustainable employee performance.

\textcopyright\ 2023 by the authors. Licensee SSBFNET, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).

\textbf{Introduction}

Leadership in an organization is critical to its success. Well-executed leadership in an organization can foster member trust. Leadership in an organization is defined as an individual's ability to influence, motivate, and enable others to contribute to the organization's effectiveness and success. Leaders play an important role in increasing organizational productivity because they are responsible for directing all employees to achieve organizational goals (Raveendran and Gamage, 2019).

The leadership style of a leader becomes a model that will be imitated by his subordinates; therefore, success in carrying out the vision and mission needs to be improved through the formation of quality human resources. According to Raveendran and Gamage (2019), the quality of superior leadership has a large impact on people's effectiveness in any job. Leader behaviour that facilitates the fulfillment of followers' hopes and desires will eventually result in improved performance. Transformational leadership is important in leading organizations that want to encourage employees to stay committed (Palalic and Mhamed, 2020). Transformational leaders are charismatic leaders who play a critical and strategic role in guiding the organization toward its objectives. Transformational leaders must also be able to equate a future vision with their subordinates at a higher level than what they require (Husni, 2018).

One of the most fundamental issues in the company is how to improve performance. Because performance is the result of the work of organizational goals, improvements in employee performance can influence the efficiency and effectiveness of achieving organizational goals (Wibowo, 2016). Many factors can influence an employee's good or bad performance, including how the leader leads his employees. Various efforts to improve human resource performance continue to be made by all organizations, both

\* Corresponding author. ORCID ID: 0009-0009-3389-6839

© 2023 by the authors. Hosting by SSBFNET. Peer review under responsibility of Center for Strategic Studies in Business and Finance. https://doi.org/10.20525/ijrbs.v12i9.3020
government and private, to increase output or work results in accordance with expectations or planned according to the organization's main tasks and functions.

In Muna district organizations, problems with leadership style and employee performance occur. In 2015–2030, The Muna Regency Environmental Agency (DLH) and the Muna Regency Public Works and Spatial Planning Agency (PUPR) are implementing elements of government affairs that carry out functions in the field of environment and handling residential environmental problems in the city of Raha as the capital of Muna Regency in order to support the achievement of the implementation of Sustainable Development Goals (SDGs) or Sustainable Development Goals (SDGs) 2015-2030. Specifically for DLH Muna Regency, the main problem faced is the problem of cleanliness, especially waste handling in Raha City as the capital of Muna Regency due to its handling that has not been optimal, and the problem of environmental damage, which is increasing every day due to low public awareness, weak supervision, and law enforcement that has not been running properly (LAKIP DLH Muna Regency, 2022).

As for DPUPR, the main problems faced based on the RPIJM of Muna Regency in 2022-2026 are the low coverage of facilities and infrastructure services for adequate sanitation access, drainage development that has not been properly integrated so that it does not function properly and the lack of temporary waste disposal sites in settlements resulting in many areas that are dirty, unhealthy and tend to be slums, especially in urban areas. Internally, DLH Muna Regency has made various efforts to improve cleaning services to the community. One of them is by improving waste management human resources through the addition and placement/replacement of waste officers with integrity and responsibility in addition to trying to add adequate waste facilities and infrastructure.

Although the performance achievement has increased from year to year, based on the data, it can be seen that the increase in the percentage of waste handling in Muna Regency, especially Raha City, has not been able to meet the target that has been set annually. This results in a large amount of waste that has not been transported and scattered on the roadside, reducing the beauty and comfort of the surrounding environment. Likewise with DPUPR, although the number of employees from year to year has increased both in terms of quality and quantity, it is not in line with the improvement of its performance.

Based on the data from the DPUPR Government Agency Performance Accountability Report (LAKIP) in 2022, it is known that the realization of DPUPR's performance in 2020 in general was very low, namely 43.45%, very far from the target set in the DPUPR Strategic Plan of 69.50% as a result of budget refocusing due to the Covid-19 pandemic but slowly increased in 2021 by 45.67% and in 2022 Research conducted by Baig et al. (2019), Adeniji et al. (2020) and Othieno et al. (2019) shows that the transformational leadership style possessed by the leader has a significant positive effect on employee performance, while research conducted by Hasib et al. (2015) and Eliyana et al. (2019) shows that the transformational leadership style owned by the leader has no significant effect on employee performance.

In addition, there are also inconsistencies in the results of research on the effect of work motivation on employee performance. Bastari et al. (2020) and Forson et al. (2021) found that work motivation has a significant positive effect on employee performance, whereas Jatmika et al. (2018) and Gazali et al. (2022) found that work motivation has no significant effect on employee performance. Furthermore, the findings of research on the effect of organizational commitment on employee performance are inconsistent. Suharto et al. (2019), Hendri (2019), and Vipraprastha et al. (2018) found that organizational commitment has a significant positive effect on employee performance, whereas Metin et al. (2018) and Renyut et al. (2017) found that organizational commitment has no significant effect.

The mixed research findings provide an opportunity for researchers to conduct additional research. In this study, organizational commitment and green motivation were used as moderators to bridge the gap between transformational leadership and long-term employee performance. Sustainable employee performance is required to support the achievement of SDG targets. Employee commitment to the organization will be formed if the organization is able to meet the expectations of all employees. Organizational commitment is a condition in which employees favour a specific company and its goals and intend to remain a member of that company (Robbins and Judge, 2013).

Mukhtar et al. (2022) and Eliyana et al. (2019) demonstrate a significant relationship between transformational leadership and organizational commitment. According to the findings, transformational leadership is an important predictor of organizational commitment. Leaders in the company must motivate their employees to work optimally in order to influence and mobilise the desired human resource potential. Employees need motivation to complete their tasks in accordance with their responsibilities. This motivation can have an indirect impact on an organization's success. Green motivation owned by employees can encourage, motivate, reward, and maintain work behaviour towards superior green capabilities with the desire to achieve optimal results and instill a protective attitude towards the environment (Suwondo, 2015).

Green motivation can improve employee performance by making them more enthusiastic and passionate about working with a caring attitude to protect the environment in the workplace (Singh, 2019). Mukhtar et al. (2022) and Bastari et al. (2020) demonstrate a significant relationship between transformational leadership and work motivation, implying that transformational leadership can influence employee motivation. This condition is intriguing for conducting research on employees at the two (two) OPDs, with the concern being the leadership style of the two OPD leaders, which can affect the performance of their employees, where organizational commitment and green motivation can also affect sustainable employee performance. Employee performance that is low due to an inappropriate leadership style by the leader, which also affects organizational commitment and green motivation of employees, can
create an unpleasant work environment and interfere with work productivity, resulting in the failure to meet organizational targets and goals.

Based on the description of the conditions and phenomena of waste handling by the Environmental Agency and the PUPR Office of Muna Regency and the existing research gap, this study aims to analyze the influence of “The Effect of Transformational Leadership on Sustainable Employee Performance with Organizational Commitment and Green Motivation as Mediating Variables”.

Literature Review

Conceptual Background and Hypothesis Development

Sustainable Employee Performance

Employee performance is the result of work on how much employees contribute to the organization, such as quantity of output, quality of output, attendance at work, and cooperative attitude (Mathis, 2010). According to Hariandja (2009), performance is a result of employees acting in accordance with their role in the organization. Employee performance can benefit the organization. Handoko (2008) identified several variables that can influence employee performance, including motivation, job satisfaction, stress level, working conditions, compensation system, and job design. Sustainable employee performance, according to Ji et al. (2022), is the process by which employees survive and efficiently achieve certain desired work goals while maintaining a satisfactory level of well-being. According to this definition, sustainable employee performance consists of three major components: the balance between employee performance and employee well-being, as well as the long-term aspects of the balance. Employee performance that is sustainable is defined as a long-term balance of performance and employee welfare. Employees who are highly committed to their agency/organization are likely to be aware of and understand the goals that the agency/organization wishes to achieve. Employees can also evaluate their performance based on the tasks they complete in accordance with the job objectives throughout their careers, meeting deadlines and timeliness, and speed are examples of employees' efficiency in doing their work.

Transformational Leadership

Transformational Leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities. The main aspect of transformational leadership is the emphasis on follower development (Yukl, 2010) Transformational leaders must be able to persuade their subordinates to perform their tasks beyond their own interests for the higher interests of the organization. Baig et al. (2021) transformational leadership owned by leaders has a significant influence on performance. The research results of Adeniji et al. (2021) is in line with the research of Otieno et al. (2020) and Beauty et al. (2020). Besides having an influence on employee performance, transformational leadership also has an influence on organizational commitment. Mukhtar (2022); Senjaya et al. (2020) said that there is a significant relationship between transformational leadership and organizational commitment. Mukhtar et al. (2022) also revealed that the effect of transformational leadership on work motivation and organizational commitment. The results show that transformational leadership has a significant effect on work motivation. The results of this study are in line with research conducted by Bastari et al. (2018) which examines the effect of transformational leadership on work motivation. Based on some of these studies, it is suspected that there is a significant influence between transformational leadership on work motivation.

H1: Transformational leadership has a significant and positive impact on sustainable employee performance

H2: Transformational leadership has a positive and significant effect on organizational commitment.

H3: Transformational leadership has a positive and significant effect on green motivation.

Organizational Commitment

Robbins (2015) states that organizational commitment means that a worker identifies with an organization, its goals and hopes to remain a member. According to Wibowo (2016), organizational commitment influences whether workers stay as members of the organization or leave to find a new job. Workers with organizational commitment typically have good attendance records, a desire to adhere to company policies, and a lower turnover rate. According to Hendri (2019), organizational commitment has a significant impact on employee performance. Furthermore, research conducted by Suharto et al. (2019) on the impact of organizational commitment on performance of civil servants in Lampung demonstrates that organizational commitment has a direct and significant impact on performance.

H4: Organizational commitment has a positive and significant effect on employee performance.

Green Motivation

Motivation is defined as a desire to satisfy needs such as hunger, thirst, and social recognition (Umar, 2010). According to Handoko (2008), the motivation that exists in a person is a person's personality that encourages individual desires to carry out certain activities in order to achieve goals. Employee green motivation is an important factor in the field of green environmental performance because no one can successfully implement green plans if employees are not motivated to follow green practises (Mittal & Dhar, 2016). Green motivation owned by employees can encourage, motivate, reward and maintain work behavior towards superior green capabilities.
with the desire to achieve optimal results and instill a protective attitude towards the environment (Suwondo, 2015). According to Gilal et al. (2019), employees have different motivational orientations towards work. Employee performance is significantly influenced by work motivation (Bastari et al., 2020). Suryani et al. (2020) also revealed a similar thing that work motivation has a positive and significant effect on employee performance.

**H5:** Green motivation has a positive and significant effect on sustainable employee performance

Employee performance can be affected by transformational leadership. Employee commitment to the organization can be increased by this type of leadership. Mukhtar (2022); Hendri (2019) confirms the existence of a significant relationship between transformational leadership and organizational commitment. Work motivation and transformational leadership on employee performance and mediated by Work motivation has a significant effect on employee performance, and transformational leadership (Bastari et al., 2020). Transformational leadership can affect employee performance given to the organization and can increase employee work motivation. This can improve maximum performance due to work motivation. Mukhtar et al. (2022) confirmed that transformational leadership has a significant effect on work motivation and Forson et al. (2021) confirmed that work motivation has a significant effect on employee performance.

**H6:** Organizational commitment mediates the effect of transformational leadership on sustainable employee performance.

**H7:** Green motivation mediates the effect of transformational leadership on sustainable employee performance.

**Methodology**

This study employs an explanatory research approach to objectively test the theory by examining the relationship between each variable using statistical procedures and a quantitative approach. The population in this study consisted of 76 Muna Regency Environmental Service employees and 78 Public Works and Spatial Planning Office employees. Probability sampling with proportional stratified random sampling was used in this study. Proportional stratified random sampling is sampling from a population that the members are not homogeneous and proportionally stratified (Agung, 2012). This study used 111 respondents as samples.

![Figure 1: Conceptual Model of the Study; Source: Authors 2023](image)

The data used in the study is based on survey results and documentation. A Likert scale is used in the submitted questionnaire to determine the extent to which respondents give their opinions on a predetermined scale.

The data was analysed using structural equation modelling partial least squares (SEM-PLS). PLS data analysis is used because the concept is to test the modified results of several research models to provide an overview of the variables studied (Garson, 2016). The Transformational Leadership variable in this study employs indicators from Fareed et al. (2021) and Bass et al. (1994). Organizational Commitment employs indicators from Allen & Mayer (1996) in Muhammad et al. (2015). Furthermore, Green Motivation employs indicators from Li et al. (2020), and Sustainable Employee Performance employs indicators from Ji et al. (2021).

**Finding And Discussion**

In the Era of Regional Autonomy, the Regional Environmental Impact Control Agency of Muna Regency was formed based on a regional regulation stipulated by the government. Muna Regency's Public Works and Spatial Planning Office was established in accordance with Muna Regency Regional Regulation Number 06 of 2016 concerning Regional Institutional Organizational Structure. The Public Works and Spatial Planning Office is a staff element led by a Head of Service who reports to the Regent via the Regional Secretary. As an effort to improve accountability and quality performance in achieving maximum results, the Tupoksi of the
Environmental Service (DLH) and changes for the better have become very urgent. The details of the Public Works and Spatial Planning Office of Muna Regency’s duties, functions, and work procedures are regulated in Regent Regulation Number 24 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Public Works and Spatial Planning Office of Muna Regency. The respondents had the following characteristics:

| Table 1: Demographic Respondent |
|-------------------------------|------------------|--------|
| **Category**                  | **Frequency**    | **%**  |
| Age                           |                  |        |
| 21-30 years                   | 3                | 2.70   |
| 31-40 years                   | 13               | 11.71  |
| >40 years                     | 95               | 85.59  |
| Educational Background        |                  |        |
| Senior High School            | 40               | 36.04  |
| Undergraduate                 | 62               | 55.86  |
| Graduated                     | 9                | 8.10   |
| Working Period                |                  |        |
| <1 years                      | 1                | 0.9    |
| 1-5 years                     | 22               | 19.82  |
| 5-10 years                    | 46               | 41.44  |
| >10 years                     | 42               | 37.84  |

**Source:** Author 2023

According to the table above, the majority of respondents who work at the Muna Regency Environmental Service & the Muna Regency Public Works and Spatial Planning Service are >40 years old with a percentage of 85.59%, followed by diploma 3 / college graduates (D3 / S1) with a percentage of 55.86%. In addition, in terms of length of service, employees of the Muna Regency Environmental Service & the Muna Regency Public Works and Spatial Planning Service have mostly worked for 5-10 years at 41.44%.

**Measurement Model Analysis**

To test the quality of the data, this study uses convergent validity and discriminant validity tests with the constructs to be measured for the initial research scale development values between 0.50 are values that are considered sufficient (Ghozali & Latan, 2015). In more detail, the results of the validity and reliability tests can be seen in Table 2 below.

| Table 2: Validity Analysis |
|----------------------------|------------------|------------------|------------------|
| **Latent Variable**        | **Indicator**    | **Convergent Validity** | **Discriminant Validity** |
|                            |                  | **Loading Factor**  | **Result**  | **AVE**  | **Result** |
| Transformational Leadership| X1               | 0.716              | Valid        | 0.641    | Valid |
|                            | X2               | 0.792              | Valid        |          |        |
|                            | X3               | 0.793              | Valid        |          |        |
|                            | X4               | 0.774              | Valid        |          |        |
|                            | X5               | 0.823              | Valid        |          |        |
|                            | X6               | 0.819              | Valid        |          |        |
|                            | X7               | 0.827              | Valid        |          |        |
|                            | X8               | 0.866              | Valid        |          |        |
|                            | X9               | 0.816              | Valid        |          |        |
|                            | X10              | 0.770              | Valid        |          |        |
| Sustainable Employee Performance| Y1 | 0.848          | Valid        | 0.712    | Valid |
|                            | Y2               | 0.816              | Valid        |          |        |
|                            | Y3               | 0.832              | Valid        |          |        |
|                            | Y4               | 0.887              | Valid        |          |        |
|                            | Y5               | 0.789              | Valid        |          |        |
|                            | Y6               | 0.82               | Valid        |          |        |
|                            | Y7               | 0.785              | Valid        |          |        |
| Organizational Commitment   | Z1.1             | 0.855              | Valid        | 0.682    | Valid |

164
Based on Table 2 above, the loading factor value (convergent validity) of each item is greater than 0.7, so each item on the Transformational Commitment, Sustainable Employee Performance, Organizational Commitment, and Green Motivation variables is said to be valid. As a result, it is concluded that all items in each variable performed their measurement functions correctly and precisely with the SmartPLS measuring instrument.

Table 3: Reliability Analysis

<table>
<thead>
<tr>
<th>Source: Author 2023</th>
</tr>
</thead>
</table>

Based on Table 3 above, it can be concluded that the data used in this study are reliable. The threshold value for reliability is 0.70 (Ghozali and Latan, 2015). In Table 4 it can be seen that each variable has a Cronbach's alpha and composite reliability value greater than 0.7. So that the items used in this study are reliable.

Structural Model Test

The purpose of testing the structural model (inner model) is to determine the suitability of a model, which can be seen from the coefficient of determination (R2), predictive relevance (Q2), and goodness of fit model (GoF). The test results for the coefficient of determination (R2) of the sustainable employee performance variable are 0.702, indicating that transformational leadership can explain 70% of the variable, with the remaining 30% explained by variables not included in this study. The R2 value for the organizational commitment variable is 0.54, indicating that transformational leadership accounts for 54% of the explanation, with the remaining 46% explained by variables not included in this study. The R2 value for green motivation is 0.226, indicating that transformational leadership can explain 27% of the green motivation variable while accounting for the remaining 73%. The coefficient of determination (R2), predictive relevance (Q2), and goodness of fit model (GoF) are all used to calculate the coefficient of determination (R2).

The test results for the coefficient of determination (R2) of the sustainable employee performance variable are 0.702, indicating that transformational leadership can explain 70% of the variable, with the remaining 30% explained by variables not included in this study. The R2 value for the organizational commitment variable is 0.54, indicating that transformational leadership accounts for 54% of the explanation, with the remaining 46% explained by variables not included in this study. The R2 value for green motivation is 0.226, indicating that transformational leadership can explain 27% of the green motivation variable while accounting for the remaining 73%.

The Q2 test results show a Q2 of 0.893, indicating that this research model is predictive. transformational leadership, organizational commitment, and green motivation by 11%, with the remaining 89% attributed to other variables not included in this research model. The Goodness of Fit test is designed to assess the accuracy of a research model built on the research variables as a whole. Based on the results of the GoF calculations, it yields a value of 0.58, implying that the structural model of this study in general has strong predictive properties. The goodness of fit (GoF) above indicates that the model in this study is robust, allowing hypothesis testing.
Hypothesis Test

This study includes two hypothesis tests: direct effect testing and mediating effects. The direct effect test seeks to determine the impact of transformational leadership, organizational commitment, and green motivation on long-term employee performance. The results of hypothesis testing are as follows:

**Table 4: Direct Effect Test Results**

<table>
<thead>
<tr>
<th>Path</th>
<th>Path Coef</th>
<th>t-Statistic</th>
<th>P-Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL → SEP</td>
<td>0.285</td>
<td>2.636</td>
<td>0.010</td>
<td>Accepted</td>
</tr>
<tr>
<td>TL → OC</td>
<td>0.735</td>
<td>13.276</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>TL → GM</td>
<td>0.475</td>
<td>5.271</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>OC → SEP</td>
<td>0.595</td>
<td>5.011</td>
<td>0.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>GM → SEP</td>
<td>0.015</td>
<td>0.238</td>
<td>0.812</td>
<td>Rejected</td>
</tr>
</tbody>
</table>

The table above shows that Transformational Leadership has a significant effect on Sustainable Employee Performance ($\beta = 0.285$, $t = 2.638$ $p < 0.05$) so that H1 is accepted. In addition, Transformational Leadership has a significant effect on Organizational Commitment ($\beta = 0.735$, $t = 13.276$ $p < 0.05$) so that H2 is accepted. Furthermore, Transformational Leadership has a significant effect on Green Motivation ($\beta = 0.475$, $t = 5.271$ $p < 0.05$) so that H3 is accepted. Then, Organizational Commitment has a significant effect on Sustainable Employee Performance ($\beta = 0.595$, $t = 5.011$ $p < 0.05$) so that H4 can be accepted. And Green Motivation has no significant effect on Sustainable Employee Performance ($\beta = 0.015$, $t = 0.238$ $p > 0.05$) so that H5 is rejected. Then, The results of mediating testing are as follows:

**Table 5: Indirect Hypothesis Testing**

<table>
<thead>
<tr>
<th>Path Coefficient</th>
<th>t-Statistic</th>
<th>p-Value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>TL → OC → SEP</td>
<td>0.438</td>
<td>4.339</td>
<td>0.000</td>
</tr>
<tr>
<td>TL → GM → SEP</td>
<td>0.007</td>
<td>0.215</td>
<td>0.831</td>
</tr>
</tbody>
</table>

Table 5 above explains that the indirect test or mediating role of Organizational Commitment between the Transformational Leadership relationship on Sustainable Employee Performance has a positive and significant effect ($\beta = 0.438$, $t = 4.339$ $p < 0.05$) so hypothesis 6 is accepted. In addition, Green Motivation did not successfully mediate Transformational Leadership on Sustainable...
Employee Performance showing positive and insignificant results (β = 0.007, t = 0.215 p > 0.05) so hypothesis 7 cannot be accepted. It can be concluded that hypothesis 7 in the study is accepted. This can be interpreted that Organizational Commitment is a partial mediation between Transformational Leadership and Sustainable Employee Performance, but Green Motivation cannot be a partial medium between Transformational Leadership and Sustainable Employee Performance.

Transformational leadership has a significant effect on sustainable employee performance. This result shows that the better transformational leadership is applied by the leaders of the two OPDs, the stronger the sustainable employee performance of their employees will be. This means that employees have understood the important role of transformational leadership in increasing the sustainable employee performance of the employees OPD. Employees' perceptions of transformational leadership applied by OPD are good, besides that transformational leadership at DLH and DPUPR Kab. Muna which shows that transformational leadership can support organizations to achieve goals through idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The results of this study are in line with the research of Baig et al. (2019); Adeniji et al. (2020); Otieno et al. (2019); Beauty et al. (2022) which show that transformational leadership can improve employee performance.

Transformational leadership has a significant effect on organizational commitment. This result shows that the better transformational leadership is applied by the leaders of the two OPDs, the stronger the organizational commitment of DLH and DPUPR Kab. Muna employees. An important factor in the organization is the commitment of employees, because with the commitment of all employees and leaders, they voluntarily want to develop the organization because the organization is considered part of their lives. Based on the test results, it can also be concluded that the employees of the two OPDs have understood the importance of transformational leadership applied by leaders in increasing their organizational commitment. The results of research in the field are in line with the research of Mukhtar et al. (2022); Senjaya et al. (2020); Eliyana et al. (2019) with the findings that transformational leadership has a significant effect on organizational commitment.

Transformational leadership has a positive and significant effect on green motivation. This proves that the influence of transformational leadership can increase the green motivation of DLH and DPUPR Kab. Muna employees. This means that the high or low level of transformational leadership in DLH and DPUPR Kab. Muna employees. The results of this test show that DLH and DPUPR Kab. Muna employees have understood how the role and importance of transformational leadership by leaders in increasing employee green motivation. The findings of this study are in line with previous research, namely research conducted by Mukhtar et al. (2022) and Ekhsan et al. (2020) that show transformational leadership has a significant effect on organizational commitment.

Organizational commitment has a positive and significant effect on sustainable employee performance. This proves that the influence of organizational commitment can improve the performance of sustainable employees of DLH and DPUPR Kab. Muna. The high or low level of organizational commitment in DLH and DPUPR Kab. Muna employees have an impact on the sustainable employee performance of DLH and DPUPR Kab. Muna employees. Sustainable employee performance is closely related to employee development where employees who develop show better overall performance with lower levels of burnout and also have a commitment to the organization and are more satisfied with their work (Ji et al., 2022). The results of this study also show that DLH and DPUPR Kab. Muna employees have understood the importance of organizational commitment owned by employees in improving sustainable employee performance. The findings of this study are in line with the research of Suharto et al. (2019); Vipraprastha et al. (2018), but the results of the study are not in line with research conducted by Metin & Asli (2018) which shows that organizational commitment has no significant effect on employee performance.

Green motivation has a positive and insignificant effect on sustainable employee performance. This means that green motivation cannot directly improve sustainable employee performance at DLH and DPUPR Kab. Muna. Green motivation can encourage, motivate, reward and maintain work behavior towards superior green capabilities with the desire to achieve optimal results and instill a protective attitude towards the environment. Green motivation at DLH and DPUPR Kab. Muna has no impact on sustainable employee performance. Employees do not really understand how the role of green motivation in improving sustainable employee performance in the two OPDs. The findings of this study are not in line with the research of Ahmed et al. (2021); Abdelhamied et al. (2023) which shows green motivation contributes significantly to sustainable performance. In addition, the research is also not in line with the research of Forson et al. (2021); Bastari et al. (2020); Ekhsan et al. (2020) which shows that motivation has a positive and significant relationship with employee performance.

Organizational commitment is able to provide a mediating effect from the influence of transformational leadership on sustainable employee performance. The direct influence between transformational leadership on sustainable employee performance has shown significant results, so it can be concluded that the role of organizational commitment in this research is as partial mediation. This proves that the influence of transformational leadership can improve sustainable employee performance in DLH and DPUPR Kab. Muna employees with or without involving organizational commitment. DLH and DPUPR Kab. Muna employees have a fairly good perception of transformational leadership. Transformational leadership can improve sustainable employee performance in DLH and DPUPR Kab. Muna employees when involving organizational commitment so that employee performance in both OPDs improves. Transformational leadership which consists of idealized influence, inspirational motivation, intellectual stimulation and individual consideration encourages employees to have organizational commitment. This can be a determinant of employees at work. The findings of this study are supported by previous research, namely Mukhtar et al. (2022); Senjaya et al. (2020); Eliyana et al. (2019).
show that there is a significant relationship between transformational leadership and organizational commitment. Research conducted by Vipraprastha et al. (2018); Hendri (2019); Suharto et al. (2019); Piedade (2021) shows that there is a significant influence between transformational leadership on employee performance through organizational commitment.

Green motivation does not mediate the effect of transformational leadership on sustainable employee performance. The better or more effective the transformational leadership, the higher the green motivation of employees but has no impact on the sustainable employee performance of DLH and DPUPR Kab. Muna employees. The results of this study although it does not have a significant impact or mediating effect on the relationship between transformational leadership on sustainable employee performance in DLH and DPUPR Kab. Muna employees through green motivation but still provides a positive value which means it has a mediating impact but has a small effect. The results of the transformational leadership variable on green motivation and the direct effect between transformational leadership on sustainable employee performance have shown significant results, but the effect of green motivation on sustainable employee performance shows insignificant results. So it can be concluded that green motivation in this study does not have a mediating role. Employees in the two OPDs do not have a good perception of how important transformational leadership by the leaders of the two OPDs is in improving sustainable employee performance when involving green motivation. The findings of this study are not in line with previous research, namely Bastari et al. (2020) and Mukhtar et al. (2022) which show that transformational leadership has a significant effect on work motivation and research conducted by Ahmed et al. (2021) and Abdelhamied et al. (2023) which shows that green motivation has a significant effect on performance. This research is also not in line with the research of Bastari et al. (2020) and Ekhsan et al. (2020). The conclusion in both studies is that motivation mediates the influence of transformational leadership on employee performance.

**Conclusions**

Based on the results of research and data analysis related to transformational leadership, organizational commitment and green motivation to sustainable employee performance, it can be concluded that transformational leadership is able to improve sustainable employee performance at DLH and DPUPR Kab. Muna. In addition, transformational leadership is also able to increase organizational commitment and green motivation at DLH and DPUPR Kab. Muna. Organizational commitment can improve sustainable employee performance, but green motivation can’t improve sustainable employee performance. This shows that the higher the organizational commitment of employees, the higher the sustainable employee performance at DLH and DPUPR Kab. Muna. Organizational commitment is able to mediate the effect of transformational leadership on sustainable employee performance. However, green motivation does not mediate the effect of transformational leadership on sustainable employee performance. The better or more effective transformational leadership, the higher the green motivation of employees but has no impact on the sustainable employee performance of DLH and DPUPR Kab. Muna employees.

This research makes theoretical contributions by bolstering previous theories and research, and applicative research contributes to the Environmental Agency and the Public Works & Spatial Planning Agency of Muna Regency to improve sustainable employee performance by using more effective transformational leadership. The role of a leader in directing, motivating and paying attention to subordinates is very important so that it can provide inspiration or examples for subordinates.

The limitations in this study include only 2 OPDs (Local Government Organizations) in 1 research area only so that the research results cannot be generalized to other public sectors. In addition, other variables that are not explained in this study can contribute to improving sustainable employee performance but have not been used in this study such as organizational culture, training, etc. Other researchers may be able to examine more fully the role of other variables on employee performance. Other researchers may be able to examine more fully the role of other variables on sustainable employee performance.

Future research is expected to add and examine other variables not contained in this study, including other leadership styles, job satisfaction variables, loyalty and others. In addition, further research can develop a wider scope of objects and research locations, not limited to government agencies, but also to private agencies or non-profit organizations. In addition, it can add other variables as mediation to see its effect on sustainable employee performance and expand the scope of research.

**Acknowledgement**


**Institutional Review Board Statement:** Ethical review and approval were waived for this study, due to the research does not deal with vulnerable groups or sensitive issues.

**Data Availability Statement:** The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

**Conflicts of Interest:** The authors declare no conflict of interest

**References**


**Publisher’s Note**: SSBFNET stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.