THE INFLUENCE OF GREEN TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT FOODMART SAMARINDA

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Abstract

This study investigates how green transformational leadership and organizational culture affect employee performance at Foodmart Samarinda, a modern retailer in Indonesia's strategically important retail sector. Using a quantitative design, a saturated sample of 34 employees (aged 19–39) completed validated and reliable Likert-scale questionnaires measuring green transformational leadership (X1), organizational culture (X2), and employee performance (Y). Classical assumption tests confirmed normality, no multicollinearity, and homoscedasticity. Multiple linear regression yielded the model $Y = 37.344 + 0.501X_1 - 0.406X_2$. Green transformational leadership showed a positive, significant partial effect on performance (t=2.926; p=0.006), whereas organizational culture exhibited a significant negative partial effect (t=−2.926; p=0.006). Jointly, X1 and X2 significantly influenced performance (F=7.962; p=0.002), explaining 29.7% of variance (adjusted $R^2 = 0.297$; $R = 0.583$). Findings suggest that environmentally oriented, proactive, and creative leadership enhances performance, while elements of the current culture—despite emphasizing integrity, discipline, and service—may be perceived as rigid or burdensome, dampening outcomes. The study recommends refining cultural practices to support flexibility and engagement while strengthening green leadership behaviors. Future research should include additional predictors (e.g., engagement, compensation, work–life balance) and qualitative inquiry to deepen understanding.

Keywords: leadership, employee performance, retail industry

1. Introduction

The retail sector in Indonesia is a highly popular industry, contributing significantly to the Gross Domestic Product (GDP) and absorbing a large workforce. In Indonesia's economic development, the retail industry is highly strategic, as evidenced by its position as the second largest employer after agriculture, absorbing approximately 18.89% or 27.32 million workers, source of BPS (2024). The growth of the retail industry is driven by increased purchasing power, population growth, and changing consumption patterns. Foodmart Samarinda, as a modern retail outlet, continuously adapts to market trends and consumer needs to ensure sustainable business growth. The success of a modern retail store in maintaining competitiveness and business sustainability is inseparable from the role of its human

resources. Employee performance, defined as the ability, skills, and work results demonstrated by an employee in carrying out tasks and responsibilities, is crucial for achieving organizational goals (Mangkunegara, 2017). Optimal performance is not only dependent on individual capacity but also supported by external factors such as leadership style and organizational culture.

Green Transformational Leadership is a relevant leadership style that focuses on environmental awareness, proactivity, initiative, and creativity for the benefit of many people and nature. Foodmart Samarinda has implemented various environmentally friendly practices, such as providing reusable shopping bags, managing organic waste, and adopting paperless systems. However, observations indicate that these practices are not yet fully internalized by employees. This suggests that while green transformational leadership is present, its effectiveness in shaping employee awareness and behavior needs to be improved.

Organizational culture also plays a vital role in shaping employee behavior at Foodmart Samarinda. The company emphasizes integrity and discipline through policies like warning letters for unjustified absences. Open communication is fostered through routine morning briefings, and performance evaluations are conducted periodically to identify shortcomings and plan improvements. Furthermore, a culture of excellent service is consistently applied, promoting friendly, responsive, and customer-focused attitudes. Despite efforts to build a strong organizational culture, challenges remain in its full internalization.

While previous studies have discussed the influence of leadership styles and organizational culture on employee performance, limited research specifically examines the impact of *green transformational leadership* and organizational culture on employee performance within the retail context, particularly at Foodmart Samarinda. Therefore, this study aims to fill this gap and analyze the extent to which these two variables contribute to employee performance in the company.

Based on the background, the research questions are:
1. Does *green transformational leadership* influence the performance of Foodmart Samarinda employees?
2. Does organizational culture influence the performance of Foodmart Samarinda employees?
3. Do *green transformational leadership* and organizational culture simultaneously influence the performance of Foodmart Samarinda employees?

The objectives of this research are to test and analyze the influence of:
a. *Green transformational leadership* on the performance of Foodmart Samarinda employees.
b. Organizational culture on the performance of Foodmart Samarinda employees.
c. *Green transformational leadership* and organizational culture simultaneously on the performance of Foodmart Samarinda employees.

Theoretically, this research is expected to broaden insights into the variables studied and serve as a reference for future research on the influence of *green transformational leadership* and organizational culture on employee performance at Foodmart Samarinda.

Practically, for the author, it deepens knowledge in Human Resource Management, and for the company, it provides insights for formulating leadership and organizational culture strategies that support sustainable employee performance.

2. Method

This research employed a quantitative approach to examine the influence of *green transformational leadership* and organizational culture on employee performance. The study was conducted at Foodmart Samarinda.

a. Definition and Operationalization of Research Variables
   1) *Green Transformational Leadership* (X1). This variable measures leadership that is environmentally conscious, proactive, initiative-taking, and creative, focusing on the interests of people and nature.
   2) *Organizational Culture* (X2). This variable assesses long-standing habits applied in the work environment that drive improvements in employee and leadership quality, including integrity, discipline, open communication, and customer service orientation.
   3) Dependent Variable: Employee Performance (Y). Employee performance refers to the work results achieved by an employee in carrying out their duties and responsibilities, evaluated through indicators such as service quality, timeliness, effective communication, teamwork ability, and adherence to Standard Operational Procedures (SOP).

b. Population and Sample
   The population for this study consisted of all employees at Foodmart Samarinda. The sample comprised 34 employees, aged 19-39 years. A saturated sampling technique was used, where all members of the population were included as the sample due to the relatively small population size.

c. Data Collection Techniques
   Data was collected using questionnaires distributed to the employees. In addition to primary data, secondary data was obtained through literature review and documentation related to human resource management and the research object.

d. Data Measurement Tools
   The questionnaire utilized a Likert scale to measure responses. Instrument testing included validity and reliability tests. Validity was assessed by comparing r-count with r-table (0.334), ensuring that all indicators were valid (r-count > r-table and Sig. < 0.05). Reliability was tested using Cronbach's Alpha, with values above 0.6 indicating reliability.

e. Data Analysis Techniques
   The collected data was analyzed using descriptive statistics to provide a general overview of the research object. Inferential statistics, specifically multiple linear regression analysis, were used to examine the influence of the independent variables on the dependent variable. Hypothesis testing involved T-test (partial effect) and F-test (simultaneous effect) to determine the significance of the influence. The coefficient of determination (R^2) was also calculated to measure the model's explanatory power.

Data processing was carried out using SPSS (Statistical Product and Service Solution) software.

3. Results and Discussion

a. Overview of Research Area and Respondent Characteristics
The research was conducted at Foodmart Samarinda. The respondents consisted of 34 employees, with varying demographic characteristics (gender, age, division, and tenure) as described in detail in the full thesis. For instance, the majority of respondents were female (64.7%) and between 20-30 years old (76.5%). Most respondents worked in the cashier/sales division (52.9%) and had been working for 1-3 years (61.8%).

b. Research Results
1) Descriptive Statistics: The average response for *Green Transformational Leadership* was 3.86 (high category), *Organizational Culture* was 3.90 (high category), and Employee Performance was 3.66 (positive assessment). This indicates that employees perceive leadership and culture positively, and their performance is generally good.
2) Instrument Testing: Both validity and reliability tests for all variables (Green Transformational Leadership, Organizational Culture, and Employee Performance) showed satisfactory results, indicating that the questionnaire was valid and reliable.
3) Classical Assumption Test:

> Normality Test:

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		34
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.30712796
Most Extreme Differences	Absolute	.123
	Positive	.123
	Negative	-.066
Test Statistic		.123
Asymp. Sig. (2-tailed)		.200[c,d]

Table 1. **Test Kolmogorov-Smirnov**

The Kolmogorov-Smirnov test (Sig. $0.200 > 0.05$) and visual inspection of histograms and P-P plots confirmed that the data was normally distributed.

> Multicollinearity Test:

Coefficients^a					
	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	37.344	6.515			
Green Transformation Leadership	.501	.171	.428	.994	1.006
Organizational Culture	-.406	.139	-.428	.994	1.006

Table 2. **Multicollinearity Test**

VIF values for *Green Transformational Leadership* (1.006) and *Organizational Culture* (1.006) were less than 10, and Tolerance values were greater than 0.1, indicating no multicollinearity.
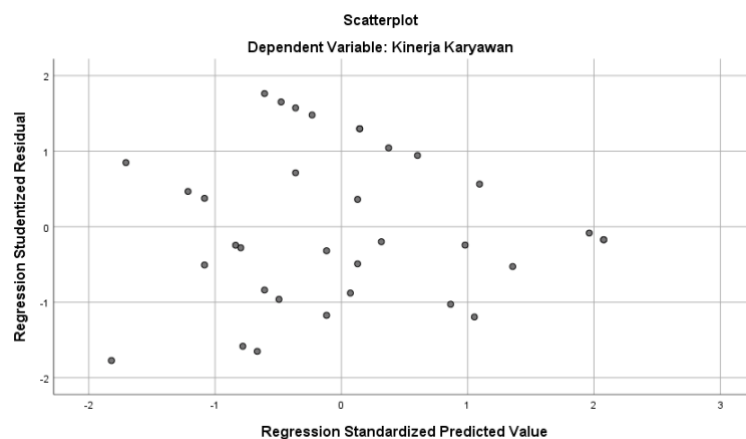
> Heteroskedasticity Test:

Fig 1. **Heteroskedasticity Test**

The scatterplot graph showed no clear pattern, indicating no heteroskedasticity.

4) Multiple Linear Regression Analysis:

Coefficientsᵃ					
		Unstandardized Coefficients			
Model		B	Std. Error	t	Sig.
1	(Constant)	37.344	6.515	5.732	.000
	Green Transformation Leadership	.501	.171	2.926	.006
	Organizational Culture	-.406	.139	-2.926	.006

Table 3. **Multiple Linear**

Regression Analysis

The regression equation derived was: $Y = 37.344 + 0.501x_1 - 0.406x_2$. This indicates that *Green Transformational Leadership* (X_1) has a positive influence on employee performance, while *Organizational Culture* (X_2) has a negative influence, though this will be further discussed in the analysis. The constant 37.344 implies that without the influence of X_1 and X_2, employee performance is at this level.

5) Correlation Coefficient (R) and Determination Coefficient (R^2):

6) ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.229	2	45.114	7.962	.002ᵇ
	Residual	175.654	31	5.666		
	Total	265.882	33			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Organizational Culture, Green Transformation Leadership						

Tabel 4. **Coefficient of Determination Test**

The correlation coefficient (R) was 0.583, indicating a moderate relationship between the independent and dependent variables. The adjusted R-squared was 0.297, meaning that *Green Transformational Leadership* and *Organizational Culture* collectively explain 29.7% of the variance in employee performance,

while the remaining 70.3% is explained by other factors not included in this model.

7) Hypothesis Testing:

	Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	37.344	6.515		5.732	.000
	Green Transformation Leadership	.501	.171	.428	2.926	.006
	Organizational Culture	-.406	.139	-.428	-2.926	.006
a. Dependent Variable: Employee Performance						

Table 5. **Partial Test (t-Test)**

> Partial Test (t-Test): *Green Transformational Leadership* (X1) had a t-count of 2.926 with a Sig. value of 0.006, which is less than 0.05. This indicates that *Green Transformational Leadership* partially and significantly influences employee performance. The positive coefficient (0.501) suggests that an increase in green transformational leadership leads to improved employee performance.

> Partial Test (t-Test): Organizational Culture (X2) had a t-count of -2.926 with a Sig. value of 0.006, which is less than 0.05. This indicates that *organizational culture* partially and significantly influences employee performance. The negative coefficient (-0.406) implies that as organizational culture strengthens, employee performance might decrease, which is counter-intuitive and needs further explanation in the discussion.

> Simultaneous Test (F-Test):

	ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	90.229	2	45.114	7.962	.002[b]
	Residual	175.654	31	5.666		
	Total	265.882	33			
a. Dependent Variable: Employee Performance						

> b. Predictors: (Constant), Organizational Culture, Green Transformation Leadership

Table 6. **Simultaneous Test (F-Test)**

The F-count was 7.926 with a Sig. value of 0.002, which is less than 0.05. This indicates that *green transformational leadership* and *organizational culture* simultaneously and significantly influence employee performance.

c. Analysis and Discussion
1) Influence of *Green Transformational Leadership* on Employee Performance: The positive and significant influence of *Green Transformational Leadership* on employee performance suggests that leaders who embody environmentally conscious, proactive, and creative attributes can effectively motivate and improve their employees' work output. This aligns with the concept that a leader's commitment to sustainable practices fosters a positive work environment and enhances employee engagement, leading to better performance.
2) Influence of *Organizational Culture* on Employee Performance: The finding that *Organizational Culture* has a negative and significant influence on employee performance requires a nuanced interpretation. While organizational culture is generally expected to positively impact performance, a negative coefficient might indicate that certain aspects of the current organizational culture at Foodmart Samarinda, despite aiming for integrity and discipline, might inadvertently create pressure or rigidities that hinder optimal employee performance. For instance, the strict adherence to SOPs or evaluation methods, if perceived as overly burdensome or lacking flexibility, could lead to decreased enthusiasm or innovation among employees. Alternatively, it might suggest that some elements of the culture are not yet fully integrated or positively perceived by all employees, leading to a counterproductive effect.
3) Simultaneous Influence of *Green Transformational Leadership* and *Organizational Culture* on Employee Performance: The significant simultaneous influence highlights that both leadership style and organizational culture are critical in shaping employee performance at Foodmart Samarinda. Although the individual effect of organizational culture was negative, when combined with *green transformational leadership*, their joint impact remains significant, suggesting a complex interplay where positive leadership can mitigate some adverse effects or amplify positive aspects of the culture.

4. Conclusion and Suggestions

This study concludes that *Green Transformational Leadership* has a positive and significant influence on employee performance at Foodmart Samarinda. While *Organizational Culture* also significantly influences employee performance, its individual effect was found to be negative in this context, suggesting potential areas for improvement in how cultural values are implemented and perceived. Nevertheless, both factors, when considered together, significantly impact employee performance. The limitations of this research include focusing solely on *Green Transformational Leadership* and *Organizational*

Culture as independent variables, thus accounting for only 29.7% of the variance in employee performance. Future research could explore other variables, such as employee engagement, compensation, or work-life balance, to provide a more comprehensive understanding of factors influencing employee performance in the retail sector. Additionally, qualitative methods could be employed to delve deeper into employees' perceptions of the organizational culture and its specific impacts.

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