

SUSTAINABLE PERFORMANCE: TRANSFORMATIONAL LEADERSHIP, INTERPERSONAL COMMUNICATION, GREEN ORGANIZATIONAL CULTURE, AND THE AMBIDEXTERITY IN INDONESIAN PRIVATE HOSPITAL

Mochammad Tryanza Maulana^{*1}, Sulyanto², Zulkifli Sultan¹, Siradjuddin³

¹Universitas Terbuka, Indonesia

²Universitas Jenderal Soedirman, Indonesia

³Universitas Islam Negeri Alauddin Makassar, Indonesia

Citation (APA 7th): Maulana, M. T., Sulyanto, S., Sultan, Z., & Siradjuddin, S. (2026). Sustainable Performance: Transformational Leadership, Interpersonal Communication, Green Organizational Culture, and the Ambidexterity in Indonesian Private Hospital. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 13(3), 677–688. <https://doi.org/10.24252/minds.v13i3.72258>

Submitted: 27 August 2026

Revised: 14 October 2026

Accepted: 15 October 2026

Published: 15 October 2026



Copyright: © 2026 by the authors.

ABSTRACT: Private hospitals must reconcile service innovation, operational reliability, and environmental responsibility. This study contributes a capability-conversion perspective by positioning organizational ambidexterity between three organizational conditions and perceived sustainable performance. A cross-sectional questionnaire survey of 105 private-hospital directors and managers in Indonesia was analyzed using partial least squares structural equation modeling. The reported estimates show positive direct associations of transformational leadership, interpersonal communication, and green organizational culture with sustainable performance and organizational ambidexterity. Ambidexterity also relates positively to performance, with positive reported indirect associations for all three antecedents. These results are consistent with a complementary capability pathway, but the single-source design and incomplete measurement diagnostics restrict causal and organizational-level inference. Hospital managers should coordinate innovation with reliable clinical processes, cross-professional communication, and measurable environmental safeguards.

Keywords: Transformational Leadership; Interpersonal Communication; Green Organizational Culture; Organizational Ambidexterity; Sustainable Performance.

*Corresponding Author: tryanzarsip@gmail.com

DOI: <https://doi.org/10.24252/minds.v13i3.72258>

ISSN-E: 2597-6990

ISSN-P: 2442-4951

<http://journal.uin-alauddin.ac.id/index.php/minds>

Publisher: Management Department, Universitas Islam Negeri Alauddin Makassar, Indonesia

INTRODUCTION

The transformation of the global healthcare system has encouraged hospitals to no longer be solely oriented towards improving service quality, but also on achieving *sustainable performance*. These demands arise because of increasing attention to resource efficiency, social responsibility, and environmental sustainability which are part of the *Sustainable Development Goals* agenda. In the context of healthcare organizations, hospitals are required to be able to produce quality services while managing resources efficiently, reducing environmental impacts, and maintaining the sustainability of the organization in the long term. Therefore, the achievement of sustainable performance is an important indicator that determines the competitiveness and sustainability of hospitals in the midst of increasingly dynamic environmental changes (Stoumpou et al., 2023).

In Indonesia, the urgency of strengthening sustainable performance is increasing as the number of private hospitals as the main provider of health services grows. Data from the Directorate General of Advanced Health of the Ministry of Health of the Republic of Indonesia shows that as of June 30, 2025, there are 3,235 hospitals operating in Indonesia and around 61.8% of them are privately owned hospitals. This condition shows that the private sector plays a strategic role in the provision of national health services so that it is required to be able to maintain service quality, improve operational efficiency, and adapt to changing technological developments, regulations, and societal expectations (Suprpto dkk, 2023).

However, various challenges are still faced by private hospitals in realizing sustainable performance. Transformational leadership has not been able to fully internalize the vision of organizational change and innovation. Interpersonal communication between employees and between work units still faces coordination obstacles that affect service effectiveness. On the other hand, the implementation of green organizational culture in most hospitals is still limited to operational practices, such as energy saving and waste management, without being thoroughly integrated into organizational values and work behaviors. In addition, the organization's ability to balance exploitation activities to increase efficiency with exploration activities to produce innovation (*organizational ambidexterity*) has also not developed optimally. This condition shows that the achievement of sustainable performance is not only influenced by operational aspects, but also by the organization's ability to manage change and innovation simultaneously (Pratama & Ayuningtyas, 2025).

Previous studies have identified that transformational leadership, interpersonal communication, green organizational culture, and *organizational ambidexterity* are important determinants that affect organizational performance. However, the results of previous research still show inconsistencies. Some studies report that transformational leadership has a positive effect on organizational performance, while other studies have found insignificant or even negative influences. Similar inconsistencies were also found in the relationship between interpersonal communication and performance, green organizational culture on performance, and the influence of *organizational ambidexterity* on sustainable performance. The difference in findings indicates that the relationship between variables cannot be comprehensively explained, so empirical testing is still needed in different organizational contexts, especially private hospitals in Indonesia (Zulfikar PD & Sutisna, 2025).

In addition to the empirical gap, research on sustainable performance in the hospital sector in Indonesia is still dominated by studies that test the direct influence of organizational variables. Research that integrates transformational leadership, interpersonal communication, green organizational culture, and *organizational ambidexterity* in one conceptual model is still relatively limited. In fact, the perspective of *Dynamic Capabilities Theory* explains that organizations will be able to maintain a competitive advantage if they can integrate, build, and reconfigure resources in a sustainable manner through a balance of exploitation and exploration activities. Thus, *organizational ambidexterity* has the potential to be a strategic mechanism that explains how transformational leadership, interpersonal communication, and green organizational culture can be transformed into sustainable organizational performance (Putri et al., 2026).

The main contribution of this research lies in the development of an empirical model that integrates transformational leadership, interpersonal communication, green organizational culture, and *organizational ambidexterity* in explaining the sustainable performance of private hospitals in Indonesia. In contrast to previous research that generally tested relationships

partially, this study places *organizational ambidexterity* as a mediation mechanism that explains the process of transforming organizational capabilities towards achieving sustainable performance. In addition to enriching the development of *Dynamic Capabilities Theory* in the healthcare sector, this study also provides empirical evidence from the context of Indonesian private hospitals which is still relatively rarely studied in the literature on strategic management and health service management (Tang et al., 2022).

Based on this description, this study aims to analyze the influence of transformational leadership, interpersonal communication, and green organizational culture on the sustainable performance of private hospitals in Indonesia, as well as examine the role of *organizational ambidexterity* as a mediating variable in these relationships. The research findings are expected to make a theoretical contribution to the development of the literature on dynamic capabilities and sustainable performance, as well as the basis for the formulation of strategies to increase the competitiveness and sustainability of private hospitals in Indonesia.

THEORETICAL REVIEW

Transformational Leadership to Sustainable Performance

Transformational leadership is a leadership style that can inspire, motivate, and empower employees to achieve organizational goals while driving sustainability-oriented change. Transformational leadership plays a role in building an organization's ability to adapt to change through innovation, collaboration, and resource development. (Robertson, 2018) affirms that sustainability-oriented transformational leadership can instill environmental values and social responsibility in organizations. Empirical findings also show that transformational leadership enhances employee creativity, innovation, and proactive behavior (Gong et al., 2009); (Manzoor et al., 2019), which ultimately contributes to improving organizational performance economically, socially, and environmentally. Thus, the more effective the implementation of transformational leadership, the higher the sustainable performance achieved by the organization.

H1: Transformational leadership affects sustainable performance

Interpersonal Communication to Sustainable Performance

Interpersonal communication is an effective process of exchanging information, ideas, and feedback between individuals in the organization so that it can build trust, coordination, and work collaboration. Interpersonal communication is one of the organizational capabilities that supports adaptation, learning, and decision-making in dealing with environmental changes. Effective communication allows for quick resolution of issues, increases employee engagement, and strengthens synergy in achieving sustainable organizational goals. Empirical findings show that interpersonal communication has a positive effect on improving employee performance through the creation of a conducive work environment, increased work discipline, collaboration quality, and effectiveness of task completion (Gustawan et al., 2015); (Fangziah et al., 2023). Thus, the more effective the interpersonal communication that exists in the organization, the higher the sustainable performance that can be achieved

H2: interpersonal affects sustainable performance

Green Organizational Culture Affects Sustainable Performance

A green organizational culture is a set of organizational values, norms, and practices that encourage environmentally friendly behavior and integrate sustainability principles into operational activities. Green organizational culture is an internal capability that strengthens the organization's ability to adapt to environmental demands through the formation of collective behavior that supports sustainability. The practice of *Green Human Resource Management (GHRM)* plays a role in building a green organizational culture through the development of competencies, commitment, and employee participation in environmental programs (Renwick et al., 2012); (Jabbour et al., 2010). In addition, organizations that have a strong green culture are able to shape employee attitudes, values, and behaviors that are aligned with sustainability goals so as to increase organizational effectiveness in economic, social, and environmental aspects

(Pham et al., 2019); (Ren et al., 2018). Thus, the stronger the green organizational culture that is implemented, the higher the sustainable performance that the organization can achieve.

H3: Green organizational culture affects sustainable performance

Transformational Leadership to Organizational ambidexterity

Transformational leadership is a leadership style that can inspire, motivate, and empower employees to innovate while adapting to organizational changes. Based on transformational leadership theory (Bass & Riggio), transformational leaders encourage the creation of a shared vision, intellectual stimulation, and individual development so that organizations can balance exploration activities of new opportunities and exploitation of existing capabilities. Transformational leadership is a strategic factor in building organizational ambidexterity, which is the ability of organizations to explore and exploit simultaneously to maintain competitiveness. Empirical findings show that transformational leadership has a positive effect on organizational ambidexterity because it is able to create an environment that supports innovation without neglecting operational efficiency (O'Reilly & Tushman, 2013). Thus, the more effectively transformational leadership is applied, the higher the organization's ability to develop organizational ambidexterity.

H4: Transformational leadership affects organizational ambidexterity

Interpersonal Communication to Organizational Ambidexterity

Interpersonal communication is an effective process of exchanging information, ideas, and feedback between members of the organization so that it can build trust, coordination, and collaboration in completing work. Interpersonal communication acts as a mechanism that strengthens the organization's ability to integrate knowledge, accelerate learning, and respond to environmental changes adaptively. Open and two-way communication allows organizations to balance exploration activities to generate new innovations with the exploitation of existing resources and capabilities. Empirical findings show that effective interpersonal communication has a positive effect on *organizational ambidexterity* because it improves knowledge exchange, cross-functional coordination, and organizational ability to manage innovation while maintaining operational efficiency (Kumalasari & Sudarma, 2013). Thus, the more effective interpersonal communication that is built in the organization, the higher the organization's ability to develop organizational ambidexterity.

H5: Interpersonal communication affects organizational ambidexterity

Green Organizational Culture against Organizational ambidexterity

A green organizational culture is a set of values, norms, and practices that integrate sustainability principles into organizational activities to encourage innovative behavior and concern for the environment. Based on the Dynamic Capabilities Theory (Teece, 2016), green organizational culture is a strategic capability that allows organizations to develop exploration capabilities to create environmentally friendly innovations while exploiting existing resources and processes more efficiently. A culture that supports sustainability also encourages collaboration, learning, and creativity for employees in the face of changing business environments. Empirical findings show that green organizational culture has a positive effect on *organizational ambidexterity* because it can create a balance between sustainable innovation and operational efficiency (Martínez-Conesa et al., 2017; Lee, 2019). Thus, the stronger the green organizational culture that is applied, the higher the organization's ability to develop organizational ambidexterity.

H6: Green organizational culture affects organizational ambidexterity

Organizational Ambidexterity to Sustainable Performance

Organizational ambidexterity is the ability of an organization to balance exploration activities in creating new innovations with the exploitation of existing resources and capabilities to achieve a sustainable competitive advantage. Based on *the Dynamic Capabilities Theory*

(Teece, 2016), organizational ambidexterity is a dynamic capability that allows organizations to adapt to changing environments while maintaining operational efficiency. Organizations that can manage the balance between exploration and exploitation will be more adaptive in facing challenges, increasing innovation, service quality, and creating economic, social, and environmental value in a sustainable manner. Empirical findings show that *organizational ambidexterity* has a positive effect on organizational performance because it increases flexibility, collaboration, and organizational ability to respond to the dynamics of the business environment (Jansen et al., 2006; Cao et al., 2009; O'Reilly & Tushman, 2013). Thus, the higher the organization's ability to develop ambidexterity, the higher the sustainable performance that can be achieved

H7: Organizational ambidexterity affects sustainable performance

Organizational Ambidexterity Mediates the Relationship Between Transformational Leadership and Sustainable Performance

Based on *Dynamic Capabilities Theory* (Teece, 2016), transformational leadership plays a role in building organizational capabilities to adapt through the development of *organizational ambidexterity*, which is the ability to balance exploration and exploitation activities simultaneously. Transformational leaders can inspire, motivate, and empower employees to create innovations while improving operational efficiency so that organizations are more adaptive in dealing with change. This ambidexterity capability further becomes a mechanism that connects transformational leadership with sustainable performance improvement, because organizations are not only able to generate innovation, but also maintain service quality, operational effectiveness, and economic, social, and environmental value creation. Empirical findings show that transformational leadership encourages the formation of organizational ambidexterity which ultimately improves organizational performance (Jansen et al., 2006; O'Reilly & Tushman, 2013). Thus, the higher the transformational leadership, the stronger the organizational ambidexterity formed, so the higher the sustainable performance achieved.

H8: Organization's sustainable ambidexterity mediates transformational leadership toward sustainable performance

Organizational Ambidexterity Mediates the Relationship Between Interpersonal Communication and Sustainable Performance

Effective interpersonal communication is an organizational capability that supports the integration of knowledge, coordination, and learning so as to strengthen *organizational ambidexterity*, which is the organization's ability to balance exploration and exploitation activities. Open and collaborative communication allows for information exchange, acceleration of innovation, and improvement of existing work processes, so that organizations are more adaptive in dealing with changes in the environment. The ambidexterity that is formed then becomes a mechanism that bridges the influence of interpersonal communication on sustainable performance through increased innovation, operational efficiency, and the creation of economic, social, and environmental value. Empirical findings show that interpersonal communication promotes the formation of organizational ambidexterity which ultimately improves organizational performance (Cao et al., 2009; Simsek, 2009). Thus, the more effective the interpersonal communication applied, the stronger the organizational ambidexterity formed, so that the higher the sustainable performance achieved.

H9: organizational ambidexterity mediates interpersonal communication on sustainable performance

Organizational Ambidexterity Mediates the Relationship Between Green Organizational Culture and Sustainable Performance

Green organizational culture is a strategic capability that shapes organizational values, norms, and behavior in integrating sustainability principles into every activity. This culture encourages the creation of *organizational ambidexterity* through the organization's ability to balance the exploration of sustainable innovation with the efficient exploitation of existing

resources and processes. The ambidexterity that is formed then becomes a mechanism that connects green organizational culture with sustainable performance through increased innovation, operational efficiency, and the creation of economic, social, and environmental value. Empirical findings show that organizations that have a strong green culture are better able to develop organizational ambidexterity resulting in better organizational performance (Martínez-Conesa et al., 2017; Lee, 2019). Thus, the stronger the green organizational culture implemented, the higher the organization's ability to build ambidexterity, which ultimately improves sustainable performance as compiled in Figure 1.

H10: Organizational ambidexterity mediates green organizational culture towards sustainable performance

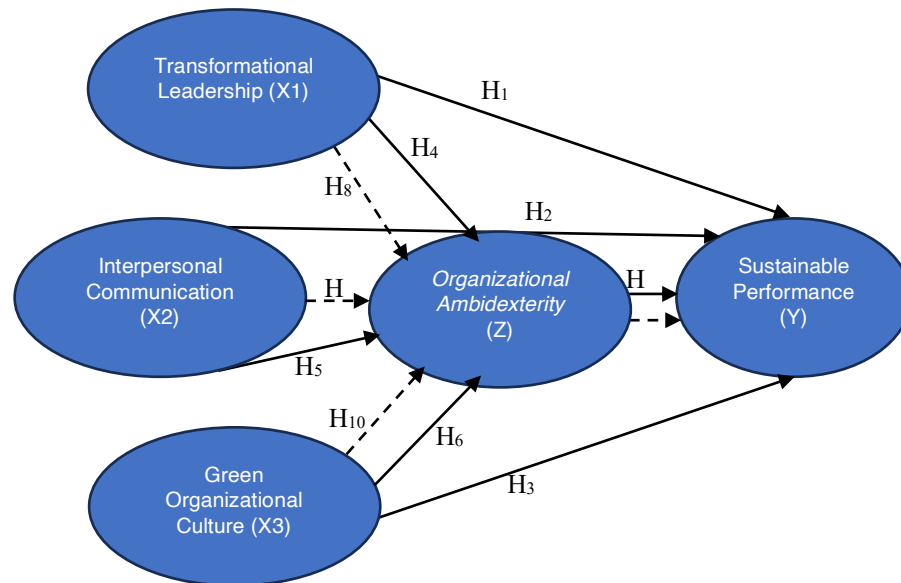


Figure 1. Research Model

RESEARCH METHOD

This study uses a quantitative, cross-sectional, explanatory survey of directors, deputy directors, and managers associated with private hospitals in Indonesia. The original manuscript identifies 1,100 hospitals affiliated with the Indonesian Private Hospital Association (ARSSI) as its sampling frame and reports purposive recruitment of 105 respondents. This provides a sample of individuals, not necessarily 105 distinct hospitals. The manuscript does not specify the geographical distribution, number of unique hospitals, number of respondents per hospital, recruitment period, response rate, or respondent characteristics. Consequently, the respondent is the observable unit of analysis; hospital-level generalizations and assessments of organizational aggregation remain conditional on information that was not supplied.

Participants completed a questionnaire using a five-point Likert response scale. The empirical model contains five named constructs and 50 indicators in Table 1: 10 each for transformational leadership, interpersonal communication, green organizational culture, perceived sustainable performance, and organizational ambidexterity. The earlier description of 21 indicators is inconsistent with the displayed measurement table and has been removed. The source manuscript does not provide item wording, instrument provenance, adaptation or translation procedures, or the assignment of items to exploration, exploitation, and distinct sustainability dimensions. The study therefore cannot establish the content validity of those subdimensions from the available information. Although the original abstract mentioned interviews, no interview protocol or qualitative analysis was presented; interviews are not treated as a research component in this revision.

The reported analysis used SmartPLS 4 to estimate a partial least squares structural equation model. PLS-SEM permits estimation of models with multiple interrelated constructs, but

its use does not itself justify a small sample (Hair & Alamer, 2022; Sarstedt et al., 2022). The sample of 105 respondents corresponds to 2.1 respondents per displayed indicator, and no a priori power calculation or minimum detectable effect is provided. Measurement assessment should report standardized outer loadings, reliability, average variance extracted (AVE), HTMT discriminant validity, and the conceptual treatment of any higher-order constructs. Structural assessment should report collinearity, path estimates with bootstrap confidence intervals, R^2 , f^2 , and prediction-oriented statistics when computed. The supplied record contains only loadings, Cronbach's alpha, composite reliability, AVE, and coefficients with t-statistics and p-values; it omits the bootstrap settings, HTMT, structural collinearity, R^2 , f^2 , Q^2 , and confidence intervals. These omissions cannot be resolved without the original project output or dataset.

All main constructs and outcomes appear to have been reported by the same managerial respondents. The source manuscript does not describe instrument separation, independent outcome verification, or statistical assessment of common method bias. Such omissions matter because shared response tendencies and socially desirable evaluations can inflate associations among leadership, culture, and performance (Podsakoff et al., 2024). The study estimates conditional associations and indirect statistical paths; the cross-sectional design cannot support claims of established causality or temporal mediation.

RESULTS

This study presents the summary of PLS-SEM's validity, and reliability tests. Table 1 reports the loading factor, collinearity, Cronbach's alpha, composite reliability, and AVE. All threshold is satisfied as to the statistical rules.

Table 1. Results of the Validity and Reliability Tests

Variable	CL	AVE	CL	Alpha	CR
Transformational Leadership		0.609		0.926	0.939
X _{1.1}	0.799		0.615		
X _{1.2}	0.822		0.699		
X _{1.3}	0.812		0.822		
X _{1.4}	0.783		0.812		
X _{1.5}	0.753		0.783		
X _{1.6}	0.845		0.753		
X _{1.7}	0.799		0.845		
X _{1.8}	0.857		0.799		
X _{1.9}	0.863		0.857		
X _{1.10}	0.799		0.863		
Interpersonal Communication		0.579	0.919	0.919	0.932
X _{2.1}	0.724		0.724		
X _{2.2}	0.727		0.727		
X _{2.3}	0.796		0.796		
X _{2.4}	0.687		0.687		
X _{2.5}	0.755		0.755		
X _{2.6}	0.747		0.747		
X _{2.7}	0.815		0.815		
X _{2.8}	0.828		0.828		
X _{2.9}	0.813		0.813		
X _{2.10}	0.703		0.703		
Green Organizational Culture		0.717		0.956	0.962
X _{3.1}	0.834		0.834		
X _{3.2}	0.887		0.887		
X _{3.3}	0.894		0.894		
X _{3.4}	0.795		0.795		
X _{3.5}	0.871		0.871		
X _{3.6}	0.789		0.789		

Variable	CL	AVE	CL	Alpha	CR
X _{3.7}	0.850		0.850		
X _{3.8}	0.840		0.840		
X _{3.9}	0.875		0.875		
X _{3.10}	0.825		0.825		
Continuous Performance		0.565		0.914	0.928
Y1	0.719		0.719		
Y10	0.773		0.750		
Y2	0.750		0.771		
Y3	0.771		0.758		
Y4	0.758		0.781		
Y5	0.781		0.803		
Y6	0.803		0.774		
Y7	0.774		0.654		
Y8	0.654		0.724		
Y9	0.724		0.773		
Organizational Ambidexterity		0.715		0.955	0.962
Z1	0.772		0.772		
Z10	0.872		0.805		
Z2	0.805		0.748		
Z3	0.748		0.848		
Z4	0.848		0.904		
Z5	0.904		0.905		
Z6	0.905		0.895		
Z7	0.895		0.859		
Z8	0.859		0.832		
Z9	0.832		0.872		

Source: Adapted Smartpls 4 Output (2026)

The results of the measurement model test (outer model) show that the entire construct has met the criteria of convergent validity and reliability. The outer loading value of all indicators is in the range of 0.615–0.905, so it has met the minimum limit of 0.60 and shows that each indicator is able to reflect the construct it measures well. Furthermore, the Average Variance Extracted (AVE) values on all variables, namely Transformational Leadership (0.609), Interpersonal Communication (0.579), Green Organizational Culture (0.717), Sustainable Performance (0.565), and Organizational Ambidexterity (0.715), were all above the threshold value of 0.50, thus meeting the requirements for convergent validity. In addition, Cronbach's Alpha values range from 0.914–0.956 and Composite Reliability (CR) is in the range of 0.928–0.962, all of which exceed the minimum limit of 0.70. Thus, it can be concluded that the entire research construct has an excellent level of validity and reliability, so that the research instrument is declared suitable for further analysis on the structural model (inner model).

Table 2. Hypothesis testing

Hypothesis	Path Coef. (β)	t-value	p-value	Decision
H1: TL $\rightarrow$ SP	0.327	3.445	0.001	Supported
H2: IC $\rightarrow$ SP	0.208	2.624	0.009	Supported
H3: GOC $\rightarrow$ SP	0.195	2.170	0.030	Supported
H4: TL $\rightarrow$ OA	0.455	4.431	0.001	Supported
H5: IC $\rightarrow$ OA	0.169	2.485	0.013	Supported
H6: GOC $\rightarrow$ OA	0.321	2.158	0.031	Supported
H7: OA $\rightarrow$ SP	0.269	3.230	0.001	Supported
H8: TL $\rightarrow$ OA $\rightarrow$ SP	0.122	2.433	0.015	Supported
H9: IC $\rightarrow$ OA $\rightarrow$ SP	0.045	5.625	0.001	Supported
H10: GOC $\rightarrow$ OA $\rightarrow$ SP	0.086	2.861	0.004	Supported

Source: Adapted Smartpls 4 Output (2026)

Note: TL = Transformational Leadership; IC = Interpersonal Communication; GOC = Green Organizational Culture; OA = Organizational Ambidexterity; SP = Sustainable Performance. H1–H7 represent direct effects, while H8–H10 represent indirect effects through organizational ambidexterity.

DISCUSSION

The results are consistent with a capability-conversion account of perceived sustainable performance in private hospitals. Transformational leadership, interpersonal communication, and green organizational culture each have positive direct associations with performance and indirect associations through organizational ambidexterity. The distinguishing feature is not that all relationships are positive, a pattern already visible in leadership and sustainability research, but that the three antecedents occupy different theoretical roles. Leadership provides strategic direction, communication supports the integration of dispersed professional knowledge, and green culture establishes an environmental reference point for managerial choices. Ambidexterity may connect those conditions to the parallel demands of innovation and reliability. This interpretation builds on dynamic capability microfoundations while remaining conditional on the construct and measurement limitations in the present study (Chen & Wei, 2023; Scheuer & Thaler, 2023).

The strongest reported antecedent association with ambidexterity is transformational leadership. This result is compatible with the importance of managerial choices when hospitals pursue new services while safeguarding established routines. It also aligns with evidence that leadership and organizational design influence exploration and exploitation in hospital wards (Foglia et al., 2019). Leadership may help set priorities for experimentation and clarify boundaries for acceptable risk, but the present evidence does not show that respondents observed these actions over time. The finding should therefore be interpreted as a positive managerial-perception association rather than proof that transformational leaders created new capabilities or improved objective clinical performance. Research on sustainability-oriented transformational leadership provides a relevant theoretical comparison, not independent confirmation of this sample's causal claims (Robertson, 2018; Tang et al., 2022).

Green organizational culture presents the second-largest reported link with ambidexterity and a positive association with perceived sustainable performance. The result is consistent with the idea that shared environmental norms can guide both routine efficiency and exploration of cleaner service practices. Prior studies connect green culture, ambidexterity, and environmental or sustainability outcomes, including through green human resource practices (Al-Swidi et al., 2021; Úbeda-García et al., 2022; Zhao et al., 2024). Its interpretation in healthcare requires care. Waste segregation and energy conservation may improve environmental performance without improving profitability or patient outcomes immediately. Because the sustainability items are unavailable, this study cannot establish whether the coefficient reflects balanced triple-bottom-line performance or primarily a favorable managerial evaluation of environmental commitment.

Interpersonal communication has the smallest reported antecedent coefficient for ambidexterity, although its direct association with perceived sustainable performance is positive. This pattern suggests that communication may be relevant to established service coordination even when its additional relationship with exploration–exploitation capability is more modest. Hospital work relies on knowledge exchange across professional boundaries, but interpersonal effectiveness alone does not guarantee the resources or decision rights needed for innovation. Contemporary research on dynamic capabilities emphasizes interactions among individual processes, organizational structures, and managerial actions (Chen & Wei, 2023; Shi et al., 2024). The findings thus support treating communication as a potential knowledge-integration condition rather than describing it as an organizational dynamic capability in its own right.

Ambidexterity itself is positively associated with perceived sustainable performance. Conceptually, this relationship captures the strategic tension between exploring novel technologies and practices and exploiting safe, efficient clinical routines. Similar relationships appear in sustainability and healthcare research (Foglia et al., 2019; Katou et al., 2023). The findings can therefore contribute a hospital-specific interpretation of this balance, but cannot claim the mediation mechanism is theoretically unprecedented. Equally important, the instrument does not show whether exploration and exploitation were measured separately, whether the construct captures their balance or joint intensity, or whether hospital innovation was consistent with clinical safety. These unresolved distinctions determine the substantive meaning of the estimated path.

The positive indirect coefficients, alongside positive direct coefficients, are consistent with complementary mediation. Their relative sizes favor the leadership pathway in the reported model, followed by green culture and communication. However, overlapping confidence intervals,

coefficient differences, and total effects were not supplied, so rank differences should be treated as descriptive. In addition, the unusually high reported test statistic for the communication indirect path requires confirmation. A cross-sectional indirect association does not demonstrate a sequence in which management practices first build ambidexterity and subsequently raise organizational performance. Longitudinal and multi-source evidence is needed to distinguish capability conversion from reciprocal influence, omitted institutional conditions, and common-source perceptions (Podsakoff et al., 2024; Scheuer & Thaler, 2023).

For hospital management, the evidence favors coordinated rather than isolated interventions. Leadership development can clarify the resources and safeguards for service innovation; structured cross-professional communication can improve learning between clinical and administrative units; and green culture can embed measurable waste, procurement, and energy objectives in routine operations. Managers should evaluate these initiatives against service reliability, patient safety, environmental indicators, and economic continuity instead of relying solely on favorable internal perceptions. Such a portfolio of indicators would also help reveal trade-offs that an undifferentiated sustainable-performance score may conceal (Khan & Muktar, 2024; Steenmeijer et al., 2022).

CONCLUSION AND FURTHER STUDY

This research proves that transformational leadership, interpersonal communication, and green organizational culture are important determinants in improving the sustainable performance of private hospitals in Indonesia. In addition to having a direct effect on sustainable performance, these three variables have also been shown to increase organizational ambidexterity, which further contributes to improving the organization's sustainable performance. These findings show that the organization's ability to balance exploration and exploitation activities becomes a strategic mechanism that transforms the influence of internal organizational factors into sustainable excellence. Thus, organizational ambidexterity has been shown to mediate the relationship between transformational leadership, interpersonal communication, and green organizational culture with sustainable performance. Theoretically, this study expands the application of Dynamic Capabilities Theory by showing that the sustainability of an organization is not only determined by the ownership of resources, but also by the ability of the organization to integrate, develop, and reconfigure those resources through simultaneous exploration and exploitation capabilities. This research also provides an empirical contribution in the form of a conceptual model that explains that the integration of transformational leadership, interpersonal communication, green organizational culture, and organizational ambidexterity is a strategic foundation in realizing the sustainable performance of private hospitals in Indonesia.

This study has several limitations that need to be considered in interpreting the research results. First, the research still uses data based on respondent perceptions so that it has not integrated objective indicators of the organization, such as financial performance, service quality, operational efficiency, patient satisfaction, and environmental sustainability indicators. Second, *cross-sectional* research designs have not been able to capture the dynamics of organizational change and the development of organizational capabilities in the long term. Third, research has not explored in depth the internal mechanisms that explain how transformational leadership, interpersonal communication, and green organizational culture shape organizational ambidexterity, such as through organizational learning, knowledge management, innovation, or cross-functional collaboration. Fourth, the research model has not fully accommodated other contextual factors, such as the digitalization of healthcare services, digital leadership, environmental uncertainty, regulatory changes, and organizational characteristics of hospitals that have the potential to affect sustainable performance. Therefore, further research is recommended using longitudinal design or mixed methods, combining perception data with objective organizational data, expanding the scope of research objects in government hospitals and other health service sectors, and developing research models by including mediation or moderation variables such as organizational learning, knowledge management capability, digital transformation, innovation capability, green innovation, or environmental uncertainty so that a more comprehensive understanding of the mechanism for forming the organization's sustainable performance is obtained.

ETHICAL DISCLOSURE

All participants provided written informed consent prior to participation. They were informed about the study's purpose, their voluntary participation, the right to withdraw at any time, and the confidentiality of their responses.

CONFLICT OF INTERESTS

The authors declare no conflict of interest.

REFERENCES

- Fangiziah, E. A., Agung, S., & Nurhayati, I. (2023). Pengaruh Pelatihan dan Disiplin Kerja Terhadap Kinerja Karyawan. *Indonesian Journal of Innovation Multidisipliner Research*, 1(3), 144–154. <https://doi.org/10.31004/ijim.v1i3.16>
- Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee Learning Orientation, Transformational Leadership, and Employee Creativity: The Mediating Role of Employee Creative Self-Efficacy. *Academy of Management Journal*, 52. <https://doi.org/10.5465/AMJ.2009.43670890>
- Gustyan, R., Putri, Y. R., & Ali, D. S. F. (2015). Pengaruh Komunikasi Interpersonal terhadap Kinerja Karyawan di Divisi Sekretaris Perusahaan PT. Dirgantara Indonesia (Persero) The Influence of Interpersonal Communication to Employee Performance in Division of Corporate Secretary PT. Dirgantara Indonesia. *E-Proceeding of Management*, 2(2), 2323–2327.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management*, 21(7), 1049–1089. <https://doi.org/10.1080/09585191003783512>
- Kumalasari, K. P., & Sudarma, M. (2013). A Critical Perspective towards Agency Theory. *Jurnal Akuntansi Multiparadigma*, August 2013. <https://doi.org/10.18202/jamal.2013.08.7197>
- Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q., Shah, S. I. A., & Fallatah, S. (2019). The Impact of Transformational Leadership on Job Performance and CSR as Mediator in SMEs. *Sustainability*, 11, 436. <https://doi.org/10.3390/su11020436>
- O'Reilly, C., & Tushman, M. (2013). Organizational Ambidexterity: Past, Present and Future. *SSRN Electronic Journal*, 27. <https://doi.org/10.2139/ssrn.2285704>
- Pham, N. T., Tučková, Z., & Phan, Q. (2019). Greening human resource management and employee commitment toward the environment: An interaction model. *Journal of Business Economics and Management*, 20, 446–465. <https://doi.org/10.3846/jbem.2019.9659>
- Pratama, S., & Ayuningtyas, D. (2025). Kepemimpinan Transformasional dalam Pengelolaan Rumah Sakit: Sebuah Tinjauan Etika Sistematis. *Jurnal Etika Kedokteran Indonesia*, 9(1), 9–15. <https://doi.org/10.26880/jeki.v9i1.85>
- Putri, P., Sapri, S., Yasa, S., Thalia, T., & Nurjanah, S. (2026). Model Extended Service Profit Chain pada Rumah Sakit: Tinjauan Literatur Sistematis Tentang Kualitas Layanan Internal, Employee Retention, dan Kinerja Organisasi. *Jurnal Sosial Teknologi*, 6, 1225–1236. <https://doi.org/10.59188/jurnalsostech.v6i4.32785>
- Ren, S., Guiyao, T., & Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35, 1–35. <https://doi.org/10.1007/s10490-017-9532-1>
- Renwick, D., Redman, T., & Maguire, S. (2012). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Robertson, J. L. (2018). The nature, measurement and nomological network of environmentally specific transformational leadership. *Journal of Business Ethics*, 151(4), 961–975. <https://doi.org/10.1007/s10551-017-3569-4>
- Stoumpos, A. I., Kitsios, F., & Talias, M. A. (2023). Digital Transformation in Healthcare: Technology Acceptance and Its Applications. *International Journal of Environmental*

- Research and Public Health*, 20(4). <https://doi.org/10.3390/ijerph20043407>
- Suprpto dkk. (2023). Kebijakan Kesehatan. In *Bulletin Penelitian Sistem Kesehatan* (Issue May).
- Tang, Y., Chen, Y.-J., Shao, Y.-F., & Cao, Q. (2022). The Impact of Sustainable Transformational Leadership on Sustainable Innovation Ambidexterity: Empirical Evidence From Green Building Industries of China. *Frontiers in Public Health*, 10, 814690. <https://doi.org/10.3389/fpubh.2022.814690>
- Teece, D. J. (2016). Dynamic capabilities and entrepreneurial management in large organizations: Toward a theory of the (entrepreneurial) firm. *European Economic Review*, 86, 202–216.
- Zulfikar PD, M. I., & Sutisna, D. (2025). Pengaruh Kepemimpinan Transformasional, Komitmen Organisasi, Dan Persepsi Terhadap Perubahan Terhadap Keberhasilan Implementasi Budaya Organisasi. *Ekonosfera: Jurnal Ekonomi, Akuntansi, Manajemen, Bisnis Dan Teknik Global*, 1(1), 1–13. <https://doi.org/10.63142/ekonosfera.v1i1.117>