ISSN: 2338-8412 e-ISSN : 2716-4411

Ekombis Review – Jurnal Ilmiah Ekonomi dan Bisnis
Available online at : https://jurnal.unived.ac.id/index.php/er/index
DOI: https://doi.org/10.37676/ekombis.v14i2

The Role of HRM Factors in Enhancing the Sustainability of Corporate Environmental Performance Mediated by Green Competencies

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How to Cite :
Khasanah, S, F., Yanti, P, M., K.C., Efendi, I. (2026). The Role of HRM Factors in Enhancing the Sustainability of Corporate Environmental Performance Mediated by Green Competencies. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(2). DOI: https://doi.org/10.37676/ekombis.v14i2

ARTICLE HISTORY
Received [31 Juli 2025]
Revised [05 April 2026]
Accepted [24 April 2026]

KEYWORDS
Corporate Environmental Performance,
Green Competencies,
Green Employee Involvement, and Green Training.

ABSTRACT

This study aims to empirically examine the influence of Green Employee Involvement and Green Training on Corporate Environmental Performance, with Green Competencies acting as a mediating variable. The research adopts a quantitative descriptive approach, with data collected through the distribution of questionnaires. Respondents consisted of non-medical human resources working in Hospitals located in the Lubuk Linggau City and Musi Rawas Regency areas. The analytical methods employed include descriptive analysis and Partial Least Squares (PLS).The findings of the study reveal that: (1) Green Employee Involvement does not have a significant effect on Green Competencies among employees in health facilities in Hospitals located in the Lubuk Linggau City and Musi Rawas Regency areas; (2) Green Training has a significant positive effect on Green Competencies; (3) Green Competencies significantly influence the Environmental Performance of health organizations; (4) Green Employee Involvement has a significant positive impact on Environmental Performance; (5) Green Training significantly enhances Environmental Performance; (6) Green Competencies do not mediate the relationship between Green Employee Involvement and Environmental Performance; and (7) Green Competencies significantly mediate the relationship between Green Training and Environmental Performance in Hospitals located in the Lubuk Linggau City and Musi Rawas Regency areas.

INTRODUCTION

Sustainability and environmental protection have emerged as critical global concerns. Growing environmental awareness has driven organizations to implement eco-conscious policies. In today's competitive global economy, companies are expected not only to operate efficiently but also to take responsibility particularly environmental responsibility. A company's commitment to the environment and its surrounding community is commonly referred to as Corporate Social Responsibility (CSR).

The sustainability and development of a company are closely tied to the support of its stakeholders. Among these stakeholders, employees play a crucial role in executing business activities. One strategic approach to enhancing competitiveness is by improving employee performance quality. However, even well-designed plans may become problematic if the company fails to anticipate future challenges. Additionally, environmental conditions can influence the effectiveness of supervision, which in turn can hinder decision-making processes. This situation significantly affects communities, especially those in urgent need of medical services. Therefore, healthcare organizations must conduct regular evaluations and adapt to changing conditions in order to ensure smooth operations and meet the public's expectations for timely and efficient medical care.

LITERATURE REVIEW

Teori Stakeholder

The disclosure of financial, social, and environmental information serves as a means of communication between a company and its stakeholders, offering insights into corporate activities that may influence stakeholders' perceptions and expectations (Adams & McNicholas, 2007). Employees and customers are considered traditional stakeholders because they currently maintain direct relationships with the organization. In contrast, future stakeholders refer to individuals or groups expected to engage with and impact the organization in the future, such as students, researchers, and potential consumers (Kasali, 2005). According to stakeholder theory, a company is not solely an entity that functions for its own interests or profit maximization; rather, it has a responsibility to create value for all of its stakeholders. These include shareholders, creditors, customers, suppliers, government bodies, communities, analysts, and other relevant parties. Consequently, a company's existence and long-term success are significantly influenced by the level of support it receives from its stakeholders (Ghozali & Chariri, 2007).

Teori Ability-Motivation-Opportunity (AMO)

The AMO theory proposed by (Boxall, 2003) highlights three core components of a work system ability, motivation, and opportunity that shape employee characteristics and significantly contribute to improved performance and organizational success. As noted by (Hartati et al., 2022), organizational goals are best achieved through systems that address all three of these factors. Meanwhile, the concept of green employee involvement suggests that employee engagement is not only behavioral but also psychological in nature. It reflects a state where employees feel personally invested in the company’s success and are motivated to perform beyond the basic requirements of their role (Ramadhan & Sembiring, 2017).

Corporate Environmental Performance

Performance is considered the outcome of work that is closely linked to an organization’s strategic goals, customer satisfaction, and overall contribution to economic development (Woo et al., 2007). In the corporate context, environmental performance is regarded as a critical factor in addressing environmental issues, as improvements in this area by management are expected

to enhance the company's overall performance. One commonly used method to assess a company's performance is by evaluating its financial performance.

Green Employee Involvement

Employees play a vital role in the functioning of a company; without them, business operations would not run effectively. Enhanced employee performance significantly contributes to the overall success of the organization, as employees act as the driving force behind company activities. Employee involvement also reflects a psychological state in which individuals feel personally invested in the company's success and are motivated to perform beyond their assigned duties (Ramadhan & Sembiring, 2017). Environmentally friendly employee engagement demonstrates a sense of connection and environmental responsibility in the workplace (Pham et al., 2020). This involvement can indicate how employees perceive Human Resource Management (HRM) practices related to environmentally responsible behavior and reflects their commitment to sustainability within the organization.

Green Training

Training is a key human resource management practice that plays a crucial role in enhancing organizational performance and can have a positive impact on overall company outcomes. According to (Garavan et al., 2015), training refers to a deliberate and structured process aimed at modifying or improving employees' knowledge, skills, and attitudes through learning experiences, in order to achieve effective performance across various tasks. In the context of sustainability, (Jabbour et al., 2010) define green training as an environmental policy initiative that equips individuals with the necessary knowledge, practical skills, and attitudes related to environmental responsibility. Such environmentally focused training is essential as it serves as a strategic tool to develop employees' competencies in addressing environmental challenges within the workplace (Jabbour et al., 2010).

Green Competencies

An organization's environmental strategy heavily relies on distinct competencies that serve as core environmental capabilities, essential for enhancing green performance. As noted by (Yong et al., 2020), the negative environmental impact of corporate activities can be reduced, provided that employees possess green skills and competencies aligned with the company's environmental context. (Piwowar-Sulej, 2020) explains that green competencies encompass various elements such as resource conservation, environmental protection, field-related skills, practical abilities, lifestyle and environmental awareness, as well as individual attitudes and knowledge that support sustainability. According to (Dzhengiz & Niesten, 2020), having green competencies enables employees to participate in highly constructive activities that contribute to improved environmental performance within the organization.

METHODS

This study employs the Partial Least Square (PLS) analytical technique. PLS serves as an alternative to the Ordinary Least Squares (OLS) regression model and covariance-based Structural Equation Modeling (SEM). It is chosen due to its flexibility, as it does not require several traditional assumptions, such as multivariate normal distribution, large sample sizes, or the absence of multicollinearity among exogenous variables. PLS is also commonly referred to as composite-based SEM, component-based SEM, or variance-based SEM (Ghozali, 2021).
Data processing in this study was carried out using a second-order factor analysis model with a repeated indicators approach.

As a result, the outer model analysis was performed on both the first-order and second-order constructs. The analytical procedure in this research involved two main steps: 1)

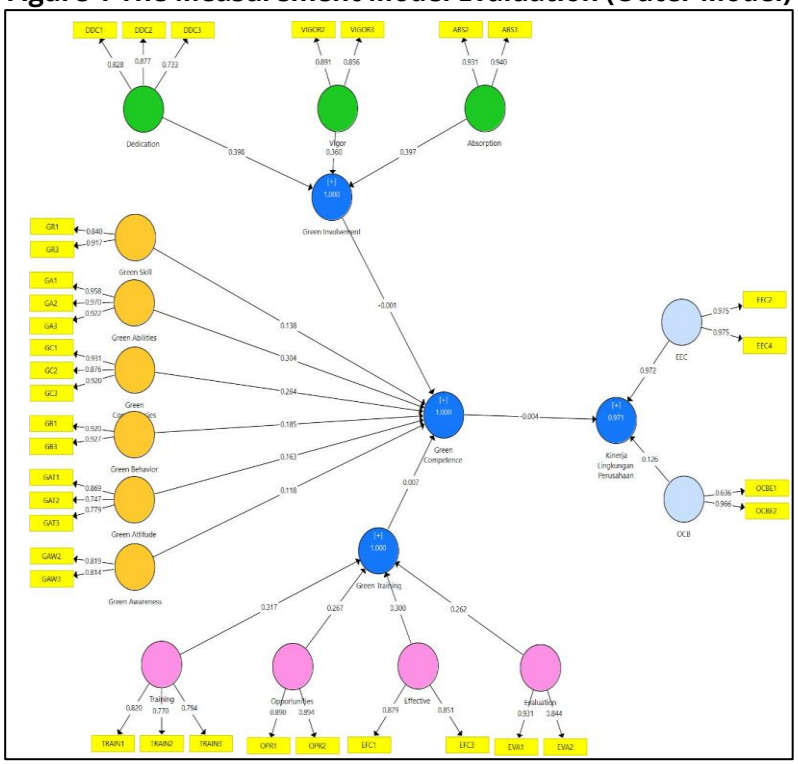
Measurement model (outer model) analysis, which evaluates the relationship between latent constructs and their manifest indicators; 2) Structural model (inner model) analysis, which assesses the estimated path coefficients and their levels of significance.

RESULTS

Measurement Model (Outer Model)

The outer model test is conducted to assess the accuracy and reliability of the relationships between indicators and their corresponding latent variables within the structural equation model of this study. The evaluation was performed using SmartPLS 3.0 software. Following three stages of outer model assessment, the analysis proceeded using the PLS Algorithm method. The measurement model used for validity and reliability testing is illustrated in the following figure:

Figure 1 The Measurement Model Evaluation (Outer Model)



In assessing convergent validity through the reliability analysis of individual items, insights are derived from the standardized loading factor, which indicates the strength of the relationship between each measurement indicator and its associated construct. The Outer Model evaluation includes.

Convergent Validity

Convergent validity in the measurement model is reflected by the correlation between the scores of each indicator and the construct it is intended to measure. This is assessed using the outer loading values, where a value greater than 0.5 indicates a sufficiently strong relationship between the indicator and the construct it represents.

The table below presents the calculated outer loading values for each indicator used in this study. A correlation above 0.5 suggests that the indicator demonstrates strong convergent validity with the measured construct.

Table 1 Result of Outer Loading Model

Variable	Dimensions	Indicator	Value of Outer Loading	Explanation
Green Employee Involvement	Dedication	DDC1	0,828	Valid
		DDC2	0,877	Valid
		DDC3	0,733	Valid
	Vigor	VIGOR2	0,891	Valid
		VIGOR3	0,856	Valid
	Absorption	ABS2	0,931	Valid
		ABS3	0,940	Valid
Green Training	Training	TRAIN1	0,821	Valid
		TRAIN2	0,770	Valid
		TRAIN3	0,794	Valid
	Opportunities	OPR1	0,890	Valid
		OPR2	0,894	Valid
	Effective	EFC1	0,851	Valid
		EFC2	0,825	Valid
		EFC3	0,811	Valid
	Evaluation	EVA1	0,930	Valid
		EVA2	0,844	Valid
Green Competence	Green Skill	GR1	0,840	Valid
		GR3	0,917	Valid
	Green Abilities	GA1	0,958	Valid
		GA2	0,970	Valid
		GA3	0,922	Valid
	Green Competencies	GC1	0,931	Valid
		GC2	0,876	Valid
		GC3	0,920	Valid
	Green Behavior	GB1	0,920	Valid
		GB3	0,927	Valid
	Green Attitude	GAT1	0,869	Valid
		GAT2	0,747	Valid
		GAT3	0,779	Valid
	Green Awareness	GAW2	0,819	Valid
		GAW3	0,814	Valid
Corporate Environmental Performance	Employee Environmental Commitment	EEC2	0,975	Valid
		EEC4	0,975	Valid
	Organizational Citizenship Behavior of the Environment	OCBE1	0,736	Valid
		OCBE2	9,966	Valid

Source: Research Results 2025

Based on the table, several indicators analyzed using the PLS method showed loading values below 0.5 and contributed less to their respective constructs compared to others. As a result, these indicators were removed from the table. Consequently, they were also excluded from the research model. After eliminating these items and re-running the PLS algorithm, all

remaining indicators displayed outer loading values above 0.5, indicating that they are valid and appropriate for further analysis.

Discriminant Validity

Discriminant validity refers to the extent to which a construct is empirically distinct from other constructs (Hair & Joseph, 2014). This form of validity is established when two instruments, intended to measure different constructs and theoretically uncorrelated, indeed show no significant correlation (Abdillah & Hartono, 2015). It is based on the principle that measures of different constructs should not exhibit high correlations (Hartono, 2011). Discriminant validity can be assessed using two main approaches: cross loading analysis and average variance extracted (AVE). The results of the first method, cross loading analysis, are presented below:

Table 2 Result of Cross Loading

	Absorption	Dedication	Vigor	EEC	OCB	Effective	Evaluation	Training	Opportunities	Green Abilities	Green Attitude	Green Awareness	Green Behavior	Green Competencies	Green Skill
ABS 2	0,931	0,743	0,608	0,265	0,168	0,723	0,716	0,478	0,594	0,191	0,357	0,226	0,350	0,484	0,383
ABS 3	0,940	0,656	0,578	0,047	-0,009	0,599	0,743	0,529	0,656	0,083	0,096	0,025	0,057	0,212	0,158
DDC 1	0,477	0,828	0,137	-0,035	-0,066	0,573	0,609	0,508	0,455	0,073	0,214	0,134	0,132	0,216	0,310
DDC 2	0,490	0,877	0,176	-0,057	-0,074	0,583	0,573	0,389	0,471	-0,080	0,207	0,089	0,105	0,125	0,184
DDC 3	0,665	0,733	0,408	0,032	0,077	0,762	0,662	0,618	0,674	0,306	0,368	0,456	0,491	0,540	0,363
VIGOR 2	0,489	0,808	0,893	-0,016	-0,038	0,466	0,528	0,270	0,381	-0,108	0,103	0,066	0,062	0,137	0,162
VIGOR 3	0,427	0,750	0,856	0,097	0,050	0,597	0,558	0,479	0,491	-0,153	0,327	0,226	0,155	0,197	0,162
EEC 2	0,064	-0,125	0,023	0,975	0,664	-0,090	-0,101	-0,069	-0,130	-0,210	-0,174	-0,110	-0,103	-0,069	-0,043
EEC 4	0,060	-0,076	0,006	0,975	0,708	-0,160	-0,086	-0,157	-0,138	-0,131	-0,039	-0,028	-0,059	-0,038	0,045
OCBE 1	0,103	-0,049	0,036	0,764	0,736	0,063	0,000	-0,015	-0,044	-0,032	-0,041	0,119	0,094	0,138	0,163
OCBE 2	0,065	-0,005	0,058	0,836	0,966	0,077	0,036	-0,026	0,009	-0,042	0,035	0,076	0,030	0,116	0,115
EFC 1	0,631	0,792	0,699	-0,024	0,091	0,851	0,827	0,705	0,884	0,394	0,481	0,462	0,519	0,595	0,402
EFC 2	0,699	0,795	0,613	0,005	0,060	0,825	0,813	0,584	0,716	0,353	0,508	0,400	0,525	0,660	0,412
EFC 3	0,515	0,638	0,425	-0,051	-0,058	0,811	0,000	-0,015	-0,044	-0,032	-0,041	0,119	0,094	0,138	0,163
EVA 1	0,826	0,876	0,779	0,026	0,023	0,941	1,000	0,648	0,793	0,359	0,370	0,293	0,383	0,495	0,305
TRAIN 1	0,500	0,685	0,486	-0,007	-0,023	0,604	0,545	0,821	0,736	0,419	0,469	0,280	0,421	0,490	0,544
TRAIN 2	0,515	0,638	0,425	-0,051	-0,058	0,625	0,540	0,770	0,729	0,383	0,443	0,344	0,429	0,428	0,521
TRAIN 3	0,515	0,666	0,625	0,009	0,009	0,764	0,658	0,794	0,739	0,444	0,564	0,486	0,640	0,614	0,603
OP	0,64	0,7	0,5	-	0,0	0,852	0,72	0,81	0,89	0,31	0,44	0,295	0,320	0,419	0,2

R 1	0	29	72	0,036	17		0	6	0	1	3				72
OPR2	0,696	0,762	0,561	-0,077	-0,056	0,895	0,783	0,734	0,894	0,301	0,473	0,339	0,371	0,494	0,281
GA1	0,062	0,158	0,001	-0,130	-0,033	0,287	0,285	0,446	0,231	0,958	0,450	0,425	0,667	0,554	0,458
GA2	0,219	0,276	-0,011	-0,165	-0,067	0,479	0,409	0,517	0,365	0,970	0,555	0,538	0,767	0,687	0,481
GA3	0,168	0,210	-0,056	-0,135	-0,029	0,427	0,312	0,346	0,304	0,922	0,598	0,613	0,824	0,701	0,532
GAT1	0,146	0,424	0,134	-0,197	-0,186	0,379	0,243	0,503	0,431	0,513	0,869	0,643	0,708	0,597	0,548
GAT2	0,309	0,483	0,443	0,116	0,128	0,558	0,386	0,461	0,401	0,406	0,747	0,754	0,669	0,717	0,637
GAT3	0,241	0,379	0,295	0,044	0,037	0,484	0,299	0,426	0,388	0,526	0,779	0,796	0,768	0,763	0,646
GAW2	0,118	0,414	0,244	-0,036	0,069	0,469	0,264	0,486	0,389	0,496	0,861	0,819	0,852	0,766	0,722
GAW3	0,117	0,334	0,345	0,033	0,158	0,444	0,276	0,300	0,230	0,506	0,809	0,814	0,883	0,782	0,674
GB1	0,318	0,373	0,255	0,002	0,072	0,546	0,382	0,486	0,368	0,626	0,736	0,838	0,920	0,945	0,796
GB3	0,227	0,398	0,342	0,039	-0,009	0,552	0,417	0,478	0,341	0,553	0,612	0,512	0,927	0,630	0,398
GC1	0,455	0,571	0,409	0,096	0,130	0,682	0,466	0,448	0,410	0,567	0,740	0,663	0,875	0,931	0,672
GC2	0,310	0,359	0,276	0,018	0,149	0,621	0,423	0,600	0,450	0,654	0,720	0,887	0,993	0,876	0,878
GC3	0,383	0,478	0,309	0,013	0,152	0,660	0,463	0,500	0,450	0,667	0,801	0,807	0,933	0,920	0,790
GR1	0,309	0,307	0,263	0,073	0,136	0,421	0,290	0,546	0,262	0,461	0,507	0,590	0,761	0,706	0,840
GR3	0,268	0,592	0,329	0,021	0,139	0,540	0,412	0,616	0,429	0,377	0,601	0,600	0,637	0,655	0,917

Source: Research Results 2025

An indicator is considered valid if it shows the highest loading factor on the construct it is intended to measure compared to its loadings on other constructs. As shown in Table 3, each indicator for the dimensions of the constructs exhibits a higher loading on its designated construct than on other latent constructs. For example, the indicator ABS2 has an outer loading of 0.931 on the absorption dimension, which is greater than its loadings on EEC (0.265), OCB (0.168), and effective (0.723). Similarly, the indicator DDC1 has a loading of 0.828 on its corresponding construct, which exceeds its values on other constructs. These findings confirm that all latent constructs meet the criteria for discriminant validity based on the cross loading analysis, indicating that all indicators in this study are valid in terms of discriminant measures.

The second method used to assess discriminant validity involves examining the Average Variance Extracted (AVE) for each construct. Discriminant validity is considered established if the AVE value exceeds 0.50 for a given construct. Conversely, if the AVE is below that threshold, the latent construct does not satisfy the discriminant validity requirement. The AVE values are presented in the following table.

Table 3 Result of Average Variance Extracted (AVE)

Construct Variable	Dimensions	Average Variance Extracted (AVE)	Explanation
Corporate Environmental Performance	EEC	0,710	Valid
	OCB	0,693	Valid
Green Employee Involvement	Absorption	0,875	Valid
	Dedication	0,664	Valid
	Vigor	0,763	Valid
Green Training	Effective	0,748	Valid
	Evaluation	0,789	Valid
	Opportunities	0,795	Valid
	Training	0,632	Valid
Green Competence	Green Abilities	0,902	Valid
	Green Attitude	0,640	Valid
	Green Awareness	0,666	Valid
	Green Behavior	0,853	Valid
	Green Competencies	0,827	Valid
	Green Skill	0,773	Valid

Source: Research Results 2025

Based on the Average Variance Extracted (AVE) values presented in Table 4, all latent variables in this study exhibit AVE values greater than 0.50. This indicates that the indicators effectively represent their respective constructs. The lowest AVE value was recorded in the training dimension of the green training construct, at 0.632, while the highest value of 0.902 was found in the green abilities dimension of the green competence construct. Thus, it can be concluded that all measurement indicators fulfill the requirements for discriminant validity, in accordance with the guidelines proposed (Ghozali & Latan, 2015).

Composite Reliability

Reliability in measurement reflects the stability and consistency of an instrument in assessing a particular concept or variable (Abdillah & Hartono, 2015). Reliability can be assessed using Cronbach's Alpha and Composite Reliability values. These values range from 0 to 1, with higher scores indicating greater reliability of the measured construct (Hair & Joseph, 2014). Generally, a Cronbach's Alpha or Composite Reliability value above 0.7 is recommended. However, in exploratory research, values between 0.5 and 0.6 may still be considered acceptable. A reliability score between 0.7 and 0.9 is viewed as adequate and indicative of good internal consistency. The results of the construct reliability testing in this study are presented in the following table.

Table 4 Result of Cronbach Alpha and Composite Reliability

Construct Variable	Dimensions	Cronbach Alpha	Composite Reliability	Explanation
Corporate Environmental Performance	EEC	0,779	0,876	Reliabel
	OCB	0,586	0,816	Reliabel
Green Employee Involvement	Absorption	0,857	0,933	Reliabel
	Dedication	0,750	0,855	Reliabel
	Vigor	0,691	0,866	Reliabel

Green Training	Effective	0,665	0,856	Reliabel
	Evaluation	0,741	0,882	Reliabel
	Opportunities	0,743	0,886	Reliabel
	Training	0,716	0,837	Reliabel
Green Competence	Green Abilities	0,946	0,965	Reliabel
	Green Attitude	0,721	0,842	Reliabel
	Green Awareness	0,699	0,800	Reliabel
	Green Behavior	0,828	0,921	Reliabel
	Green Competencies	0,895	0,935	Reliabel
	Green Skill	0,713	0,872	Reliabel

Source: Research Results 2025

According to the output generated by SmartPLS 3, as shown in Table 5, all constructs recorded Cronbach's Alpha values above 0.60 and Composite Reliability values exceeding 0.70. These results indicate that all constructs in this study meet the reliability criteria. This confirms that the indicators employed in this research are reliable and consistent in representing their respective constructs.

Structural Model (Inner Model)

The structural model in this study is assessed using the R-square (R^2) value, which measures the extent to which independent variables can explain the variance in the dependent variable. A higher R^2 value indicates stronger predictive power of the model. Nevertheless, R^2 should not be regarded as the sole criterion for evaluating predictive accuracy, as causal relationships should primarily be grounded in solid theoretical foundations (Hair & Joseph, 2014); (Garson, 2016); (Abdillah & Hartono, 2015). In other words, a higher R^2 value reflects a greater proportion of variance in the endogenous construct explained by the exogenous constructs, thereby indicating a stronger structural model. The R-square values for this study are presented in the following table.

Table 5 Result of R-Square

	R Square
Green Competence	0,537
Corporate Environmental Performance	0,309

Source: Research Results 2025

According to the table above, the R-Square value for the green competence construct is 0.537. This indicates that 53.7% of the variance in green competence can be explained by green involvement and green training, while the remaining 46.3% is influenced by other variables not included in the model. Meanwhile, the R-Square value for the corporate environmental performance construct is recorded at 0.309, meaning that 30.9% of the variance in corporate environmental performance is explained by green competence, with the remaining 69.1% affected by factors outside the scope of this study's model.

Hypothesis Testing Results

The significance of the estimated parameters provides key insights into the strength and direction of relationships between variables within the research model. Hypothesis testing is conducted based on the values derived from the total effect output of the bootstrapping analysis. In the SmartPLS application, statistical testing of the relationships between variables is performed through a simulation technique using the bootstrapping method on the sample data.

This method is also effective in addressing potential issues related to data non-normality. Figure 2 and Table 6 present the estimation results used to evaluate the structural model.

Figure 2 Bootstrapping Model Stuktural

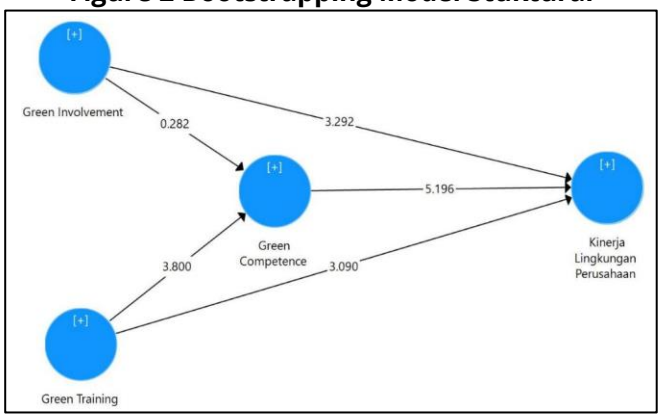


Table 6 Hypothesis Testing Results of the Structural Path Model (Mean, STDEV, t-statistics)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Direct Effect					
GI -> GC	-0,052	0,045	0,186	0,282	0,778
GT -> GC	0,613	0,554	0,161	3,800	0,000
GC -> KLP	0,625	0,633	0,120	5,196	0,000
Indirect Effect					
GI -> KLP	-0,033	0,030	0,112	0,291	0,771
GT -> KLP	0,383	0,352	0,11125	3,069	0,002

Source: Research Results 2025

The following presents the results generated from the bootstrapping procedure conducted using SmartPLS analysis.The testing results for Hypothesis 1 indicate that the influence of green involvement on green competence is not statistically significant. This is reflected in a t-statistic value of 0.282 and a significance level (p-value) of 0.778, where the t-statistic is less than 1.96 and the p-value exceeds 0.05. As such, Hypothesis 1 (H1) which posits that green involvement affects green competence is rejected or not supported.

The results of testing Hypothesis 2 indicate that green training has a significant effect on green competence, as evidenced by a t-statistic value of 3.800 and a p-value of 0.000 (t-statistic > 1.96 and p-value < 0.05). Therefore, Hypothesis 2 (H2), which states that green training influences green competence, is accepted. This finding suggests that improving the quality of environmentally focused training contributes positively to the enhancement of employees' green competencies.

The results of testing Hypothesis 3 reveal that green competence has a significant impact on corporate environmental performance. This is supported by a t-statistic value of 5.196 and a p-value of 0.000, both meeting the required thresholds (t-statistic > 1.96 and p-value < 0.05). Therefore, Hypothesis 3 (H3), which proposes that green competence influences corporate environmental performance, is accepted. These findings suggest that the higher the employees' level of green competence, the better the company's environmental performance will be.

The test results for Hypothesis 4 indicate that the mediating role (indirect effect) of green competence in the relationship between green involvement and corporate environmental performance is not statistically significant. This is evidenced by a t-statistic of 0.291 and a p-value

of 0.771, both of which fall outside the acceptable significance thresholds (t-statistic < 1.96 and p-value > 0.05). Therefore, Hypothesis 4 (H4), which proposes that green competence mediates the influence of green involvement on corporate environmental performance, is rejected based on statistical evidence.

The results for Hypothesis 5 reveal that green competence significantly mediates the relationship between green training and corporate environmental performance. This is supported by a t-statistic value of 3.069 and a p-value of 0.002, both of which meet the required thresholds (t-statistic > 1.96 and p-value < 0.05). Therefore, Hypothesis 5 (H5), which states that green competence mediates the effect of green training on corporate environmental performance, is accepted. These findings suggest that improving the quality of green training for employees contributes to enhancing their green competencies, which in turn positively impacts the company's environmental performance.

DISCUSSION

The Influence of Green Employee Involvement on Green Competencies

The findings of this study reveal that green employee involvement does not have a significant effect on the green competencies of employees in hospitals located in Lubuk Linggau City and Musi Rawas Regency. This suggests that, despite the increase in employees' environmental involvement, it does not contribute to the development of their green competencies. Although management has implemented empowerment programs focused on environmentally friendly behavior, the results indicate that these efforts have not directly enhanced employees' environmental capabilities. While these empowerment initiatives assign roles and responsibilities to staff in addressing environmental and sanitation issues, their effectiveness appears insufficient in fostering motivation, commitment, and internalization of sustainable environmental values. This is particularly important to ensure that the healthcare environment remains safe from potential pollution caused by waste or chemical additives.

These findings contradict stakeholder theory, which emphasizes the vital role of both internal and external stakeholders in helping organizations navigate environmental uncertainties. Additionally, the results are inconsistent with the AMO theory (ability, motivation, and opportunity), which suggests that organizational success is driven by the interplay of employees' capabilities, motivation, and the opportunities provided. The results also differ from prior empirical research such as (Pham et al., 2020), who found that employee involvement in green practices strengthens environmental responsibility and engagement in the workplace. In theory, green employee involvement should positively influence employees' attitudes and behaviors, including their participation in solving environmental issues. Also Green competencies consist of two types: natural competencies, which stem from inherent environmental concern, and acquired competencies, which involve knowledge, skills, awareness, and behavior related to environmental matters (Subramanian et al. 2016).

The Influence of Green Training on Green Competencies

This study demonstrates that green training significantly influences employees' green competencies in hospitals located in Lubuk Linggau City and Musi Rawas Regency. The findings suggest that the better the quality of environmental training provided to employees, the higher their level of green competence. Although healthcare management has implemented training related to environmentally friendly practices, the frequency of such training remains insufficient. Trainings have not been conducted regularly but rather on an occasional basis. The types of training previously attended by employees include waste management (medical and non-medical), occupational health and safety (OHS), and other environmental-related programs. This indicates that the current training efforts have not yet produced optimal results. To maximize their impact, green training programs should be continuous and systematically scheduled.

Green training aims to equip employees with the necessary skills to understand and address environmental challenges. It is also intended to shift employee mindsets and work habits, particularly among those who may not have previously prioritized environmental concerns. A study by (Jabbour et al., 2010) at three public universities in Brazil found that green training has a positive effect on corporate social responsibility and effectively encourages pro-environmental behavior among employees.

According to the AMO theory (Ability, Motivation, and Opportunity), organizational performance is optimized when employees possess the right skills, motivation, and opportunities to contribute. These three elements collectively shape the employee characteristics that align with organizational needs. Green training plays a vital role in enhancing goal-oriented environmental performance (GEP) by strengthening employees' green competencies.

This finding aligns with previous research by (Zhang et al., 2019) who emphasized the importance of organizations actively engaging in environmentally focused employee training to improve overall company performance.

The Influence of Green Competencies Involvement on Corporate Environmental Performance

The findings of this study indicate that green competencies have a significant influence on environmental performance in hospitals located in Lubuk Linggau City and Musi Rawas Regency. This suggests that the higher the level of environmental competence among healthcare employees, the better the environmental performance that can be achieved by the organization. In healthcare institutions, environmental performance plays a crucial role in addressing ecological challenges, as well-managed environmental practices are expected to support the achievement of organizational goals. The success of healthcare organizations in reaching their objectives and fulfilling social responsibilities is closely tied to the effectiveness of managerial performance where strong leadership contributes directly to organizational success.

The results also show that hospital staff in the observed regions possess a relatively high level of green competence. This is reflected in their environmentally conscious behavior, such as maintaining cleanliness in the workplace and taking proper care of tools and equipment. Green competencies help enhance employee knowledge, skills, behavior, and awareness regarding the importance of creating a safe and sustainable healthcare environment for both workers and the surrounding community.

In this context, organizational environmental performance is also shaped by the level of employee commitment to environmental issues, known as Employee Environmental Commitment (EEC). EEC reflects how strongly individuals feel connected to and responsible for the environmental sustainability of their workplace. Green Human Resource Management (GHRM) is closely linked to EEC, as it promotes environmentally responsible attitudes through training and knowledge development programs that foster a sense of ecological responsibility among employees (Pham et al., 2020).

Another dimension of environmental performance is represented by Organizational Citizenship Behavior for the Environment (OCBE) voluntary behavior that contributes to environmental goals. OCBE reflects employees' proactive engagement in environmental initiatives within the organization, supporting collaborative efforts that ultimately benefit the entire organization and its sustainability efforts.

Numerous empirical studies have shown that an organization's involvement in eco-friendly activities is a strong predictor of its environmental performance, especially in minimizing the negative impacts of its operations (Katsikeas et al., 2016). Such impact reduction can be achieved if employees possess adequate green competencies (Yong et al., 2020). High-quality environmental performance depends on the active participation of employees across the organization (Almada & Borges, 2018). Therefore, the long-term success and sustainability of any

organization are heavily influenced by stakeholder support (Ghozali & Chariri, 2007). Green competence also encompasses a broad range of elements, including resource conservation, environmental protection, technical field skills, and individual awareness that collectively contribute to long-term ecological sustainability (Piwowar-Sulej, 2020).

The Role of Green Competencies in the Influence of Green Employee Involvement on Corporate Environmental Performance

The findings of this study indicate that green competencies do not mediate the relationship between green employee involvement and environmental performance in healthcare organizations. This suggests that green competencies are not required as a linking factor for the influence of employee environmental involvement on organizational environmental outcomes. In other words, employees' involvement in eco-friendly practices already contributes significantly to environmental performance, even in the absence of strong green competencies. Nonetheless, green competencies remain essential, as they enhance employees' skills, knowledge, behaviors, and awareness in maintaining a safe and environmentally responsible workplace.

Every employee action carries a set of responsibilities, including the obligation to adhere to environmental standards in the workplace. Employee participation in environmentally supportive behaviors reflects their sense of connection and accountability to the workplace environment (Pham et al., 2020). This also influences their perception of Human Resource Management (HRM) practices related to pro-environmental behavior and demonstrates their commitment to environmental responsibility within the organization.

From the standpoint of the AMO theory (Ability, Motivation, and Opportunity), employee involvement that is driven by the right combination of capability, motivation, and opportunity can lead to meaningful change at the individual, team, and organizational levels. In the evolving literature on green human resource management, green competencies have increasingly been recognized as a critical construct in advancing organizational sustainability.

The Role of Green Competencies in the Influence of Green Training on Corporate Environmental Performance

The study reveals that green competencies serve as a mediating factor in the relationship between green training and the environmental performance of hospitals. This finding suggests that the implementation of green training initiatives in hospitals contributes to the development of employees' environmental competencies, which in turn positively influences the environmental performance of healthcare organizations. These green competencies enhance employees' skills, knowledge, abilities, behaviors, and awareness regarding the importance of maintaining an environmentally friendly and safe hospital setting for both staff and the surrounding community.

Research by (Osborne, 2017) and (Malik et al., 2020) supports the idea that green training can improve employees' environmental awareness, skills, attitudes, behaviors, knowledge, and capabilities, all of which ultimately enhance their performance within the organization. The ability of green training to improve Goal Environmental Performance (GEP) is strongly influenced by the level of green competence possessed by employees.

In addition, a study by (Zhang et al., 2019) highlights the significance of active organizational involvement in delivering green training as a key factor in driving better corporate performance. From the perspective of the AMO theory (Ability, Motivation, and Opportunity), organizational needs can be met through effective human resource management systems that offer appropriate opportunities and platforms for employees to develop their skills and competencies thereby reinforcing their role in improving the organization's environmental performance (Marin & Tomas, 2016)**.**

CONCLUSION

1. The test results for Hypothesis 1 indicate that green employee involvement does not have a significant impact on green competencies in hospitals located in Lubuk Linggau City and Musi Rawas Regency. This finding suggests that employees' participation in environmentally friendly activities is not yet aligned with the development of green competencies. One possible explanation is the limited employee engagement in implementing environmental solutions that require specific technical skills, resulting in suboptimal growth of green competencies despite the presence of environmentally conscious behaviors.
2. The test results for Hypothesis 2 The findings confirm that green training has a significant effect on employees' green competencies in hospitals located in Lubuk Linggau City and Musi Rawas Regency. The results indicate that the more frequent and higher the quality of environmental training provided, the greater the level of green competencies acquired by employees. This highlights the strategic role of environmental training in shaping employees' skills, knowledge, and attitudes toward sustainability practices in the workplace.
3. The test results for Hypothesis 3 The study reveals that green competencies significantly influence the environmental performance of hospitals located in Lubuk Linggau City and Musi Rawas Regency. This finding suggests that improving employees' green competencies directly contributes to enhancing the organization's environmental performance. In this context, environmental performance is considered a critical aspect that supports organizational operations aligned with sustainability and environmental responsibility.
4. The test results for Hypothesis 4 The findings indicate that green competencies do not mediate the relationship between green employee involvement and the environmental performance of healthcare organizations. This suggests that employee participation in environmental activities has a direct impact on environmental performance without requiring green competencies as an intermediary variable. The absence of a mediation effect also implies that, although employee involvement is relatively high, it is not accompanied by a substantial improvement in green competencies.
5. The test results for Hypothesis 5 The results demonstrate that green competencies significantly mediate the effect of green training on the environmental performance of hospitals located in Lubuk Linggau City and Musi Rawas Regency. This finding confirms that effective environmental training enhances employees' green competencies, which in turn positively influences the overall environmental performance of the organization. Thus, green training plays a crucial role in establishing a foundation of green competencies that support the achievement of the organization's environmental objectives.

LIMITATION

The sample in this study consists of healthcare organizations located in Lubuk Linggau City and Musi Rawas Regency. The selected organizations met the following criteria:

1. Provides both medical and non-medical support services.
2. Provides public health services.
3. Is registered and licensed by the Ministry of Health.

This study employed the convenience sampling technique for sample selection. The researcher chose this method because it allowed easier access to research subjects, making it possible for healthcare organizations in Lubuk Linggau City and Musi Rawas Regency to be included as study samples.

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