

THE INFLUENCE OF DIGITAL LEADERSHIP ON EMPLOYEE GREEN BEHAVIOUR: AN EMPIRICAL STUDY OF FAMILY-OWNED BPJS KESEHATAN AFFILIATED PRIMARY CLINICS IN TASIKMALAYA, INDONESIA

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Abstract

This study aims to examine the influence of digital leadership on employee green behaviour by decomposing digital leadership into three distinct variables: digital literacy, transformational leadership, and agility & adaptability. The research was conducted on 77 health workers from 16 family-owned BPJS Kesehatan affiliated primary clinics in Tasikmalaya, Indonesia, using a quantitative approach with path analysis. The results reveal that all three variables have a significant and positive effect on employee green behaviour. Digital literacy enables employees to access and apply environmentally conscious practices through technological means. Transformational leadership contributes by motivating and inspiring employees to engage in green actions, while agility and adaptability support responsiveness to environmental change. These findings offer both theoretical and practical contributions. Theoretically, this study enriches the conceptual framework of digital leadership and extends its relevance to the domain of sustainability. Practically, the results provide actionable insights for healthcare managers and clinic owners to foster green behaviour through digital empowerment, adaptive leadership, and organizational flexibility. This research also highlights the role of family-owned clinics in contributing to environmental sustainability, which is often overlooked in existing literature.

Keywords: digital leadership, employee green behaviour, digital literacy, transformational leadership, agility and adaptability

INTRODUCTION

The increasing urgency of environmental sustainability has pushed organizations across sectors to adopt green practices, including within the healthcare industry. In Indonesia, primary clinics affiliated with the *BPJS Kesehatan (Badan Penyelenggara Jaminan Sosial)* serve as frontline healthcare providers and are required to adapt to growing environmental demands while maintaining operational efficiency. Particularly in family-owned clinics, leadership plays a pivotal role in shaping organizational culture, employee attitudes, and environmental responsibility. Amid rapid digital transformation in healthcare systems, digital leadership has emerged as a crucial factor influencing various organizational behaviors, including Employee Green Behaviour (EGB).

According to Zeike, Bradbury, Lindert, and Pfaff (2019), executives who deliberately steer their businesses through digital transition while cultivating a culture of innovation, agility, and learning are exhibiting digital leadership. To be a digital leader in the healthcare industry is to encourage value-based actions that contribute to sustainability, in addition to embracing new technology. The importance of employee green behavior, which is defined as pro environmental conduct in the workplace and is voluntary (Robertson & Barling, 2013), in supporting corporate sustainability objectives is being acknowledged more and more.

The purpose of this research is to look at family-run primary care clinics in Tasikmalaya, Indonesia, that are linked to the BPJS Kesehatan, and see how digital leadership affects green behavior among the staff. In a small scale but crucial healthcare context, we want to discover if and

how digital competency-based leadership can motivate staff to take environmentally responsible behavior.

This work adds to the expanding body of literature on digital leadership from a theoretical standpoint by bringing to bear the understudied viewpoint of environmentally conscious human behavior in healthcare settings in poor nations. Practically speaking, the results show how health administrators and clinic owners may use digital leadership to encourage eco-friendly practices without spending a fortune.

The novelty of this research lies in its contextual focus: (1) examining digital leadership in the underrepresented sector of family-owned BPJS Kesehatan affiliated clinics, and (2) linking digital leadership directly with employee green behaviour an intersection that has yet to be widely investigated in healthcare settings, especially within Indonesia.

Clinic leaders' digital mindsets and talents may shape staff pro environmental beliefs and behaviors, according to the empirical findings of this research, which show that digital leadership has a substantial beneficial effect on employee green behavior. The results suggest that family-owned clinics may benefit from better service delivery and a more sustainable culture if their digital leadership abilities are strengthened.

This paper discusses the implications of these findings for leadership development, green policy implementation, and environmental education in the primary healthcare sector. The discussion is limited to the context of family-owned clinics in Tasikmalaya, although the insights may serve as a reference for similar settings in other regions.

LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The healthcare sector, particularly primary clinics affiliated with BPJS Kesehatan in Indonesia, is under increasing pressure to adopt environmentally sustainable practices. Employee Green Behaviour (EGB), defined as voluntary pro-environmental actions at work (Robertson & Barling, 2013), has become a crucial part of this transformation. Leaders play an essential role in influencing such behaviors, especially as the healthcare sector undergoes digital transformation.

Zeike et al. (2019) conceptualize digital leadership through several core competencies, including digital literacy, transformational leadership style, and adaptability. These dimensions can be independently examined to assess their specific influence on employee green behaviour.

X1: Digital Literacy

Digital literacy refers to a leader's ability to effectively use digital tools and information systems to support decision-making, communication, and performance management (Zeike et al., 2019). In healthcare, digital literacy enables clinic leaders to promote paperless systems, digital patient records, and telemedicine innovations that reduce environmental impact. Studies such as those by Kane et al. (2019) and Alsyounf et al. (2022) suggest that digital literacy also facilitates the creation of eco-efficient workflows, indirectly shaping employees' awareness and green behavior.

X2: Transformational Leadership

The capacity to motivate, challenge, and care for followers on an individual basis are hallmarks of transformational leadership (Bass & Avolio, 1994). Leaders who adopt this approach may inspire their teams to do more than just the bare minimum to protect the environment (Kim, 2020). This kind of leadership could have an even greater impact on healthcare clinics run by families because of the stronger bonds between staff members.

X3: Agility and Adaptability

A leader who is agile and adaptable is one who can quickly respond to new situations, think creatively, and remain calm under pressure. Agile leaders embrace green technology, change operational methods, and promote experimentation with sustainable solutions in the context of digital and environmental transformation (Zeike et al., 2019). Bamberg and Möser (2021) found that

in dynamic circumstances, workers are more likely to adopt eco-friendly behavior when their leaders exhibit these attributes.

Based on the theoretical framework and previous empirical findings, this study develops the following hypotheses:

H1: Digital literacy has a positive and significant influence on employee green behaviour in family-owned BPJS Kesehatan Kesehatan-affiliated clinics.

H2: Transformational leadership has a positive and significant influence on employee green behaviour in family-owned BPJS Kesehatan affiliated clinics.

H3: Agility and adaptability have a positive and significant influence on employee green behaviour in family-owned BPJS Kesehatan affiliated clinics.

RESEARCH METHODS

The impact of digital literacy, transformational leadership, and agility-adaptability on environmentally conscious actions taken by employees was examined in this study using a quantitative research strategy based on a causal approach. The target population consisted of 146 health workers from 16 family-owned BPJS Kesehatan affiliated primary clinics in Tasikmalaya, Indonesia. Using the Slovin formula with a 5% margin of error, a sample size of 77 respondents was determined. Sampling was conducted using a proportionate stratified random technique to ensure adequate representation from each clinic.

A systematic questionnaire was sent out to the participants in order to gather their data. The digital leadership instrument was modified from Zeike, S., Bradbury, K., Lindert, L., & Pfaff, H. (2019) and measures digital literacy, transformational leadership, and agility & adaptability. On the other hand, a scale for measuring employee green behavior was created by Robertson, J., & Barling, J. (2013). From 1 (strongly disagree) to 5 (strongly agree), a 5-point Likert scale was used to score each item. The questionnaire was tested for validity and reliability before the complete survey was conducted. Using Pearson correlation and Cronbach's alpha, we confirmed the validity of the variables and found that their reliability was good, with values over 0.70.

To determine if the three independent factors had any direct impact on environmentally conscious actions taken by employees, path analysis was used to examine the obtained data. In order to estimate path coefficients and conduct significance testing using the bootstrapping approach, path analysis was carried out using the SPSS and SmartPLS software. Using t-statistics and R-squared values, we were able to evaluate the model's fit and draw conclusions about the importance and strength of the predicted associations.

RESULTS AND DISCUSSION

The results of the path analysis reveal that digital literacy (X1), transformational leadership (X2), and agility & adaptability (X3) each have a positive and significant effect on employee green behaviour (Y) among health workers in family-owned BPJS Kesehatan affiliated primary clinics in Tasikmalaya. These findings support the three proposed hypotheses and affirm that digital leadership, when broken down into its key dimensions, plays an influential role in shaping pro-environmental behaviour in the workplace.

The first dimension, digital literacy, shows a strong and significant influence on employee green behaviour. This indicates that health workers who possess higher competence in digital tools and information processing tend to demonstrate greater awareness and actions aligned with environmental sustainability. This supports Zeike et al. (2019), who argue that digital literacy enables

employees to access green knowledge and implement environmentally responsible actions using technology.

There is substantial evidence that transformational leadership influences environmentally conscious actions. A feeling of environmental responsibility and a common vision for sustainability may be instilled in workers by leaders who inspire, intellectually excite, and serve as role models. This is consistent with earlier research that found that leadership style significantly influences employees' pro-environmental actions on the job (Robertson & Barling, 2013).

The third variable, agility and adaptability, was found to significantly affect employee green behaviour as well. This highlights the importance of flexibility and responsiveness in dynamic environments, especially in healthcare settings. Clinics that are more agile in adapting to change and open to environmental innovation are more likely to cultivate green practices. This finding resonates with contemporary research emphasizing organizational agility as a key factor in sustainable performance.

The integration of these three dimensions confirms that digital leadership is not a monolithic construct, but rather a composite of skills, styles, and strategic responsiveness that influence how employees behave in relation to the environment. These findings contribute to the theoretical framework by extending digital leadership theory into the domain of environmental sustainability and confirming the model of employee green behaviour proposed by Robertson and Barling (2013). Furthermore, this research provides empirical evidence from a specific context—family-owned clinics in Indonesia—which has been underrepresented in digital leadership and sustainability literature. By doing so, it enriches the global discourse with insights from healthcare organizations operating in emerging economies and shows that even small-scale, privately managed clinics can lead green transformation through digital means.

CONCLUSION

This study concludes that digital leadership, through its dimensions of digital literacy, transformational leadership, and agility & adaptability, significantly influences employee green behaviour in family-owned BPJS Kesehatan affiliated primary clinics in Tasikmalaya. The findings imply that empowering health workers with digital skills, encouraging visionary leadership, and fostering adaptive work environments are effective strategies for promoting environmental behaviour in healthcare settings.

The practical implication of this study is that clinic owners and managers should invest in digital training programs, develop leadership development initiatives, and build organizational cultures that are flexible and open to change in order to enhance green practices. Additionally, government and BPJS Kesehatan regulators may consider integrating green behaviour indicators into clinic accreditation or incentive schemes.

The results may not be applicable outside of the particular study area due to the limited sample size and the fact that the research only looked at one kind of clinic in one area. The sample might be broadened in future studies to include clinics from other locations and with different ownership types. Qualitative methods may give light on the processes by which digital leadership influences environmentally conscious actions, while longitudinal research might track the effects of different interventions over time.

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