# Green Human Resource Management on Green Behavior Mediated by Green Work Engagement Among Rejang Lebong Hospital

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| ARTICLE INFO | ABSTRACT |
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| | Human resource management refers to the strategies and practises implemented by an organisation to effectively oversee and nurture its personnel, enabling them to effectively accomplish the organization's objectives and mission. The aim of this research is to investigate the relationship between Green Human Resource Management and Green Behavior, which is then explored with the role of Green Work Engagement as a mediator. This research uses an explanatory method. The data collection method was carried out through distributing questionnaires involving all 300 Rejang Lebong Regional Hospital employees. In addition, this research uses a non-probability sampling method, namely the number of samples is adjusted to the population size. The testing steps start from testing validity, reliability, direct influence hypothesis, mediation effect hypothesis, and finally cross-loading. The study's findings indicate that (1) Rejang Lebong Hospital's employee green behavior has improved significantly since implementing green human resource management (2) Green work engagement has a positive and significant impact on employee green behavior at Rejang Lebong Hospital (3) Rejang Lebong Hospital's green work engagement is significantly influenced for the better by the hospital's green human resource management (4) Green human resource management has a big and positive impact on employee green behavior at Rejang Lebong Hospital. This influence is mediated by the green work engagement have towards environmentally conscious work practises.<br><br>Keywords: Employee Green Behaviour, Green Human Resource Management, Green Work Engagement |

## INTRODUCTION

Organizations are reassessing their aims and concentrating on green initiatives as concern for the environment grows. Consequently, human resource management experts need to reassess their goals and integrate environmentally-friendly management practises into their core HR practises in order to improve their efficiency (Brio et al., 2008). (Pham et al., 2019), when it comes to sustainability-related employee actions, HRM may assess and shape workers' perspectives, knowledge, and drive.

Human resource management can thus be used by businesses to create and foster ecologically sound practices (Renwick et al., 2013).

Recently, an increasing number of organizations worldwide have endeavored to incorporate green practices and environmental management as a significant aspect of their operations.  It is expected of us that as a health organization, we will play an important role in putting strategies and solutions in place to address current environmental challenges (Benayas et al., 2002), (Disterheft et al., 2012), (Leon-Fernandez & Dominguez-Vilches, 2015). Furthermore, it is imperative for them to establish a precedence in rejuvenating and acknowledging the escalating requirements and complexities of environmental management concerns (Finlay & Massey, 2012). In order to foster an ecologically conscious work environment, firms must wholeheartedly adopt the "Go Green" ideology (Gilal et al., 2019). It is imperative that all members of the organization embrace sustainable and eco-conscious methods in their regular job operations.

In general, employee behavior that promotes environmental management practices in the workplace refers to green behavior (Dumont et al., 2017). The successful implementation of sustainable practises in the workplace is highly dependent on employees embracing environmentally-conscious behaviour. The study also provides clues that employee participation in green practices is very important in efforts to manage the environment (Jabbour et al., 2008),  (Mazzi et al., 2016), as this will improve environmental performance and general excellence (Kim et al., 2019). Adopting green workforce management solutions is considered a vital approach to improving employees' awareness of the environment in the workplace. The green workforce management process combines a variety of actions to support environmental management, including recruitment, training, rewards, and performance appraisals (Dumont et al., 2017), (Jabbour et al., 2008) (Renwick et al., 2013), (Tang et al., 2018).

Green human resource management has grown in popularity in recent years, spanning a diverse variety of industries such as tourism and hospitality (Luu, 2017), IT (Ojo & Raman, 2019) and automotive sector (Chaudhary, 2019). Presently, the healthcare industry is placing a significant emphasis on implementing green human resource management strategies. Hospitals are actively working towards creating environmentally-friendly work environments to promote the development of sustainable green hospitals and foster green brands. Going beyond previous research, this research seeks to highlight employee green behavior, green human resource management and green work engagement. Green HRM methods have a significant impact on the healthcare industry, for example on medical waste management. Health services implement a safe and environmentally friendly medical waste management system to ensure that the waste is processed properly to reduce its negative impact on the surrounding environment. However, scientific literature on this topic is still lacking. More research on the relationship between green HRM practices and environmentally conscious employee behavior is required, particularly in the setting of green hospitals (Anwar et al., 2020). There is a lack of information in the literature about how green human resource management affects green work engagement (Dumont et al., 2017). As a result, more study is needed to confirm the link between green HRM practices, employee green behavior, and green work engagement (Zaid & Jaaron, 2021). Promoting green attitudes, encouraging environmental innovation, enacting sustainable environmental policies, managing green procurement and supply chains, increasing managerial understanding of green practices, and incorporating green technology into products and services all require an efficient green human resource management system. Several wealthy countries are still in the initial phases of implementing environmentally-friendly human resource management practices. Decision-makers in the health sector must take note of this. Despite increased academic interest in this subject, there is a shortage of research on ecologically friendly approaches of human resource management. The purpose of this research is to evaluate how green work engagement at Rejang Lebong Regional General Hospital effects the relationship between green behavior among hospital employees and green HRM. Green HRM at Rejang Lebong Regional Hospital will later include human resource management policies and practices that focus on sustainability and environmental impact, such as employee recruitment and training related to green

practices, reducing medical waste, etc. This is based on a research gap from previous research which states the unclear impact of the implementation of Green HRM on sustainable behavior in the workplace. Meanwhile, regarding green work engagement, it will refer more to employee involvement in sustainable practices at Rejang Lebong Regional Hospital, which includes active participation in various environmental programs, support for sustainable initiatives, etc. This is based on research gaps from previous studies which state significant differences in the level of involvement between hospitals and other industries. As for the green behavior variable, there will be more focus on the active role of green behavior as a mediating variable at Rejang Lebong Regional Hospital. This is based on a research gap from previous research which states that there are actually other mediating factors or variables that can influence the independent variables mentioned.

**Green Human Resource Management**
To achieve its environmentally sustainable goals, a company can apply green HRM practices, including as hiring and selection, performance reviews, training and development, organizational culture, job evaluations, and recognition programs (Haddock-Millar et al., 2016). Organizations employ green human resource management as a technique to attain environmental objectives (Yusoff, 2016). This approach aims to establish ecological equilibrium and safeguard the environment, thereby forming an integral element of an organization's environmentally conscious management (Goswami & Ranjan, 2015). Green human resource management describes as "the systematic and planned alignment of distinctive human resource management practices with an organization's environmental objectives" (Jabbour, 2013). According to (Opatha & Arulrajah, 2014), green human resource management is all activities consisting of improving, implementing and sustainably maintaining structures that have the aim of forming employees in a green environment. This pertains to the aspect of human resource management that involves transforming regular employees into environmentally conscious individuals, enabling them to actively support the organization's environmental objectives and ultimately contribute significantly to environmental sustainability. Green human resource practices aim to enhance workers' competencies, knowledge, and conduct in order to attain environmental objectives. Moreover, in order to achieve incremental enhancements among operational staff and executives with regards to environmental protocols throughout the organization's value chain, so enabling the reduction of waste, energy consumption, and resources (Arulrajah et al., 2015).

**Employee Green Behaviour**
Businesses use the strategy of incentivizing environmentally conscious employee behavior to advance their sustainability objectives and enhance their environmental performance (Dubois & Dubois, 2012). An employee's actions that benefit the environment could be categorized as environmentally beneficial actions (Unsworth et al., 2013). Researchers have identified "green behavior" among workers as a discrete category of environmentally conscious actions taken within the workplace (Ones & Dilchert, 2012), (Norton et al., 2015). Furthermore, (Stern, 2000), employee green behaviour refers to deliberate efforts taken by employees to mitigate the adverse effects of human activities. These efforts encompass water conservation, efficient resource utilisation, waste reduction, energy conservation, and recycling (Norton et al., 2015). Employee green behavior can be divided into two categories: task-related green behavior and voluntary green activity on the part of the employees (Norton et al., 2015). (Norton et al., 2015), task green behaviour refers to employee conduct that adheres to the organization's guidelines and falls within the expected work responsibilities. Employee green behaviour refers to activities that are explicitly outlined and recognised as part of the job description (Borman & Motowidlo, 1997). Voluntary employee green behaviour is characterised as environmentally friendly behaviour that is driven by personal initiative and beyond the expectations set by the organisation (Norton et al., 2015). The social, organizational, and psychological environments that allow for task performance are created by discretionary acts (Borman & Motowidlo, 1993).

**Green Work Engagement**

Good, meaningful and motivational behavior that is characterized by enthusiasm, loyalty and acceptance is called engagement (Schaufeli & Bakker, 2010). Energy levels, strength, resilience, and an unwillingness to give up in the face of challenges are all signs of passion. Feelings of appreciation, enthusiasm, inspiration, worth and challenge are signs of dedication. Absorption is demonstrated by complete focus on a task (Schaufeli & Bakker, 2010). Engagement refers to an individual's willingness to beyond their expected responsibilities, leading to a sense of ownership and benefiting the entire organisation (Dajani, 2015).

The concept of "engagement" describes employees' mental, emotional, and physical commitment to their work. Therefore, green involvement at work can be interpreted as an encouragement shown by employees while working to do environmentally friendly work; desire to make more efforts to do so; and absorption rate (Aboramadan et al., 2020). (Shuck et al., 2014), argues that persons who exhibit these characteristics and work in industries that require a high level of mental and physical participation create a strong sense of worth for their work and an emotional attachment to their business. Involvement in applied meaning is a psychological attribute including cognitive, emotional, and attitude, such as the case of applied motivation, where the concept is similar to job satisfaction and organizational commitment is different from applied meaning. The employee's level of commitment to the company directly correlates with their performance, such that a stronger commitment leads to better performance. This is in line with the definition by (Schiemann, 2011) that the concept of involvement is associated with many business outcomes, including greater effort, faster work, increased quality, and reduced revenue. Companies should endeavour to establish a reciprocal relationship between themselves and their employees.   Due to their keen business acumen, employees strive to deliver optimal performance for the advancement of the organisation.
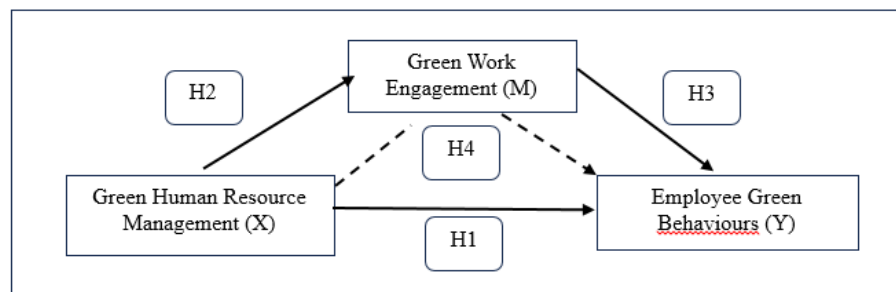
**Hypothesis Development**



**Figure 1 Hypothesis Development**
**Source: Data Processing Result**

A hypothesis is a temporary prediction made based on theory and untested data. Therefore, the hypothesis obtained is in accordance with the problem formulation, namely: (1) Rejang Lebong Regional Hospital's green employee behavior is significantly influenced for the better by the hospital's green human resource management (2) Green work engagement exerts a beneficial and substantial impact on employees who prioritise environmentally-friendly practises. Employee conduct at Rejang Lebong Regional Hospital (3) The level of green work engagement among Rejang Lebong Regional Hospital staff has increased significantly and favorably since the hospital adopted green human resource management (4) Green human resource management adoption has a significant impact on green employee behavior toward green work engagement. This influence is mediated by the level of green employee behavior have towards green work engagement. This study specifically focuses on the employees at Rejang Lebong Regional Hospital.

**METHODS**

This type of finding uses explanatory and descriptive research. All respondents were employees of Rejang Lebong Regional Hospital, with a total of 300 people surveyed. The survey had a total of 211 female participants and 89 male participants. Furthermore, 117 participants were between the ages of 20 and 30, 136 between the ages of 31 and 40, and 47 were over the age of 41. A total of 300 respondents were obtained from personnel data regarding the number of staff at Rejang Lebong Regional Hospital. Non-probability sampling is used to determine the sample size. This study uses a data collection method by distributing questionnaires based on the indicators for each variable and adapted to the topic of the findings. Then proceed with testing using the SEM-PLS 4 application. SEM-PLS is a statistical method used to test and measure the relationship between variables in a conceptual model. The way this method works is by selecting latent variables and indicators first, then continuing with model selection and parameter estimation. The reason for choosing SEM-PLS in this research is because the research sample is relatively small and the focus of the research is more on predictions rather than theory testing. Test the data with validity, reliability, direct influence hypothesis, mediation effect hypothesis, and cross-loading.

**RESULTS AND DISCUSSION**

**RESULTS**
**Evaluation of Measurement Models**
In this research, a reflective measurement model is used to measure the green employee green behavior variable, employee green behavior and green work engagement are measured reflectively. In (Hair et al., 2019), loading factors larger than 0.70, composite reliability greater than 0.70, average extracted variance more than 0.50, and Cronbach's alpha better than 0.70 are required for evaluation of the reflection measurement model.
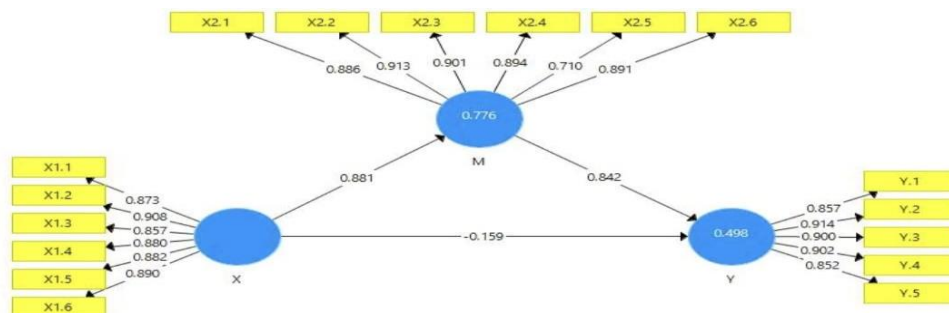


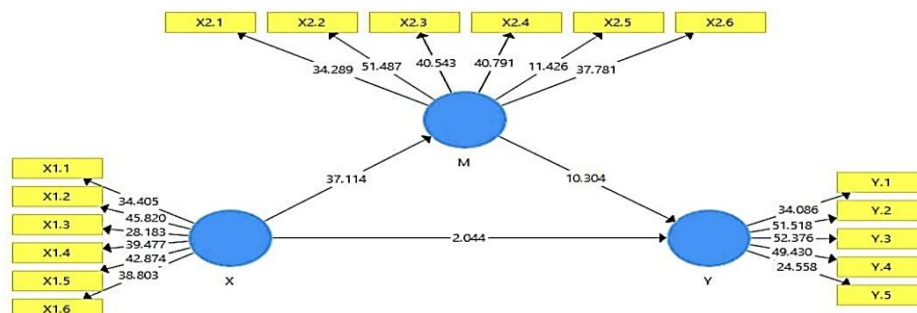**Figure 2 Bootstraping Test**
**Source: Data Processing Results**



**Figure 3 Algorithm Test**
**Source: Data Processing Results**

**Table 1 Outer Loading, Composite Reliability, Cronbach'S Alpha and Average Variance Extracted**

| Variable | Item Code | Indicator | Outer Loadng | Cronbach`s Alpha | Composite Reliability | AVE |
|---|---|---|---|---|---|---|
| Green Human Resources Management (X) | X1.1 | My organization sets green goals for its employees | 0.873 | | | |
| | X1.2 | My company offers its staff with environmental education in an effort to foster green attitudes | 0.908 | | | |
| | X1.3 | My organization equips me with green management skills through green training programs | 0.857 | | | |
| | X1.4 | My organization takes environmentally friendly behavior into account in performance reviews | 0.880 | 0.943 | 0.955 | 0.778 |
| | X1.5 | My organization motivates and compensates employees for being environmentally conscious at work. | 0.882 | | | |
| | X1.6 | My organization considers green behavior in the employee promotion process | 0.890 | | | |

**Source: Data Processing Results**

The green human resource management variable was assessed using six legitimate measurement items, with outer loadings ranging from 0.873 to 0.908. These loadings indicate that the six items are valid and accurately reflect the measurement of green human resource management. The total variation in measurement items owned by the variable is 78.4%. The composite reliability, Cronbach's alpha, and AVE scores of the variable are all greater than 0.70 and 0.50, indicating that it meets the standards for good convergent validity. Among the six measurement items, measurement item X1.2 has the highest outer loading (0.908) which indicates that the item is related to "my company offers its staff with environmental education in an effort to foster green attitudes". Green human resource management is manifested through the organization's implementation of environmentally-friendly training programmes.

**Table 2 Outer Loading, Composite Reliability, Cronbach'S Alpha and Average Variance Extracted**

| Variable | Item Code | Indicator | Outer Loadng | Cronbach`s Alpha | Composite Reliability | AVE |
|---|---|---|---|---|---|---|
| Employee Green Behaviour (Y) | Y.1 | I complete tasks in an environmentally friendly manner | 0.857 | | | |
| | Y.2 | I carry out my duties in accordance with my job description while minimizing my impact on the environment | 0.914 | | | |
| | Y.3 | I always do my best to minimize my impact on this company, this is my responsibility as an employee | 0.900 | 0.931 | 0.948 | 0.784 |
| | Y.4 | I can take part in environmental initiatives at work | 0.902 | | | |
| | Y.5 | I try to be environmentally friendly at work | 0.852 | | | |

**Source: Data Processing Results**

The employee green behavior variable was measured using 5 valid measurement items with an outer loading between 0.852 – 0.914, which shows that the five items are valid and provide a reflection of the measurement of employee green behavior. The degree of convergent validity is regarded to meet the criterion for acceptable convergent validity because the AVE score of 0.784 is more than the cutoff of 0.50. Acceptable variable reliability is determined by composite reliability and Cronbach's alpha, both of which should exceed 0.70. The variable caused 78.4 percent variation in the overall measurement items. Among the six measurement items, measurement item Y.2 has the highest outer loading (0.914) which indicates that the item is related to "I carry out my duties in accordance with my job description while minimizing my impact on the environment". In other words, green employee behavior is reflected in how employees like and respond well to the things they do related to the work environment.

**Table 3 Outer Loading, Composite Reliability, Cronbach'S Alpha and Average Variance Extracted**

| Variable | Item Code | Indicator | Outer Loadng | Cronbach`s alpha | Composite Reliability | AVE |
|---|---|---|---|---|---|---|
| Green Work Engagement (M) | M.1 | My tasks related to the environment inspire me | 0.873 | | | |
| | M.2 | I am proud of my environmental work | 0.908 | | | |
| | M.3 | I was immersed in my environmental work | 0.857 | | | |

| Variable | Item Code | Indicator | Outer Loadng | Cronbach`s alpha | Composite Reliability | AVE |
|---|---|---|---|---|---|---|
| | M.4 | I get a lot of satisfaction out of my job's environmental responsibilities | 0.880 | 0.933 | 0.948 | 0.755 |
| | M.5 | I feel fulfilled when I spend hours caring for the environment | 0.882 | | | |
| | M.6 | I feel full of energy with environmental tasks at my job | 0.890 | | | |

**Source: Data Processing Results**

The green work engagement variable is measured with six valid measurement items with external loadings between 0.857 and 0.908, which shows that the six items are valid and provide a reflection of the measurement of green work engagement. Overall, the variation in variable measurement items reached 75.5%. When both the composite reliability value and Cronbach's alpha are over 0.70, we accept the reliability of the variable. When the AVE is greater than 0.50, ideally 0.75 or higher, the convergent validity is regarded adequate. Among the six measurement items, measurement item M.2 has the highest outer loading (0.908), namely the item "I am proud of my environmental work". In other words, green work engagement is reflected in how employees like and respond well to the things they do related to the work environment.

**Structural Model Evaluation**

The structural model's evaluation is linked to investigating hypothesized influences between the variables described in the findings. The structural model evaluation was carried out in two phases. The hypothesis about the link between the variables is assessed using statistics t-value and p-value. If the t-statistic exceeds the threshold t-value (1.64), the variable has a statistically significant impact.

The structural strength of the direct relationship is then provided as a f square value. It has a range of 0.02 at the low end to 0.15 at the middle and 0.35 at the high end (Hair et al., 2019). Because PLS does not display the f square mediation effect, the upsilon v statistic is used for and f square mediation effects. This is obtained by squaring the mediation coefficient. The interpretation in (Ogbeibu et al., 2020), the mediation effect can be classified as low when it is 0.02, medium when it is 0.075, and strong when it is 0.175. Upsilon mediation statistics $v = \beta2M.X - \beta2YM.X$.

**Direct Influence**

**Table 4 Total Direct Effect**

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic (O/STDEV) | P values | F Square |
|---|---|---|---|---|---|---|
| X → Y | 0.842 | 0.834 | 0.082 | 10.304 | 0.000 | 0.151 |
| X → M | 0.881 | 0.878 | 0.024 | 37.114 | 0.000 | 3.473 |

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic (O/STDEV) | P values | F Square |
|---|---|---|---|---|---|---|
| M → Y | -0.159 | -0.164 | 0.078 | 2.044 | 0.042 | 3.016 |

**Source: Data Processing Results**

The results of the aforementioned hypothesis test make it clear that:

1. Green human resource management is significantly correlated with green behavior among employees, confirming the null hypothesis (H1). This is supported by path coefficients of 0.842, t status values of 10.3, which are more than the critical t table value of 1.64, and p-values of 0.000, which are less than the significance level of 0.05. Every change in green human resource management will increase employee green behavior (0.842). The structural level improvement of employee green behavior is moderately impacted by green HRM (f Square = 0.151).

2. The second hypothesis (H2) is confirmed, indicating a substantial correlation between green human resource management and green work engagement. Path coefficients of 0.881, t status values of 37.1, which are greater than the crucial t table value of 1.64, and p-values of 0.000, which are below the significance level of 0.05, all corroborate this. Every change in green human resource management will increase green work engagement (0.881). The presence of green human resource management in promoting green work engagement also exerts a significant impact at the structural level, specifically (f Square = 3.473).

3. The third hypothesis (H3), which demonstrates a strong adverse association between employee green behavior and green work engagement, is supported. With a t status of 2.0—which is higher than the crucial t value of 1.64—the path coefficient is -0.159. Furthermore, the significance criterion of 0.05 is exceeded by the p-value of 0.042. Every change in green work engagement will increase employee green behavior (0.159). The presence of green work engagement significantly impacts employee green behaviour at the structural level, as evidenced by a high influence score of f Square = 3.016.

**Influence of Mediation Effects**

**Table 5 Testing Mediation Effect**

| Variable | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistic (O/STDEV) | P values | Upsilon ν |
|---|---|---|---|---|---|---|
| X → M → Y | 0.742 | 0.733 | 0.082 | 9.307 | 0.000 | $(0.881^2)$ X $(0.842^2)$ = 0.550 |

**Source: Data Processing Results**

There is evidence to support the fourth hypothesis (H4), which states that there is a strong relationship between green employee behavior and green human resource management. This correlation is mediated by green work engagement, with a path coefficient of 0.742. The p-value of 0.000 is less than the 0.05 level for statistical significance, and the t-value of 9.3 is greater than the cutoff t-value of 1.64. A coefficient of 0.742 is used to forecast that as green HRM is enhanced, the proportion of staff members actively participating in green initiatives would rise. Furthermore, at the structural level, consumer trust has a high mediating influence (Upsilon v = 0.550).

## DISCUSSION

The study of the data used to test Hypothesis 1 shows that there is a statistically significant relationship between environmentally friendly HRM practices and environmentally friendly behavior among Rejang Lebong District Hospital employees with path coefficient (0.842), t status > t table (10.3 > 1.64) and p- values (0.000<0.05). Companies that invest in environmental management often find that they get a competitive edge, improve their reputation for sustainability, and gain market credibility as early adopters (Nejati et al., 2017), (Wu et al., 2018). Organisations that have a strong commitment to environmentally-friendly methods generally experience improved employee outcomes (Hameed et al., 2020), (Su & Swanson, 2019). Organisations must incentivize employees to engage in environmentally-friendly behaviour in order to capitalise on the ecological opportunities within the organisation (Zibarras & Coan, 2015). Green behavior is thus receiving increasing attention. This duty is officially acknowledged for employees in addressing environmental issues (Ortiz-de-Mandojana et al., 2016), (Kim et al., 2019), (Luu, 2019). Businesses need to research how green HRM influences employees' pro-environmental behavior in order to guarantee their overall environmental performance (Kim et al., 2019).

Rejang Lebong District Hospital employees appear to be more likely to work in an environmentally friendly manner if their HRM processes are more environmentally friendly, based on evidence from the second hypothesis which shows the path coefficient value (0.881), t statistics > t table (37.1 > 1.64) and p-values (0.000<0.05). One of the most important ways in which a company may become sustainable is through green human resource management (Yong et al., 2020), (Dumont et al., 2017). The phrase "green HRM" describes a collection of HRM techniques that benefit the environment (Kramar, 2014). This is related to the HRM aspect of green management, which aims to increase eco-friendly work practices by encouraging staff participation (Renwick et al., 2013). Nonetheless, there is proof of advancement in environmentally friendly HR practices and staff involvement in green workplace initiatives (Renwick et al., 2013), Empirical research on how green human resource management affects green service behavior is essential, according to recent studies (Dumont et al., 2017), (Su & Swanson, 2019), (Hameed et al., 2020). It is critical for businesses to learn how and to what extent green human resource management improves green service behavior (Saeed et al., 2019). Previous research suggests that the adoption of green HRM practices is influenced by the attitudes and knowledge of legislators, financial stakeholders, suppliers, and employees (Guerci et al., 2016), (Stahl et al., 2020). For green human resource management to be successful, it is essential that both employees have a positive attitude toward it and a deep understanding of what it entails. Finding out how well employees understand green human resource management and its benefits is essential (Dumont et al., 2017), (Saeed et al., 2019).

Based on the results of testing the third hypothesis, it appears that green work engagement is significantly related to green behavior in Rejang Lebong District Hospital employees as evidenced by the path coefficient value (-0.159), t statistics > t table (2.0 > 1.64) and p-values (0.042< 0.05). When workers are enthusiastic about their jobs, they are more likely to form long-lasting, trusting bonds with their employers. This, in turn, creates favorable work-related outcomes (Saks, 2006). Similarly, these expressions will encourage workers to do their jobs and provide them the freedom to pursue personal interests outside of work (Kahn, 1990). Previous research has demonstrated that work engagement is a powerful predictor of both job performance and extra-role behavior, including creative and conservative conduct (Aboramadan et al., 2020), (Rodwell et al., 2017). Employees whose jobs are more environmentally friendly are more likely to have positive relationships with their employers, as shown by the correlation between green job engagement and green behavior. Under these conditions, the active involvement and commitment towards environmentally-friendly work can yield favourable impacts on several other environmentally-focused job outcomes. Previous studies have shown that work engagement is a strong predictor of extra-role activity, such as creative and conservative behavior, as well as job success (Luu, 2019).

The fourth hypothesis's investigation's findings indicate that green work engagement mediates the relationship between green HRM and green employee behavior at Rejang Lebong Regional Hospital. There are several green work engagement factors as mediating variables involved in the relationship between green HRM and environmentally friendly employee behavior, including (1) Employee involvement. The process of active employee participation in decisions and initiatives related to sustainability can increase green work engagement. Employee involvement in company environmental programs can create a sense of ownership, which then increases their awareness and involvement in sustainable practices, (2) Environmental awareness. Increasing employee awareness of environmental issues through training and information can play a key role in establishing green work engagement. Green HRM can facilitate this increase in awareness through communication and education regarding the impact of company activities on the environment, (3) Empowering employees. Empowering employees to propose and implement sustainable initiatives can increase their sense of responsibility and involvement. Green HRM can support this empowerment by creating an organizational structure that supports participation and gives employees the authority to make decisions regarding sustainability. According to the literature, a green atmosphere is one in which businesses are able to achieve their sustainable goals through the implementation of a variety of pro-environmental legislation (Chou, 2014), (Norton et al., 2014),  (Paille et al., 2014), (Ramus, 2002). The term "psychological green climate" is used to describe how people view an organization's commitment to environmental sustainability as shown in its policies, procedures, and practices. The psychological environment of a workplace is shaped by the social interactions among employees, through which they assess and establish the values of the organization's policies, practises, and processes (Kuenzi & Schminke, 2009). Employees are advised to comprehend and analyse the human resource management practises and policies of the organisation. How they feel about the company and what it stands for is shaped by this experience (Bowen & Ostroff, 2004), (Kaya et al., 2010). During this mental procedure, workers will build their own impressions about the organization's psyche. An organisation efficiently conveys its fundamental values and ethical standards to its staff by promoting a strong environmental agenda (Rangarajan & Rahm, 2011). When businesses adopt "green" HRM practices, they show they care about the planet beyond just the bottom line and get their staff involved in making ecologically responsible choices and carrying them out (Renwick et al., 2013). (Chou, 2014), powered by (Manika et al., 2013), employees are less inclined to practice environmental stewardship at work if they are not held responsible for the energy expenses or the equipment they use. Consequently, the adoption of green human resource management and a green mental climate will be positively correlated. This is because companies need to improve job design and evaluation, provide incentives for green behavior, and educate staff on green values in order to increase participation in environmental initiatives.

**CONCLUSION**

The study's conclusions show that Rejang Lebong Regional Hospital staff members' adoption of environmentally friendly behavior is positively and significantly impacted by the use of green HRM. This demonstrates that implementing green human resource management practises yields advantages in promoting environmentally responsible behaviour among employees in the performance of their tasks and obligations. Green HRM promotes employees to take up more eco-friendly working practices and to become more environmentally conscious.

The findings of this study indicate that green human resource management significantly and favorably influences the degree of green work engagement at Rejang Lebong Regional Hospital. This demonstrates how the degree to which employees participate in environmentally conscious labor is directly impacted by the existing use of green HRM. The more effectively green human resource management is implemented at Rejang Lebong Regional Hospital, the greater the impact on employees' environmental sensitivity and involvement.

The findings of this study indicate that green job engagement significantly influences green behavior among employees at Rejang Lebong Regional Hospital. This shows that the implementation of green

work engagement will form green employee behavior among employees at Rejang Lebong Regional Hospital.

Green work engagement was found to serve a moderating effect in the relationship between green HRM and employees' green behavior at Rejang Lebong Regional Hospital. This demonstrates that the more the level of activity and positivity in implementing green human resource management, the more it will influence employee engagement in environmental awareness, thereby affecting employees' adoption of environmentally friendly habits.

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