



How Does Effective Leadership Impact on Sustainable Performance of Indonesian Higher Education Based on College Main Indicator

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Abstract: This paper investigates the impact of effective leadership on sustainable performance of higher education in Indonesia based on IKU (Main Indicator) mediated green human resource management. Productivity of Indonesian higher education graduates in ASEAN countries still needs to be improved such as the learning environment, research outcomes, students and research, and knowledge transfer. College leader cannot directly boost organisational performance but through the change of employees' attitude and behaviour. The collected data from 150 respondents of five universities in Indonesia. Data then analysed with Partial Least Square (PLS-SEM). Based on data analysis, first hypothesis supported that effective leadership does not have direct effect on sustainable performance. However, the second hypothesis accepted that Effective leadership has significant direct impact on green human resource management. The third hypothesis also accepted that Green human resource management has a significant direct impact on sustainable performance. And the fourth hypothesis also has a significant indirect impact on sustainable performance through green human resource management. Accordingly, Effective Leadership should execute policies to improve higher education performance effectively through changes in attitudes and behaviour of human resources. This manuscript contributes to the science circular of leadership and impetus for improving sustainable higher education performance in Indonesia.

Keywords: effective leadership; green human resource management; IKU; sustainable performance; higher education

Introduction

The prominent problem concerning with the college graduates in Indonesia indicate poor job-fit; irrelevant competences with the job market; insufficient interpersonal competence; lack of work experiences; low creativity and employability. The right option to downgrade this inequality is through education (Tohir, 2020). College has a very strategic role to boost the productivity of the human capital (Hock-Eam et al., 2016) as the essential resource in the organisation (Kusi et al., 2021). Additionally, upgrading the productivity of human resource should performed in a ecosystems, facilities and infrastructure, leadership, and industries as users of graduates (Kemendikbudristek, 2021).

According to The Asia University ranking in (2022) two universities in Indonesia of 687 campuses in Asia: Universitas Indonesia ranked 56, Gadjah Mada University ranked 59, Bandung Institute of Technology (ITB) ranked 67, and Airlangga University ranked 110 while National University of Singapore ranked 1 and

Peking University China ranked 2. The assessment is based on five indicators: teaching, research, citation, international outlook and industry income.

To unbox education issues, Indonesian government is trying to address performance of higher education graduates consistently. This intense effort is intended to transform the orientation of national development from natural resources to the quality of human resources or competence-based resource (Kemendikbudristek, 2021). It is declared clearly that to be competitive, Indonesian higher education must apply eight standardised main indicators (IKU): (1) graduates should get decent jobs; (2) students gain experiences outside campus; (3) lecturers perform activities outside campus; (4) practitioners teaching on campus; (5) lecturers' works are beneficial to society and industry and receive international recognition; (6) world-class partnership; (7) applying collaborative and participatory teaching method; and (8) using international-standardised curriculum. These eight main indicators are known as *independent learning* and

independent campus. To support this latest policy, the Indonesian government has issued government regulation number 53 in the year 2023 concerned on national education quality assurance that every university performs education and learning, research and development and community service to boost performance of higher education graduates in a planned and sustainable manner (PER.08/MEN/VII/2010, 2020).

To bring into reality the national education transformation requires strategic role of effective leadership (Asrarudin, 2022), improving from elementary to higher education (Kemendikbudristek, 2022). Effectiveness of performing policy is largely determined by the embedded competences of leadership: conceptual competence, technical, and team building (Nguyen et al., 2019). Leadership is basically the practice of transmuting values into activities, abstract ideas into reality, complication into invention, distinctiveness into harmony, and risk into rewards (Chen & Peng, 2017). Effective leadership is changing worker conduct to be more productive and more efficient. Productivity and efficiency denote the success of a leader in managing organisational resources. Therefore, Leadership is the decisive factor in managing organisational resources. It has essential role in shaping supportive team behaviour and work effectiveness to reach organisational goals (Tran & Vu, 2021). Performing policies and regulations requires creative and innovative leadership characters (Asrarudin, 2023). Hence, the role of the leader has an impact on the organisation's sustainable performance (Nasir et al., 2022). Several previous authors found that there is a linkage between leadership effectiveness and organizational performance (Samad, 2012). It is explained that effective leadership can improve competitive advantage and organisational performance. Leadership has a strategic role and is able to upgrade competitiveness in the academic environment (Mahdi & Almsafir, 2014). This paradigm is line with (Semuel et al., 2017) that the success or failure of the organization largely depends on effectiveness of a leader.

Another important factor that supports policy implementation is green human resource management (GHRM), as argued by (Meng et al., 2023) that GHRM practices are becoming centre of concern for researchers to shape the green behaviour of employees to ensure environmental performance in the organisation. GHRM is the practice of human resource department, such as green recruitment, selection, training, performance management, rewards, and involvement, in protecting the environment (Fawehinmi & Abdullahi, 2023). GHRM is identified as human resource management regarding to sustainable usage of organisational resource.

Previous studies found that leadership has significant effect on sustainable performance (Işcan et al., 2014). Other authors (Tran & Vu, 2021) found that effective leadership roles impact significantly on organizational team performance. This finding is congruent with the study of Andriyanty et al. (2021) that the ability of leaders to motivate subordinates and facilitate the changes can elevate individual and organisational performance. Other study by Khan et al. (2022) revealed that government as the leader has a positive and significant effect on sustainable organisational performance. This conceptual work is in line with the study by Samad et al. (2023) that employee conduct has a significant impact on organizational performance. Previous researches don't explicitly investigate indicators of higher education performance and green human resource management as intervening variable. Accordingly, this study fills this gap, examining the effect of effective leadership on sustainable performance of higher education based eight indicators declared by the Indonesian minister of education.

This undertaken study has four objectives: (1) Evaluate the effect of effective leadership on college sustainable performance; (2) examine the effect of effective leadership on human resource management; (3) investigate the impact on sustainable performance; and (4) measuring the indirect impact of effective leadership on sustainable performance.

This study attempts to address the following research questions: (1) Whether

effective leadership have effect on college sustainable performance?; (2) Does effective leadership have influence on green human resource management?; (3) Does green human resource management have effect on college sustainable performance?; (4) Does effective leadership have indirect effect on college sustainable performance mediated by green human resource management?

Literature Review

Leadership style and innovative behaviour have considerable effect on enterprise sustainable performance (Yıldız et al., 2014). The connection of effectiveness of leadership on business performance has been a catchy point to be investigated (Ayrancı & Ayrancı, 2015). Sustainability of organisational performance related to environmental management and green human resource management (Ahmad et al., 2023). Green human resource management (GHRM) is an approach focusing on green human resource conduct, hiring environmentally committed employees, environmentally friendly work policy, reduce energy use and waste reduction (Montalvo-Falcón et al., 2023). This implies that effective leadership is related to sustainability of organisational performance, effective leadership is connected with green human resource management (GHRM), and GHRM impacting on sustainable enterprise performance.

Effective Leadership and Sustainable Performance

It is generally agreed that an employee working with a good leader makes him or her feels satisfied and increase his or her productivity (Gulluce et al., 2016). Effective leadership in higher education accentuate all aspects of leadership such as leadership style, collaboration, motivation, training and development, and curriculum management. Leadership plays a very crucial role in forming high-performing teams and improving organizational performance (Alnesr & Ramzani, 2019). Effective leadership is one who implemented eight roles: mentor, innovator, facilitator, broker, monitor,

producer, coordinator and director (Melo et al., 2014).

Education sector is currently facing global challenges as a result of advances in information and communication technologies (Hasbullah & Rahman, 2023). Higher education is the central institution that breeds creative and innovative human resource (Hock-Eam et al., 2016). To bring into reality, higher education requires effective leadership to manage its resources effectively and sustainably (Zaman & Andriyanty, 2021). The success of higher education predominantly depends on the effectiveness of the system, values, climate, beliefs, and culture of the college community and leadership style (Ngang et al., 2015). (Armstrong, 2016) argued that leadership has strategic role for organisational performance and sustainability. Likewise (Sistare et al., 2015) opined that the 21st century work challenges require capable and competitive public leadership. Based on the argument, this study hypothesised the following:

H₁: Effective leadership has a significant relationship with sustainable performance of higher education in Indonesia

Effective Leadership and Green Human Resource Management (GHRM)

To address environmental concerns requires green human resource management (Hossain et al., 2022; Asrarudin et al., 2020). Leadership plays an essential role in managing employee work behaviour, increasing morale and productivity (Mohd Salleh et al., 2020). Familiar argument also identified by Tristante et al. (2023) that the role of an effective leader can facilitate the changes the attitudes and conduct of subordinates to boost productivity in the organisation. Desired subordinate behaviour changes requires proactive, imaginative, participative and communicative of a leader (Elyusufi et al., 2022). Leadership is the ability to influence other people to achieve organizational performance (Wahab et al., 2014). Such competence is embedded capability of a leader.

Organization as environmental ecosystems must be managed effectively to achieve its goals. Innovative technology drives

modern industrialization and plays a vital role in boosting organizational performance (Yang & Li, 2023). Regarding with global warming, increasing temperatures, and air pollution threaten the sustainability of organisations (Tristante et al., 2023). Hence, an effective leader should apply an approach that focus on optimising human resource conduct change to drive performance an organisation (Montalvo-Falcón et al., 2023). Other study (Tandon et al., 2023) argued that climate change concern and environmental sustainability has emphasized the essential needs for “greening” of workplaces and organisation. Based on this empirical argument, then formulated following hypothesis:

H₂: Effective leadership has a significant association with green human resource management

GHRM and Sustainable Performance

Green resource management is an important business strategy where organizations are required to play an active role in creating a green workplace. College plays a strategic role in transforming skilled workforce to be able to compete in the international labour market (Nadu, n.d.). In the last few decades, environmental sustainability has become a very crucial issue and has been explored by experts in various countries, including Indonesia, even though it is still at normative level rather than national economic system (Maskuroh et al., 2023). It requires consistent policy and leadership to turn the green economy platform into part of human behaviour and Indonesia's national economic system (Asad & Samad, 2022).

The effectiveness of policies is very dependent on the implementation of the leader's role in changing human attitudes and behaviour in the organization. Empirical studies revealed that the role of an effective leader is able to shape the collective behaviour of the workforce, including green behaviour (Kusi et al., 2021). Effective leaders have a significant effect on innovative attitudes and behaviour of employees and impact on organizational competitiveness (Mahdi & Almsafir, 2014). Other research found that leadership influences employee creative

behaviour, including employee behaviour towards environmental preservation (Yıldız et al., 2014). Accordingly, the hypothesis can be stated as follow:

H₃: Green human resource management has a significant effect on sustainable performance

GHRM as Moderating Role of Effective Leadership and Sustainable Performance

Leadership anyway influences attitudes and behaviour of subordinates to achieve shared goals (Tran & Vu, 2021). Human resources consisting of physical abilities and intellectual skills acquired in education must be managed effectively for the achievement of shared objectives (A. Wahab et al., 2018). Policy making really determine the sustainability of higher education (Ramayah et al., 2022). Leadership plays a strategic role in ensuring organizational sustainability through the implementation of green human resource management (Kusi et al., 2021). This concept emphasizes that there is an association between leadership effectiveness and sustainable performance through green human resource management. Thus, the hypothesis is formulated as follows:

H₄: Effective Leadership has a significant indirect effect on Sustainable Performance mediated by Green Human Resource Management

Based on the theoretical study presented above, conceptual diagram in this research is as follows:

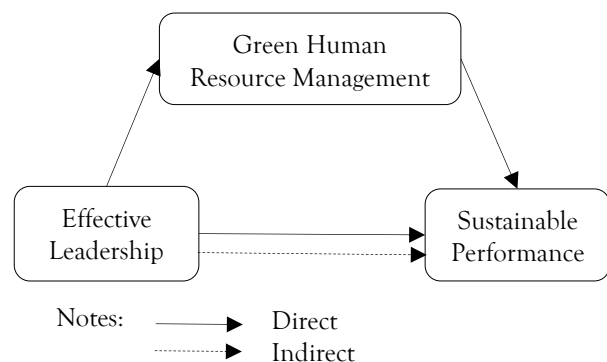


Figure 1. Conceptual Diagram

Research Method

This research is descriptive statistics and causal relationships, cause-and-effect relationship between exogenous and endogenous variable. A survey is used with a structural questioner to validate the proposed theoretical model. This research using Smart PLS (PLS-SEM) to identify the Likert Scale ranging from 1 to absolutely disagree and to 5 to absolutely agree. Validity and reliability were conducted to ensure the measurement is stable and consistent. Validity test indicates how well the instrument measures the concept while reliability aims to evaluate whether the instruments consistently measure the concept.

Sample and Data Collection

Sampling technique used in this study is judgment sampling/purposive sampling, non-probability method because the entire population inaccessible (Hannabuss, 1995). The number of accessible samples 150 respondents of lecturers or teachers, students, administrators, government officials, private employees from 5 universities in Indonesia. Data collected by using google form shared to 5 universities: Hasanuddin University, Halu Oleo University, Cendrawasih University, Pattimura University and Institute of Business and Informatics Kosgoro 1957.

Table 1. Descriptive Statistics of Respondents

Type		Frequencies	Percentage (%)
Gender	Male	103	68.67
	Female	47	31.33
Total		150	100
Educational Background	Doctoral/PhD	74	49.33
	Magister	25	16.67
	Undergraduate	18	12
	Diploma	12	8
Students		21	14
Total		150	100
Profession	Lecturers/teachers	85	56.67
	Administrators/technician	15	10
	students	21	14
	Govern officials/not lecturers/teachers	11	7.33
	Private employees/not lectures/teachers	8	5.33
	Others	10	6.67
Total		150	100

The table demonstrates that the number of respondents who filled out and returned the questionnaire via Google Form was 150 consisting of 103 (68.67%) male and 47 (31.33%) female. Respondents based on the education level with doctoral degree 74 (49.33%) are the highest number while the lowest number of are respondents with diploma 12 (8%). Based on profession, it can be sorted from the highest to the lowest number as follows: lecturers/teachers 85 (56.67%); students 21 (14%); administrative employees 15 (10%); civil servants/not lecturers/teachers 11 (7.33%); private employees/not lecturers/teachers 8 (5.33%); and the last without profession 10 (6.67%).

Measurement

All items were scored with a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Effective Leadership is measured by 7 items adopted from (Melo et al., 2014) and (Mahdi & Almsafir, 2014). Sample of an item is "Leader conveys information to subordinates as it is creating a sense of trust from subordinates"; Green Human Resource Management is measured by 7 items adopted from (Alaghbari, 2023). Sample of an item "The habit of using public transportation is an employee conduct could reduce carbon emissions"; and Sustainable Performance of higher education in Indonesia measured by 7 items adopted from (Kemendikbudristek, 2021). Sample of an item "The quality of higher education graduates increases due to collaboration with foreign universities.

Result and Discussion

Measurement Outer Model

Assessing the indicator loadings is the first step in reflective measurement model. Loading factor more than 0.708 is quite recommended (Hair et al., 2019). Other author (Anderson, 2014) loading factor 0.7 is valid, and (Lela Nurlaela Wati, 2018) suggested loading factor 0.5 is acceptable.

Table 2. First Evaluation of Measurement Outer Model

Construct	Item	Loading Factor	Decision
(KE) Effective Leadership	KE1.1	0.542	Invalid
	KE1.2	0.533	Invalid
	KE1.3	0.702	Valid
	KE1.4	0.568	Invalid
	KE1.5	0.618	Valid

	KE1.6	0.712	Valid
	KE1.7	0.694	Valid
(SDMH)	SDMH1.1	0.708	Valid
Green	SDMH1.2	0.642	Valid
Human	SDMH1.3	0.698	Valid
Resource	SDMH1.4	0.684	Valid
Management	SDMH1.5	0.692	Valid
	SDMH1.6	0.615	Valid
	SDMH1.7	0.671	Valid
(KBPT)	KBPT1.1	0.729	Valid
Sustainable	KBPT1.2	0.675	Valid
Performance	KBPT1.3	0.672	Valid
of Higher	KBPT1.4	0.676	Valid
Education	KBPT1.5	0.666	Valid
	KBPT1.6	0.674	Valid
	KBPT1.7	0.630	Valid

(KE) Effective	KE1.3	0.777	Valid
Leadership	KE1.6	0.801	Valid
	KE1.7	0.775	Valid
(SDMH)	SDMH1.1	0.734	Valid
Green HRM	SDMH1.3	0.756	Valid
	SDMH1.4	0.714	Valid
	SDMH1.7	0.742	Valid
(KBPT)	KBPT1.1	0.766	Valid
Sustainable	KBPT1.3	0.725	Valid
Performance	KBPT1.4	0.729	Valid
of Higher	KBPT1.5	0.743	Valid
Education			

In this manuscript the validated loading factor is 0.6 with AVE value greater than 0.5, indicating that can depict the construct.

KE1.1 and KE1.2 (Effective Leadership) are invalid because factor loading was less than 0.6 which must be dropped from the model. All items of SDMH (Green Human Resource Management) valid. KBPT1.6 and KBPT1.7 (Sustainable Performance) have the lowest factor loading and must be dropped from the model. After all invalid items are dropped, then the second measurement is conducted. Figure 3 is the result of the second measurement outer model.

Table 3. Second Evaluation of Measurement Outer Model

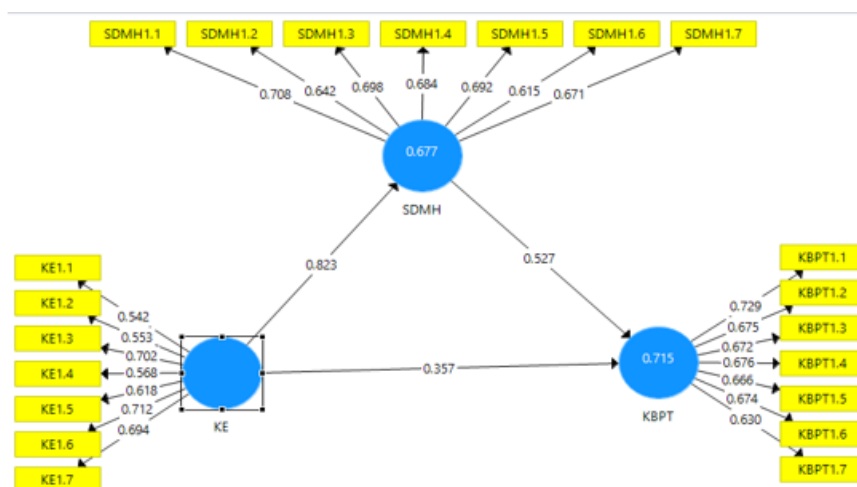
Construct	Items	Loading Factors	Decision
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The second evaluation of measurement outer loading validated that all items were higher than 0.7 which refers that all indicators of the constructs are valid.

Construct Reliability and Validity

According to (Hair et al., 2019) Cronbach's Alpha should be minimum 0.60 to interpret internal consistency of all items and (Nguyen et al., 2019) 0.6 to 0.7 is considered adequate and below 0.5 is unreliable. Composite Reliability cut-off value > 0.60 (Raza & Yousufi, 2023) is acceptable which shows the variable indicators are consistent. The Average Variance Extracted (AVE) value is over 0.5 which demonstrates that all variable indicators are able to explain the construct.

The measurement of construct reliability and validity indicates that the Cronbach's Alpha of KE (Effective Leadership) is 0.687 and the Composite Reliability is 0.827. Thus, the indicators of Effective Leadership have



Notes: KE = Effective Leadership; SDMH = Green Human Resource Management; KBPT = Sustainable Performance of Higher Education

Figure 2. Outer Model 1

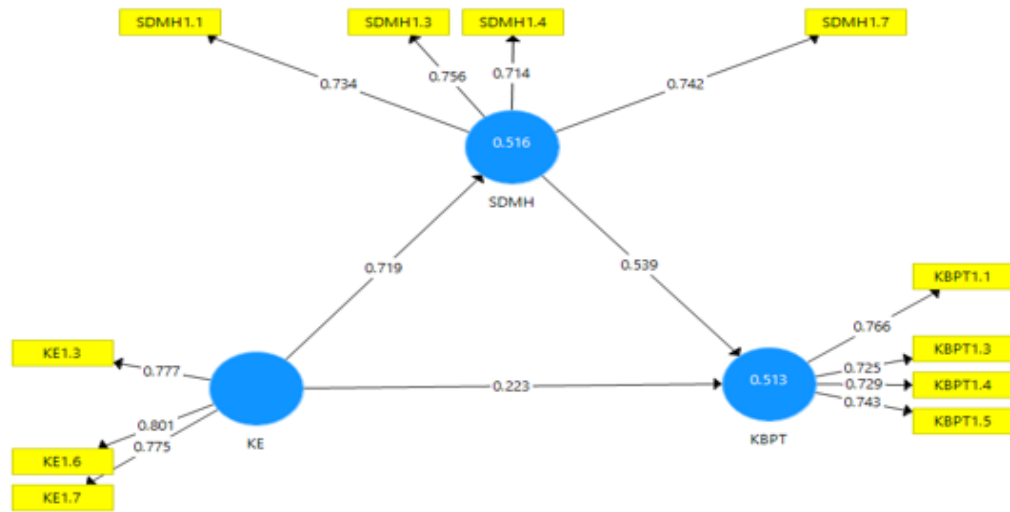


Figure 3. Outer Model 2

good internal consistency and are able to measure the construct. The Cronbach’s Alpha of Green Human Resource Management (SDMH) is 0.720 and the Composite Reliability value is 0.826. Therefore, the indicators have good internal consistency and are able to measure the construct. The Cronbach’s Alpha of KBPT (Sustainable Performance) is 0.727 and the Composite Reliability is 0.830. Hence, Sustainable Performance indicators have good internal consistency and are able to measure the construct. The AVE were greater than 0.5 which revealed that convergent validity for scale measurement is supported.

Table 4. Convergent Validity

Variables	Cronbach’s Alpha	Composite Reliability	AVE	Decision
(KE) Effective Leadership (SDMH) Green HRM	0.687	0.827	0.615	Supported
(KBPT) Sustainable Performance of Higher Education	0.727	0.830	0.550	Supported

The discriminant validity or divergent validity value describes the results of testing one construct is not related to other constructs testing results.

Table 5. Discriminant Validity

Constructs	(KBPT) Performance of Higher Education	(KE) Effective Leadership	(SDMH) Green HRM
(KBPT) Sustainable Performance of Higher Education	0.741		
(KE) Effective Leadership	0.610	0.784	
(SDMH) Green HRM	0.699	0.719	0.737

Table 6. Goodness of Fit (GoF)

Variable	R-Square	R-Square Adjusted
(KBPT) Performance of Higher Education	0.513	0.506
(SDMH) Green Human Resource Management	0.516	0.513

The discriminant validity value according to Fornell-Lacker Criterion indicates that all constructs are valid if the correlation value is more than the correlation value of other constructs (Hair et al., 2019). The cross-loading test results refers that all indicators are valid, the loading indicator value is more than the other loading indicator values. The discriminant test result above demonstrates a good discriminant level.

Goodness of Fit Model is measured by using the predictive relevance value (Q^2) (Hair et al., 2019). The Q^2 is used to estimate the observed value of the exogenous construct for endogenous construct. If Q^2 value is higher than 0, the model has good predictive relevance. Following is the equation of Q^2 :

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2)$$

$$Q^2 = 1 - (1 - 0.513)(1 - 0.516)$$

$$Q^2 = 1 - (0.487)(0.484)$$

$$= 1 - 0.235708$$

$$= 0.764292$$

$$= 0.764$$

Predictive relevance value is 0.764, more than 0 suggesting that the model has sufficient predictive relevance, categorised good. Therefore, the model can depict the phenomenon of Sustainable Performance of Higher Education in Indonesia associated with the Effective Leadership and Green Human Resources Management.

Hypothesis Testing

Effective Leadership and Sustainable Performance of Higher Education

Path coefficient of Effective Leadership impact on Sustainable Higher Education Performance is -0.046 with a statistic value of $0.562 < 1.655$ at the significance threshold of 0.05%. This finding indicates that Effective Leadership has negative effect on Sustainable Performance of Higher Education. This finding is supported by the study of (S. Wahab et al., 2014) that there is no significant effect of leader role on organizational performance. Other authors (Gameda & Lee, 2020) also found that leadership does not have a significant effect on organizational performance. This finding confirms that leadership roles do not always have significant impact on performance of an organisation. In fact, the success of an organisation does not directly depend on effectiveness of leadership but strategic role of a leader to facilitate the changes of human resource attitude and conduct (Semuel et al., 2017). One leadership style is not always compatible to all types of organisations (Deschamps et al., 2016).

Managing profit-oriented organisation is not the same as managing an educational organisation which based on shaping human character and intelligence-oriented.

Effective Leadership on Green Human Resources Management

Path coefficient) for the influence of Effective Leadership on Green Human Resources Management (GHRM) is 0.719 with statistic value of $7.367 > 1.65$ at the significance threshold of 0.05. This measurement revealed that Effective Leadership has significant effect on GHRM. Thus, it can be explained further that the more effective leadership role can improve better attitudes and behaviour of human resource towards nature conservation and eco-friendly (Yang & Li, 2023). This study is supported by research results of (Management et al., 2022) that effective leadership can impact typical organisational management and driving effectiveness and efficiency. Strategic role of effective leadership impacting management effectiveness and organizational performance (Zada et al., 2023). GHRM should not only be a policy but integrated as an agent of organisational change and human resource conduct (Ahmad et al., 2023). This finding indicates that the effectiveness of human resource management is very dependent on the strategic role of an effective leader consistently and accountably. Other authors (Dzinamarira et al., 2023) depicted that an effective leader is one who has professional characteristics: empathy, caring, transparency, communication, adaptability, courage, resilience, decisiveness, consultation and cooperation, and empowerment to bring into reality of policies to achieve organisational objectives. This study refers that effective leadership influences the effectiveness of organizational management. (Nisbett et al., 2015) depicted that an effective leader is one who is capable to manage a complex environment, including managing human resources to encourage effective behaviour changes. Thus, it is confirmed that leadership effectiveness has significant impact on the success of green human resource management. In this case, better the implementation of

effective leadership roles, the greater the impact on the success of GHRM.

Green Human Resource Management and on Sustainable Performance

Path coefficient) for GHRM impact on Sustainable Performance of Higher Education is 0.255 with statistic value of 2.397 > 1.655 at the significance threshold of 0.05. The results revealed that GHRM has significant effect on Sustainable Performance of Higher Education. Thus, the better the attitude and behaviour of GHRM towards environmental preservation and eco-friendly the Sustainable Performance of Higher Education will also improve better. The results of other research (Nguyen et al., 2019) show that innovative behaviour of subordinates towards eco-friendly can increase productivity and long-term organisational sustainability. This finding is also supported by research results of (Quoquab & Basiruddin, 2023) that environmental factors influence ecological behaviour and energy-efficient appliance purchase.

0.161 and statistic value 2.457 > 1.655. This finding can be explained that the mediating variable GHRM plays a positive role in the Sustainable Performance of Higher Education. It means that the more effective leadership, the higher effect on changing the green behaviour of human resource and impacting on Sustainable Performance of Higher Education. This finding supported by (Soemartono, 2014) that the role of a leader has a significant impact on organisational productivity through creativity and innovation of human resources. The root of organisational creativity and innovation is the change of human resource attitude and conduct facilitated by the effectiveness of a leader. He depicted that prosperity is largely determined by education and skills of human resource. Strong leader is required to build strategies and policies to be performed to achieve the changes. Implementation of GHRM requires a leader effectiveness driving the organization's sustainable performance (Dizaj, 2021). This study revealed that effective leadership can

Table 7. Hypothesis Testing

Hypothesis	Path Coefficient	Original Sample	Std. Deviation	T-Statistics	P-Value	Decision
H ₁	KE →KBPT	-0.046	0.081	0.562	0.575	Not Supported
H ₂	KE →SDMH	0.719	0.098	7.367	0.000	Supported
H ₃	SDMH →KBPT	0.225	0.094	2.397	0.018	Supported
H ₄	KE →SDMH →KBPT	0.161	0.066	2.457	0.000	Supported

Strategically, GHRM helps organisation achieve its goals through CRS. GHRM implies that organisation integrate environmental management into HRM practices to increase eco-friendly output. (Tandon et al., 2023) found that GHRM had significant association with the changing employee behaviour and productivity. Hence, the results of this research are supported by several previous research and confirm that GHRM has significant effect on sustainable performance of organisations including higher education institutions in Indonesia.

The Influence of Effective Leadership on Sustainable Performance and GHRM as Moderating Variable

The measurement of the specific indirect effect demonstrates that the path coefficient is

improve sustainable college performance through the effect of GHRM.

Conclusion

These study findings indicate that effective leadership does not impact directly on sustainable performance of higher education but through GHRM as mediated variable. In other version, sustainable performance of a college can only be increased through the changes of employees' attitude and conduct facilitated by the strategic role of an effective leader performing managerial and operational functions.

These findings confirmed that leader's competence to transform the attitudes and work behaviour of subordinates is the key prerequisite for achieving desired performance. Leaders cannot perform effectively individually

rather than collectively. In this context, a productive team work is the key to achieving sustainable performance in a college. In this case, effective leadership truly serves as a role model for subordinates. Any organizations, including college, goals achievement not merely based on the single competence of a leader rather than collective support of all employees.

Suggestion

Based on the findings of this research, suggested that leadership effectiveness is determined by the consistent execution of the eight elements of effective leadership. However, it does not directly or automatically encourage organisational performance. Leaders must be able to change the attitudes and behaviour of subordinates and hand in hand increase the productivity and sustainable performance of the organisation. To achieve this goal, leaders must become role models whose attitudes and behaviour become role models for all employees. This role model must be consistent and flexible not easily change due to subjective interests.

Research Limitation

This study has limitation in terms of sampling and the use of interview. Respondents from different sectors are still few and interview should be conducted to fully comprehend the effect of leadership effectiveness in administering higher education institution. For further research, sampling should be representatives of all higher education across Indonesia and stratified sampling can be deployed. Respondents and informan from different users of universities graduates. Mixed method approach is recommended to find a deep analysis.

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