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Achieving Green Performance through Green Human Resources Management, Green Knowledge Management and Green Competency

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ABSTRACT

Objectives: This study will look at how green performance in the healthcare sector is affected by green human resources management (GHRM), green knowledge management (GKM), and green competency (GC).
Methodology: Employees that work for a hospital group in the Jakarta area make up the study's population. A total of 100 respondents participated in this study. Partial Least Squares-Structural Equation (PLS-SEM) model used for analyze the data.
Finding: This paper demonstrated a link between green performance in the healthcare sector in Jakarta and green human resources management, green knowledge management, and green competency.
Conclusion: Green performance is determined by green competency, green knowledge management, and green human resource management. Green performance can be raised by improving green HRM, improving green knowledge management, and improving green competency. Green performance can be indirectly improved by strengthening green HRM and can be indirectly improved by strengthening green knowledge management. The company can indirectly improve green performance by enhancing green HRM and green competency.

INTRODUCTION

Human resources are the power of intellect or work that an individual still possesses and must be developed, developed, and examined in order to be key aspects for the advantage of human life. According to Permenkes' requirements, one of the crucial elements in hospitals is human resources (HR). As *per regulation* 340/MENKES/PER/III/2010 *(Permenkes)*, public hospitals are categorised to five factors: service; HR; equipment; facilities and infrastructure; and administration and management .

The availability of human resources for basic medical services, specialist medical services according to their specificity, sub-specialist medical services, specialist medical support services, nursing services, and clinical support are among the classification criteria for the human resources (HR) element mentioned. A good human resource is essential to achieving corporate goals and also being capable of dealing with change and competition. Since human resources represent a distinctive quality between developing and underdeveloped countries, the quality of human resources is

currently the main topic of numerous studies in the field of organizational management (Priyono, 2020). Therefore, it is particularly strategic to enhance the quality of human resources as development agents.

Although there have been numerous studies on the topic such as HRM and KM (Farooq et al.,2016; Gelabert & Martinez, 2012; Kokkaew et al., 2022; Rubel et al., 2020; Tan & Nasurdin, 2011), HRM and performance (Jamal et al., 2021; Kuo et al., 2022; Purnama & Riyanto, 2020;Shah et al., 2021), KM and competency (Aufar et al., 2016; Fitri et al., 2019; Mardlillah & Rahardjo, 2017; Wibowo et al., 2021), KM and performance (Adaileh et al., 2020; Byukusenge& Munene, 2017; Hu et al., 2022; Seifu et al., 2019; Sun et al., 2022; Tensay & Singh, 2020), competency and performance (Djaya, 2021; Mirčetić et al., 2022; Murkatik et al., 2020; Sang et al., 2018; Yafi et al., 2021). The authors, however, have not yet discovered any studies on the subject of green performance with a background in health care organizations that integrate green HRM, green knowledge management, and green competency. As a result, this study willcover the research gap in businesses operating in the healthcare sector (Dahlan & Nurhayati, 2022; Imam & Astini, 2022; Iskamto, 2023a, 2023b; Maysaroh & Saputra, 2022).

LITERATURE REVIEW

The basic business model is always changing due to technological advancements, demographic changes, and other factors that may ultimately have an impact on organizational structure and culture. Green management is currently regarded as a small portion of organizational social responsibility (Junita, 2019). The triple bottom line (people, planet, profit) covers an organization's economic, ecological, and social characteristics while also covering a wide rangeof values and criteria for evaluating success. John Elkington initially used this concept in 1994.(Tran, 2009).

Green Human Resources Management (GHRM)

GHRM exists when an organization's environmental goals and human resources objectives are in line. The major objectives of GHRM are to reduce the negative effects the company produces on environment and to improve environmental awareness among the organization's employees(Malik et al., 2020). GHRM is a characteristic that can be used to gain a better understanding of the relationship between organizational activities and their environmental consequences. Longoni et al. (2018) and Muafi & Kusumawati (2021) argue that Green Recruitment & Selection is one of the GHRM dimensions. Green training is the GHRM's next element (Faisal& Naushad, 2020; Longoni et al., 2018), additionally Arumugam (2018) and Muafi & Kusumawati (2021) use Green Performance Appraisal as a component of GHRM.

Green Knowledge Management (Green KM)

Knowledge is an intangible, invaluable property that exists beyond the physical world and is crucial to the successful operation of businesses. It is commonly recognised that businesses that effectively manage the knowledge embedded in their operations will overtake others given the evolving character of the business environment. The goal of green knowledge management (GKM), a novel concept in knowledge management, is to integrate environmental or green concerns into all elements of KM. How GKM practices affect corporate green performance and how they can assist the environment are two critical factors for a firm commitment to GKM. (Yu et al., 2022). The three components of GKM are Green Knowledge Acquisition, Green Knowledge Creation and Green Knowledge Sharing (Yu et al., 2022).

The relationship between green HRM and green KM has been the topic of numerous studies (Farooq et al., 2016; Gelabert & Martinez, 2012; Kokkaew et al., 2022; Rubel et al., 2020; Tan& Nasurdin, 2011). The following hypotheses can be put out in perspective of the conclusions drawn by various researchers:

H1: Green KM is significantly and positively impacted by Green HRM

Green Performance

The ability of an organization to drastically cut on solid waste, hazardous and toxic materials consumption, and air emissions, effluent waste, and other wastes is referred to as environmental performance (Zhu et al., 2008). Green performance can be determined by examining changes in the surrounding environment, processing waste, reducing environmental damage, and emission

produced. The environment is one of the key factors that supports an industry's business processes; without it, the industry would have a detrimental effect on the environment(Rosaline et al., 2020). According to the perspectives of experts, green performance is the ability of a firm to reduce the negative impacts of its operational activities on the environment and ensure environmental sustainability. Energy Consumption and Emission Production are the components of green performance (Bangwal et al., 2017; Longoni et al., 2018). The relationshipbetween green performance and green HRM has been the topic of numerous studies (Jamal et al., 2021; Kuo et al., 2022; Shah et al., 2021). The following hypotheses can be put out in perspective of the conclusions drawn by various researchers:

H2: Green performance is significantly and positively impacted by Green HRM

The company's performance can be improved through knowledge management. With various industrial backgrounds, a number of prior studies have examined the relationship between knowledge management and performance (Adaileh et al., 2020; Byukusenge & Munene, 2017;Hu et al., 2022; Seifu et al., 2019). The following hypotheses can be put out in perspective of the conclusions drawn by various researchers:

H3: Green performance is significantly and positively impacted by Green KM

Green Competency

Fundamentally, people's capacity for desiring to grow and develop results from their ability andwant to learn, get into every aspect of their inner potential, and -most importantly- improve themselves through better knowledge. According to Ogbeibu et al. (2021), green competency variable can be grouped into three categories: green creativity, green expertise, and green task motivation. The relationship between GHRM and green competency has been the topic of numerous studies: green training on competency (Aziz & Akhtar, 2014; Panda & Mishra, 2018; Yafi et al., 2021). The following hypotheses can be put out in perspective of the conclusions drawn by various researchers:

H4: Green competency is significantly and positively impacted by Green HRM

The relationship between competency and performance has been studied by a number of investigators. Some studies suggest that a person's competence will result in good performance regardless of whether it is sufficient to deliver excellent performance (Djaya, 2021; Mirčetić et al., 2022; Sang et al., 2018; Yafi et al., 2021). The following hypotheses can be put out in perspective of the conclusions drawn by various researchers:

H5: Green performance is significantly and positively impacted by green competency

The role of knowledge management as mediating variable has been studied by a number of investigators (Kim et al., 2021; Shahzad et al., 2020; Thneibat, 2021). Furthermore, the role of competency as mediating variable has been studied by a number of investigators (Esubalew & Raghurama, 2020; Pitafi et al., 2018; Yafi et al., 2021). The following hypotheses can be put out in perspective of the conclusions drawn by various researchers:

H6: Green KM mediates the influence of green HRM on green performance

H7: Green competency mediates the influence of green HRM on green performance

The conceptual framework of this study is displayed in the following Figure based on the description above.

Source: Research Data (2022)

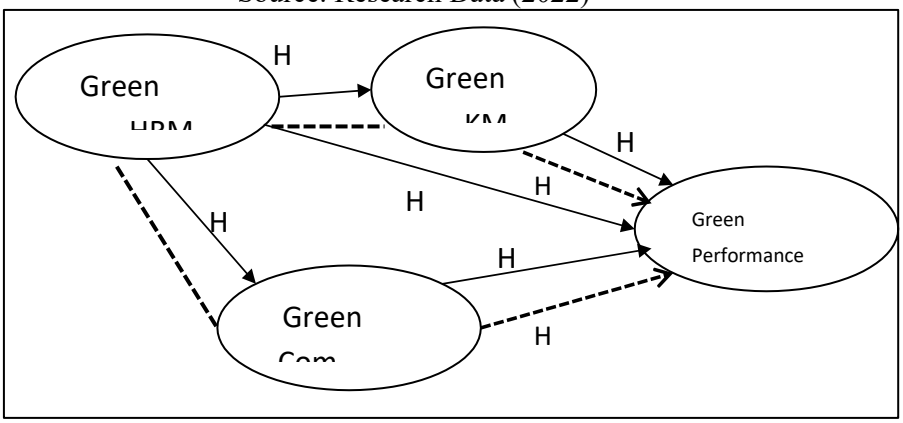


Figure 1. Conceptual Framework

METHOD

Research Design

In this study, the impact of green HRM, green KM, and green competencies on environmental performance in the healthcare sector is analyzed. The investigation was carried out using a quantitative methodology. The approach for collecting data is surveying individuals using a questionnaire. The partial least squares structural equation model was used to analyze the data(PLS-SEM). The study's population of this study consisted of 125 backoffice employees at RSHG. This group hospital consist of several hospitlas in Jakarta. Hundred employees were randomly selected for samples.

Measurement

According to Sekaran & Bougie (2016) Anything that has an unique or changeable value is a variable. Values may differ for the same individual or thing at different times, or they might differ for various objects or individuals at the same moment. Green performance, green competency, green knowledge management, and green HRM variables are used in this study.

The concepts used to analyze every variable are described in dimensions and items with the reference to the literature review. Each question was scored using a five-point Likert scale, with 1 representing disagree strongly and 5 indicating strongly agree. The following dimensions areused by the GHRM variable: (1) Green Recruitment & Selection (2) Green Training (3) GreenPerformance Appraisal. The GKM variable uses the three dimensions: (1) Green Knowledge Acquiring, (2) Green Knowledge Creating, and (3) Green Knowledge Sharing. The three dimensions of green competency are: (1) Green Creativity, (2) Green Expertise, and (3) GreenTask Motivation (see Appendix).

RESULTS AND DISCUSSION

Employees of Jakarta's RSHG who work in the back office compose up the research unit. According to the demographic information provided by the 100 respondents, 45% of them are men and 55% are women. The percentage of respondents between the ages of 25 and 30 is 40%, followed by those between the ages of 30-35 and 35 to 40 and those older than 40. 80% of the respondents' job positions were as staff. According to their educational background, 55% of the employees who took part in this study as respondents had a D3 education, compared to 40% of employees with a high school diploma. There were no respondents with education below high school, and 5% of respondents had bachelor's degrees.PLS software in version 3.2.9 was applied to analyze the study's data. The outer loading value limit in this study's convergent validity test is above 0.70. In order for an instrument can pass the convergent validity test, it must have a high correlation with the construct being examined (Hair et al., 2019; Hamid & Anwar, 2019). In this study the convergent validity test of all indicators reveals a value above 0.7, which means that all of the indicators are valid, according to the outer model analysis. According to the reliability test results for each variable used in this study,

the Cronbach's Alpha(CA) values were all greater than 0.7, confirming the reliability of all indicators of latent variables, as shown in Table below.

Table 1. Construct Reliability and Validity

Variable	CA	rho_A	CR	AVE
Green HRM (X1)	0.903	0.906	0.921	0.565
X11 Green Recruitment & Selection	0.727	0.727	0.846	
X12 Green Training	0.705	0.705	0.836	
X13 Green Performance Appraisal.	0.808	0.810	0.887	
GKM (X2)	0.847	0.849	0.887	0.568
X21 Green Knowledge Acquiring	0.810	0.810	0.913	
X22 Green Knowledge Creating	0.761	0.762	0.893	
X23 Green Knowledge Sharing	0.729	0.729	0.881	
Green competency (X3)	0.880	0.883	0.910	0.627
X31 Green Creativity	0.720	0.728	0.877	
X32 Green Expertise	0.772	0.774	0.898	
X33 Green Task Motivation	0.701	0.703	0.870	
Green Performance (Y1)	0.852	0.854	0.894	0.629
Y11 Energy Consumption	0.731	0.733	0.848	
Y12 Production of Emissions	0.713	0.713	0.874	

CA= Cronbach's Alpha; CR= Composite Reliability; AVE= Average Variance Extracted

Source: Research Data (2022)

The ρA value (rho_A) must be greater than 0.7 to comply with the composite reliability standards with PLS (J. F. Hair et al., 2017, 2019). According to table 1 above, all ρA values aremore than 0.7, indicating that the requirements for composite reliability have been reached. The average variance extracted (AVE) is a typical metric for determining convergent validity at theconstruct level (AVE). The squared loadings of the indicators linked to the construct's concept are used to define this criterion. Therefore, the communality of a construct is equivalent to theAVE. An AVE value of 0.50 or greater shows that, on average, the construct accounts for more than half of the variance of its indicators, following the same argument as with the individual indicators.

The range of composite reliability (CR) values is 0 to 1, with 1 being the highest level of reliability. Utilizing the Composite Reliability value and the Rule of Thumb, the limit for determining construct reliability is 0.70 (Hamid & Anwar, 2019). Based on the composite reliability (CR) values in Table 1 and the fact that all CR values are greater than 0.7, it can be concluded that the proposed instruments utilized in this study have high levels of accuracy and consistency, and that the instruments are suitable for examining constructs.

The convergent validity of each construct measure is examined in the following step of the reflective measurement model assessment. The degree to which a construct merges to describethe variance of its items is referred as convergent validity. The average variance extracted (AVE) for all items on each construct is the measurement used to determine a construct's convergent validity. The loading of each indicator on a construct must be squared in order to calculate the AVE and obtain the mean value. When the AVE is 0.50 or higher, the construct isconsidered to explain at least 50% of the variance of its items (Hair et al., 2019). The average variance extracted (AVE) value for all of the variables in this study is greater than 0.5, which shows that the convergent validity value is high.

Testing the model using R-square, Q^2, and GoF is the first step in evaluation of the inner modelas displayed in Table below.

Table 2. Inner Model Evaluation

Variable	R^2	R^2 Adjusted	Q^2
GKM (X2)	0.064	0.055	0.034
Green competency (X3)	0.122	0.113	0.075
Green Performance (Y1)	0.463	0.446	0.284

R^2= R-square; Q^2= Q-square blindfolding

Source: Research Data (2022)

According to Hair et al. (2019), the R^2 has a range of 0 to1, with higher numbers denoting a stronger explanatory capacity. R^2 values of 0.75, 0.50, and 0.25 are generally regarded as significant, moderate, and weak, respectively. The R-square in this study has a value of 0.463,which falls into the moderate category.

Generally, Q^2 values greater than 0, greater than 0.25, and greater than 0.50 represent the PLS-path model's small, medium, and large predictive relevance, respectively (Hair et al., 2019). According to the Q square value from the blindfolded PLS process in the table above, the q- square value for green performance falls under the category of medium predictive relevance.

The bootstrapping procedure was used to determine the p value, which is shown in Table 3 below.

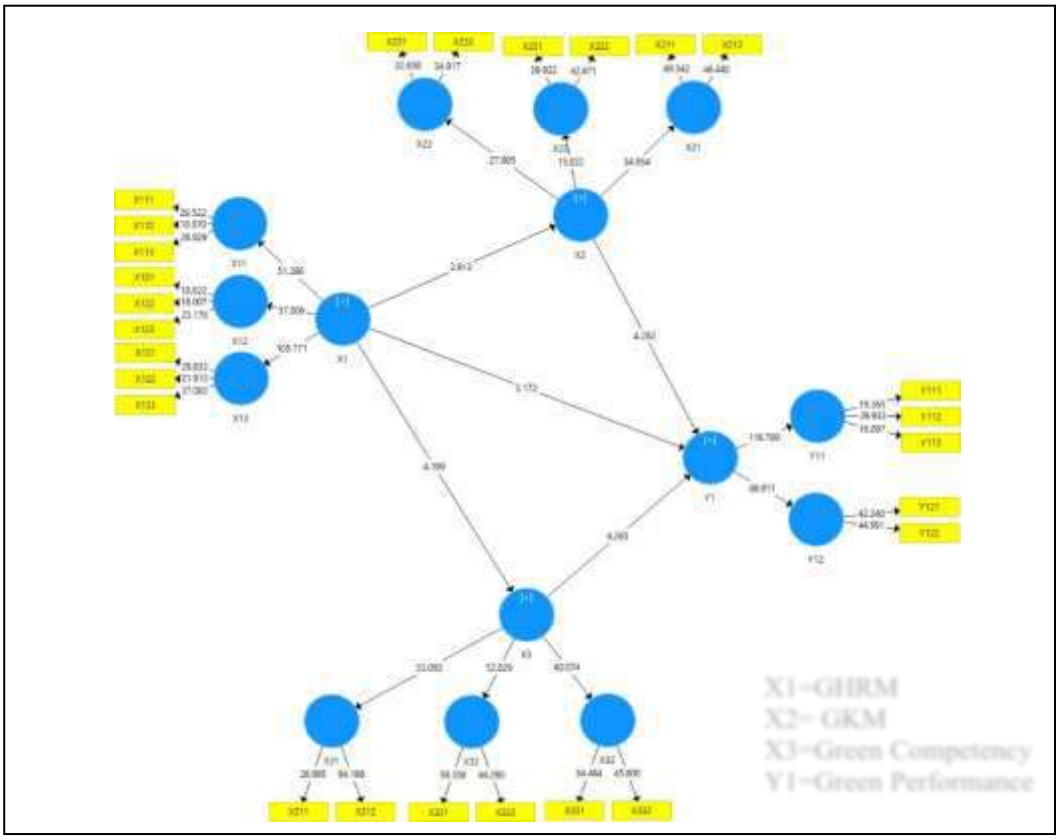
Table 3. Inner Model Evaluation

	O	M	STDEV	T Stat	P Values	Conclusion
X1→X2	0.253	0.252	0.087	2.913	**0.004**	H1 accepted
X1→X3	0.349	0.348	0.083	4.199	**0.000**	H2 accepted
X1→Y1	0.258	0.248	0.081	3.172	**0.002**	H3 accepted
X2→Y1	0.413	0.423	0.096	4.282	**0.000**	H4 accepted
X3→Y1	0.288	0.284	0.067	4.265	**0.000**	H5 accepted
X1→X2→Y1	0.105	0.109	0.049	2.116	**0.035**	H6 accepted
X1→X3→Y1	0.100	0.102	0.041	2.471	**0.014**	H7 accepted

Original Sample (O); Sample Mean (M); Standard Deviation (STDEV); T Statistics (|O/STDEV|)

Source: Research Data (2022)

According to the values obtained from the bootstrapping results, which are displayed in Table 3, all p values are less than 0.05, meaning that all of the study's hypotheses are accepted. The following figure also demonstrates the calculated t value.



Source: Research Data (2022)

Figure 2. Result of Bootstrapping Process

The finding that the all hypotheses are accepted is based on all calculated t values above 1.96 and all p value less than 0.05.Researchers can develop andevaluate causal models that include latent variables using the structural equation modeling (SEM) technique. When a SEM analysis is finished, the model- implied indicator correlation matrix can be obtained and compares with the actual indicator correlation matrix (Kock, 2020). PLS calculation showed the X111 indicator, which measuresgreen recruitment and selection, has a correlation of 0.47 with the Y121 indicator, which measures production of emissions. The green KM variable on the X232 indicator, which is information gathering, is most closely related to the Y122 indicator, which is alternative energyuse. The correlation between X232 and Y122 is 0.46. With a correlation of 0.40, the green competency variable on the X321 indicator, which measures green problem-solving, has the strongest association with the Y112 indicator, which measures environmental compliance.

Discussion

Related to Hypothesis 1 that Green HRM has a significant and positive influence on Green KM, revealed in this study that green HRM has a significant and positive impact on green knowledge management. This outcome is consistent with the conclusions that have been provided by previous researcher (Farooq et al., 2016; Gelabert & Martinez, 2012; Kokkaew et al., 2022; Rubel et al., 2020; Tan & Nasurdin, 2011).

Associated to H2 that Green HRM has a significant and positive impact on green performance,this study establishes that Green HRM has a significant and positive impact on green performance, and the findings are consistent with earlier studies (Bangwal et al., 2017; Longoni et al., 2018). The relationship between green performance and green HRM has been the topic of numerous studies (Jamal et al., 2021; Kuo et al., 2022; Shah et al., 2021).

Tied to H3 that Green KM has a significant and favorable impact on green performance, this study has demonstrated that Green KM has a significant and positive impact on green performance, which is consistent with earlier studies (Adaileh et al., 2020; Byukusenge & Munene, 2017; Hu et al., 2022; Seifu et al., 2019).
Linked to H4 that green HRM has a significant, positive impact on green competency, this study has demonstrated that green competency is significantly and positively impacted by green human resource management, which is consistent with earlier research studies (Aziz & Akhtar,2014; Panda & Mishra, 2018; Yafi et al., 2021).
Connected to H5 that green competency has a significant and favorable impact on green performance, this study also demonstrated that green performance is significantly and positively impacted by green competency, which is consistent with earlier researchers (Djaya, 2021; Mirčetić et al., 2022; Sang et al., 2018; Yafi et al., 2021).
Attributed to H6 which states that green KM mediates the impact of green HRM on green performance, in this study green KM significantly and positively mediates the influence of green HRM on green performance. The findings of this study also support earlier researchers' findings that green KM is a variable that can function as a moderator (Kim et al., 2021; Shahzad et al., 2020; Thneibat, 2021).

Referred to H7 that green HRM and green performance are influenced by green competency through mediation, in this study green competency significantly and positively mediates the influence of green HRM on green performance. The findings of this study also support earlier researchers' findings that green competency is a variable that can function as a moderator (Esubalew & Raghurama, 2020; Pitafi et al., 2018; Yafi et al., 2021).

Between GHRM and green performance indicators, the green recruitment and selection in GHRM has the highest correlation with the production of emissions in green performance variable. How the company's reputation for environmental management brings outside candidates has the highest correlation with the classification of waste and separates the waste into different types of recycled consumer goods in daily practice.
The green KM indicator, which is information gathering, is most closely related to the gren performance indicator, which is alternative energy use. To provide staff with state-of-the-art tools and technology to enable them to learn and share information has the highest correlation with energy conservation measures like solar energy installation and the use of water-saving eco-showers.

One of the green competency indicator, which is measures green problem-solving, has the strongest association with the green performance indicator, which is measures environmental compliance. The ability of employees to solve almost any issue in sustainability tasks has the highest correlation with the company's current actions to implement programs to reducepollution and gas emissions.

These findings bring a novel concept in human resource management: green performance improvement is possible utilizing green competency, green knowledge management, as well as GHRM approaches.

CONCLUSION

It can be concluded that green competency, green knowledge management, and green HRM determine green performance in this study. Increasing green HRM, increasing green knowledge management, and increasing green competency can all be used to increase green performance. By enhancing green HRM and green knowledge management, green performance can be improved indirectly. By improving green HRM and green competency, company can also indirectly improve green performance.
The small number of variables in this study is one of its limitations, so additional variables, likeone of those related to organizational culture, may also be added in following studies to improvethe research results.

Appendix 1

Table 4. Variable, Dimension and Indicator

Var. & Dimension	Indicator	Reference
X11 Green Recruitment & Selection	X111. Selection considering environmental criteria	(Longoni et al., 2018; Muafi & Kusumawati, 2021)
	X112. Attract candidates with environmental commitment	
	X113. Look at the candidate's environmental competence	
X12 Green Training	X121. Environmental competency training	
	X122. Implementation of the training conducted	
	X123. Training using environmentally friendly facilities	
X13 Green Performance Appraisal	X131. Include GHRM in KPI	
	X132. Awards to members who carry out green initiatives	
	X133. Providing compensation to members	
X21 Green K. Acquiring	X211. Knowledge possession	(Yu et al., 2022)
	X212. Knowledge extraction	
X22 Green K. Creating	X221. Creating new knowledge	
	X222. Using new knowledge	
X23 Green K. Sharing	X231. Information sharing	
	X232. Information obtaining	
X31 Green Creativity	X311.Green initiatives thinking	(Ogbeibu et al., 2021)
	X312. Generating green related task	
X32 Green Expertise	X321. Green Solving problem	
	X322. Green Expert	
X33 Green Task Motivation	X331. Green recognition	
	X332. Challenging targets	
Y11 Energy Consumption	Y111. Emissions generated	(Bangwal et al., 2017; Longoni et al., 2018)
	Y112. Compliance with environmental	
	Y113. Use of recycled products in daily activities	
Y12 Production of Emissions	Y121. Saving energy consumption	
	Y122. Use of alternative energy	

Source: Research Data (2022)

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