Leadership, Cultural Values and Motivation on Employees Performance about Green Hospital

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Abstract. The Hospital’s often lose their image because of poor services and poor management. The employee’s performance about green hospital is based on responses to environmental problems for hospitals, such as management’s actions in the process of using natural resources efficiently and effectively. Some variables that are expected to influence employee’s performance about green hospital are leadership, cultural values, and motivation. The purpose of the study was to obtain information and find out the direct effects of leadership, cultural values, and motivation on employee’s performance about green hospital. The research is associative causal using a quantitative approach and applying a path analysis. The results show that there is a positive direct effect of leadership, cultural values and motivation on employee’s performance about green hospital. It can be concluded that employee’s performance about green hospital is influenced by leadership, cultural values, and motivation.

Keywords: Leadership, cultural values, motivation, performance, green hospital

1. Introduction

The health service industry has developed not only to carry out social functions, but business institutions in the era of globalization. Increasing demands on quality health services, resulting in increasingly fierce competition among all health services to improve the quality and quantity of services. Hospitals often lose their image because of inadequate service and poor management.

Environmentally friendly trends (eco-friendly) has entered the world of hospitals, green hospital has now developed into a new side approach in hospital management. The existence of hospitals in a single regional ecosystem in a region amid issues of climate change, global warming and environmental degradation, should be responsible for the sustainability of environmental quality and the utilization of natural resources.

Utilization of water resources, energy, natural materials which are input needs continuously for hospital operational needs, needs to be based on the principle of eco-efficiency. Green hospital is a hospital concept that was built by empowering natural potential as the main resource, so it is environmentally friendly and saves more energy expenditure. Seven elements that must be considered in an environmentally friendly hospital, namely energy efficiency, green building design, alternative energy generation, transportation, food, waste, and water [1].

The health industry, which is so organized and regulated in integrating the sustainability of facility development, actually runs slower than other sectors [2]. The health sector was initially slow in applying the concept of green compared to other sectors such as commercial office buildings, is expected to compete in improving the concept of sustainable development in the health sector.
Green hospital performance can be evaluated by setting indicators such as pollution prevention, waste minimization, recycling activities, etc [3]. Employee’s performance about green hospital is based on responses to environmental problems for hospitals, such as management actions in the process of using natural resources efficiently and effectively. Hospitals themselves are often faced with many priorities that must be done, on the one hand for business competition and on the other hand for attention to the natural environment. Some of the variables expected to be related to employee’s performance about green hospital are leadership, cultural values, and motivation.

Performance is the value of the set of employee behaviors that contribute, either positively or negatively, to the organizational goal accomplishment. Those behaviors generally fit into three broad categories. Two categories are task performance and citizenship behavior, both of which contributed positively to organization. The third category is counterproductive behavior, which contributes negatively to the organization [4]. The Green hospital is a hospital concept that is built by empowering natural potential as the main resource, so that it is friendly to the environment and saves more energy expenditure.

The seven elements that must be considered in hospitals that are energy efficiency, green building design, alternative energy generation, transportation, food, waste, and water [5]. Green hospital is a hospital activity that empowers environmentally friendly natural resources through the dimensions of energy efficiency, green building design, alternative energy generation, transportation, food, waste, and water.

Leadership as use and activities of followers toward goal achievement [6]. Leadership as capability of individuals to exercise influenced and controlled over other members to help a group or organization achieve its goals [7]. Leadership is the ability to influence a group of people in achieving a vision or set of goals [8]. Leadership is the processed of influencing others to facilitate the attainment of organizationally relevant goals [9]. Leadership is someone’s behavior in influencing and directing as well as negotiating in an effort to protect natural resources actively and effectively.

Cultural values are a desired belief and purpose. Cultural values can influence the characteristics of a person's personality development that can be seen in everyday life [5]. The state that values provide the foundation for understanding people's attitudes and motivations and the effect of their perceptions. Values affect attitudes and behaviors [8]. Cultural value dimensions include cultural empathy, open mindedness, emotional stability, proactivity toward un-supporting social situations (social initiative), and the tendency to see new situations as challenges to behavioral adjustment (flexibility) [4]. Cultural values are a person's evaluation that contains cultural values in determining behaviors and cultural dimensions, empathy, open mindedness, social initiative and flexibility.

Motivation is defined as a set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity and persistence [10]. The importance of motivation for someone is in managing energy forces coming from inside and outside of him-self. The Effect is related to starting the work and deciding direction, the intensity and continuity that indicate motivation. The state that work motivation is an important topic for the success of an organization, society, and individual welfare as well. Work motivation focus on (a) motives, characteristics, and orientation (context); (b) work features, work role, broader environment (context); (c) mechanism and process involved in the choice and efforts (process). Integrative point of view shows big achievement in the field, including mapping input which is more accurate and psychological operation involved in motivation and broader conception of work environment [11]. Motivation is the will that drives someone to fulfil his needs in life and work well, efficient, and effective in the dimension of motives, hope, and incentive.

Research from international journals has not yet reported on employee’s performance about green hospital related to behavior, personality and cultural values. Novelty of research on green hospital performance models on leadership, cultural values, and motivation. Researchers are interested in conducting research leadership, cultural values, and motivation on employee’s performance about green hospital at Rumah Sakit Haji Pondok Gede, Bekasi, West Java Province.
2. Research method

This research method is causal associative using a quantitative approach. Causal associative research is research that aims to determine the effect of two or more variables. The quantitative approach is used because the data used to analyze the influence between variables expressed by numbers. Data analysis method uses path analysis.

The sampling technique in this study is a probability sampling technique that is a sampling technique that provides equal opportunities for each member of the population to be sampled, through simple random sampling. The sample refers to the opinion of the Slovin formula with an error rate of 5%. The data were collected by using questionnaires distributed to 101 samples. The samples were chosen through probability sampling technique from the population - all 136 employees in Rumah Sakit Haji Pondok Gede, Bekasi, West Java Province.

The classical assumptions testing was done by using normality test, linearity test, heteroscedasticity test, and multicollinearity test. The data were analyzed with multiple linear regression analysis, path analysis, and path diagram. SPSS Version 26.00 was used to process the data in this study.

3. Research result and discussion

The estimation of inter-variable relations in the sub-structure I of the result of data processing using the computer software SPSS version 26.00 can be seen in Table 1 below.

|                       | Leadership   | Cultural Values | Motivation   | Employee’s Performance about Green Hospital |
|-----------------------|--------------|-----------------|--------------|---------------------------------------------|
| Leadership            | Pearson Correlation | 1               | 0.296**      | 0.274**                                    |
| Sig. (2-tailed)       |              | 0.003           | 0.006        | 0.000                                      |
| N                     |              | 101             | 101          | 101                                         |
| Cultural Values       | Pearson Correlation | 0.296**         | 1            | 0.266**                                    |
| Sig. (2-tailed)       |              | 0.003           | 0.007        | 0.000                                      |
| N                     |              | 101             | 101          | 101                                         |
| Motivation            | Pearson Correlation | 0.274**         | 0.266**      | 1                                           |
| Sig. (2-tailed)       |              | 0.006           | 0.007        | 0.000                                      |
| N                     |              | 101             | 101          | 101                                         |
| Employee’s Performance about Green Hospital | Pearson Correlation | 0.493**       | 0.476**      | 0.557**                                    |
| Sig. (2-tailed)       |              | 0.000           | 0.000        | 0.000                                      |
| N                     |              | 101             | 101          | 101                                         |

Based on Table 1 shows that, the correlation coefficient of leadership (X1) on employee’s performance about green hospital (X4) of r_{14} = 0.493. The correlation coefficient cultural values (X2) on employee’s performance about green hospital (X4) of r_{24} = 0.476. The correlation coefficient of motivation (X3) on employee’s performance about green hospital (X4) of r_{34} = 0.557. The correlation coefficient of leadership (X1) on motivation (X3) of r_{13} = 0.274. Correlation coefficient cultural values (X2) on motivation (X3) of r_{23} = 0.266. Based on Table 1 shows that, the correlation coefficient of sub-structure models-1 (X1, X2, X3, to X4) and sub-structure models 2 (X1, X2 to X3) is significant, and can be continued in the path analysis.
Table 2. Path coefficient of sub-structure 1 leadership (X₁), cultural values (X₂), and motivation (X₃) on employee’s performance about green hospital (X₄).

| Model       | Unstandardized Coefficients | Standardized Coefficients | t    | Sig. |
|-------------|-----------------------------|---------------------------|------|------|
|             | B                           | Std. Error                | Beta |      |
| 1 (Constant)| 39.049                      | 6.127                     | 6.373| 0.000|
| Leadership  | 0.358                       | 0.091                     | 0.301| 3.929| 0.000|
| Cultural Values | 0.370                   | 0.101                     | 0.280| 3.671| 0.000|
| Motivation  | 0.289                       | 0.055                     | 0.400| 5.276| 0.000|

Based on Table 2 shows that, the result of the path analysis of sub-structure 1 (X₁, X₂, X₃ and X₄) showed the following values:

\( \beta_{41} = 0.301 \) [tobs. = 3.929 and the probability (sig) = 0.000]

\( \beta_{42} = 0.280 \) [tobs. = 3.671 and the probability (sig) = 0.000]

\( \beta_{43} = 0.400 \) [tobs. = 5.276 and the probability (sig) = 0.000]

The results prove that all of the path coefficients are significant.

Table 3. ANOVA for sub-structure 1 model.

| Model | Sum of Squares | df  | Mean Square | F     | Sig. |
|-------|----------------|-----|-------------|-------|------|
| 1     | Regression     | 6,630.797 | 3  | 2,116.932 | 32.959 | 0.000 |
|       | Residual       | 6,230.154 | 97 | 64.228   |       |      |
| Total | 12,580.950    | 100 |             |       |      |

a. Dependent Variable: Employee’s Performance about Green Hospital
b. Predictors: (Constant), Motivation, Cultural Values, Leadership

Based on Table 3 shows that, The multiple regression analysis (F-test) of Sub-Structure I model yielded Fobs. = 32.959 > Fc.v. (3:97) at \( \alpha = 0.05 \) of 2.70; thus it could be continued with an individual test or t-test. The recap of the result of the computation and the testing of path coefficient of Sub-Structure I Model is shown in Table 4 below.

Table 4. Recap of the result of computation and testing of path coefficient of sub-structure I Model.

| Path | Path Coefficient | tobs. | tcv. | Remarks |
|------|------------------|-------|------|---------|
| \( \beta_{41} \) | 0.301 | 3.929 | 1.654 | Significant |
| \( \beta_{42} \) | 0.280 | 3.671 | 1.654 | Significant |
| \( \beta_{43} \) | 0.400 | 5.276 | 1.654 | Significant |

Based on Table 4 shows that, the determinant coefficient or contribution of leadership (X₁), cultural values (X₂), and motivation (X₃) on employee’s performance about green hospital (X₄) are shown in Table 5 below:

Table 5. Model summary sub-structure I Model.

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|---------------------------|
| 1     | 0.710 | 0.505    | 0.489             | 8.014                     |

a. Predictors: (Constant), Motivation, Cultural Values, Leadership

Based on Table 5 above, the determinant coefficient or contribution of X₁, X₂, and X₃ to X₄ is (R square = \( R^2_{4321} \) = 0.505, which means that 50.5% of the variation in the employee’s performance about green hospital (X₄) can be explained by variations in leadership (X₁), cultural values (X₂), and motivation (X₃).
Large residual coefficient $\beta_{e4} = \sqrt{(1 - 0.505)} = 0.704$ is the influence of other variables outside the leadership ($X_1$), cultural values ($X_2$), and motivation ($X_3$) on employee’s performance about green hospital ($X_4$).

The result of the analysis of inter-variable causal relation of Sub-Structure Model 2 as processed using SPSS version 26.00, is shown as follows.

**Table 6.** Coefficient of Sub-Structure 2 Model of leadership ($X_1$), cultural values ($X_2$), and motivation ($X_3$) on employee’s performance about green hospital ($X_4$).

| Model | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
|-------|----------------------------|---------------------------|---|------|
|       | B                          | Std. Error                | Beta | 3.241 | 0.002 |
|       | (Constant)                 | 34.789                    | 10.734 |       |       |
|       | Leadership                 | .353                      | .164  | .214  | 2.149  | .034  |
|       | Cultural Values            | .371                      | .182  | .203  | 2.038  | .044  |

Based on Table 6 above, the result of the path analysis of sub-structure model 2 ($X_1$, $X_2$, and $X_3$) showed the following values:

$\beta_{31} = 0.214$ [$t_{obs.} = 2.149$ and probability (sig) = 0.034]

$\beta_{32} = 0.203$ [$t_{obs.} = 2.038$ and probability (sig) = 0.044]

The result proves that all path coefficients are significant.

The result of the F-test of the sub-structure 2 in the form ANOVA table of leadership ($X_1$) and cultural values ($X_2$) on motivation ($X_3$) is shown in Table 7 below.

**Table 7.** ANOVA for sub-structure 2 model

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------|----------------|----|-------------|---|------|
|       | Regression     | 2  | 1,359.070   | 6.226 | 0.003 |
|       | Residual       | 98 | 218.290     |     |      |
| Total | 24,110.535     | 100|             |     |      |

Based on the Table 7 above, the F-test of Sub-Structure 2 yielded $F_{obs.} = 6.226 > F_{c.v. (2:98)}$ at $\alpha = 0.05$ of 3.09; thus, it could be continued with the t-test.

The recap of the result of computation and testing of the path coefficients of sub-structure 2 is shown in Table 8 below.

**Table 8.** Recap of the result of computation and testing of path coefficients of sub-structure 2

| Path Coefficient | Path | $t_{obs.}$ | $t_{c.v.}$ (\(\alpha = 0.05\)) | Remarks |
|------------------|------|------------|----------------------------------|---------|
| $\beta_{31}$     | 0.214| 2.149      | 1.654                            | Significant |
| $\beta_{32}$     | 0.203| 2.038      | 1.654                            | Significant |

The determinant coefficient or contribution of environmental leadership ($X_1$) and cultural values ($X_2$) on motivation ($X_3$) are shown in Table 9 below:

**Table 9.** Model summary sub-structure 2 Model.

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|--------------------------|
|       | 0.336 | 0.113    | 0.095             | 14.775                   |

a. Predictors: (Constant), Cultural Values, Leadership
Based on Table 9 above, the determinant coefficient or contribution of \( X_1 \) and \( X_2 \) to \( X_3 \) is \( R^2 = 0.113 \), which means that 11.2\% of the variation in the motivation \( (X_3) \) can be explained by variations in leadership \( (X_1) \) and cultural values \( (X_2) \).

Large residual coefficient \( \beta_{23} = \sqrt{1 - 0.113} = 0.942 \) is the influence of other variables outside the leadership \( (X_1) \) and cultural values \( (X_2) \) on motivation \( (X_3) \).

Based on the result of path coefficients of Sub-Structure 1 and Sub-Structure 2, the entire inter-variable causal relations of variables \( X_1, X_2 \) and \( X_3 \) and \( X_4 \) can be drawn as follows.

\[
X_4 = \beta_{41}X_1 + \beta_{42}X_2 + \beta_{43}X_3 + \beta_{4\varepsilon_1} \quad \text{and} \quad R_4^2 = 0.301 \\
X_3 = \beta_{31}X_1 + \beta_{32}X_2 + \beta_{3\varepsilon_2} \quad \text{and} \quad R_3^2 = 0.214
\]

The result shows a strong relationship between employees behavior and performance. In fact, there is a big impact of leadership on performance. The relationship between performance and employee behavior and implementation status is based on an international standard system that includes overall quality management and environmental management systems [12]. The leadership had an effect on performance. The role of a leader was to create a better performance. Motivation correlated significantly with a good performance. Work climate had a significant correlation with performance. A better climate had an effect on a better performance [13].

The values play an important mediating role in environmental business involvement. The combination of achievement values and virtues is very important in shaping employee environmental involvement. Individual values are related to employee environmental involvement [14]. The state that leadership affects green institution and the health of employees as viewed from four different leader's behaviors (task-oriented, relationship-oriented, change-oriented, and passive/destructive). Hence, the key to the low green institution and the health of employees is the leadership style of the manager [15]. The development of environment leadership holistically promotes the sustainability of the issue of environment to protect the nature in the process of decision making and the process of action [16].

The results of studies show that cultural values have significant effect on work motivation. The organization cultural values have a significant effect on the employee performance. Work motivation has a significant effect on employee performance [17]. The shows that simultaneously and partially, cultural values have a significant effect on employee performance; the work motivation variable has a
dominant effect on employee performance. A high motivation supported by cultural values constitute the most important factor in employee performance [18].

There is an influence of personal values on sustainable consumption behavior that is moderated by the cultural and consumption context. Significantly contributes to practitioners who want to sell sustainable products in different cultural contexts. Cultural values influence sustainable consumption behavior [19]. The benefits of various types of social support depend on cultural background. Cultural variations relate to the underlying environmentally friendly institutions for seeking social support and the emotional implications of receiving support. Cultural values affect the environmentally friendly institutions [20]. The importance of culture and its role in a healthy lifestyle is very important in the development of environmentally friendly institutions. Cultural values and healthy lifestyles affect environmentally friendly communities [21]. The cultural context, integrated elements of effective leadership are linked to strong autocratic and moral leadership. The cultural context is related to leadership [22].

There are six cultural dimensions that influence environmentally friendly institutions, namely: distance of power, avoidance of uncertainty, individualism or collectivism, masculinity or femininity, long or short-term orientation, and indulgence or restraint. So there is a relationship between the six cultural dimensions with environmentally friendly institutions [23]. The ecology shapes culture, and culture influences environmentally friendly institutions. There are universal and specific aspects of cultural variation in environmentally friendly institutions. Some aspects of culture include: complexity, assertiveness, individualism, and collectivism. Cultural values have an influence on environmentally friendly institutions [24].

4. Conclusions
Research findings show that there are positive and significant direct influences of: leadership on employee's performance about green hospitals; cultural values on employee’s performance; motivation on employee's performance about green hospitals; and leadership on motivation. Thus, it can be concluded that to improve employee’s performance about green hospitals, several factors such as leadership, cultural values and motivation need to be improved as well.

5. References
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