Implementation of Green Human Resource Management in Improving Environmental Performance at Hospital in Makassar

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Abstract
Environmental performance is one of the factors in the Environmental Quality Index. Most of the previous research on environmental performance and GHRM was conducted in the analysis unit of the manufacturing industry, while other industrial fields have not been studied much including hospitals. In fact, the hospital is one of the fields of business that is quite related to the environment. This lesson aims to analyze the effect of GHRM which consists of Green Recruitment and Selection, Green Training, and Green Compensation variables partially or together on the environmental performance of hospitals in Makassar City. The Grand Theory used in this research is Ecocentrism Theory and Triple Bottom Line. The population in this study were hospital employees at government hospitals in Makassar City, amounting to 2,270 people. By using the Slovin formula and the stratified proportional random sampling method , the number of samples that became respondents in this study was 248 people. This research is processed with multiple linear regression analysis techniques. The results show that Green Recruitment and Selection, Green Training, and Green Compensation partially have a significant effect on environmental performance in hospitals in Makassar City. The results also show that Green Recruitment and Selection, Green Training, and Green Compensation together also have a significant effect on environmental performance.

Keywords: Environmental Performance, Green Compensation, Green Recruitment and Selection, Green Training

Introduction

Improving the quality and accreditation of health services is a global review to produce a study conducted by the International Society for Quality in Health Care (ISQua) under contract with the World Health Organization. In the first part there is a report that explains all aspects and structures as well as activities at the national and international scale throughout the world in order to promote quality in health. The second catalogs quality concepts and tools for local use in different countries. And the third describes the health care accreditation system initiative and analyzes the operation of national programs that function throughout the world. The most important international scale recommendations of bodies and meetings regarding quality assurance (Saleh et al., 2022).

This study uses the Grand Theory is Ecocentrism Theory. The first time this theory was coined by Naess in 1973. Ecocentrism theory provides an understanding in accordance with the concept of the environment. Moral concern will be expanded to include all ecological communities, both environmental and non-environmental (Keraf, 2010). The extension of the theory of Ecocentrism is based on the Theory of Deep Ecology (DE). According to the term DE is an ethical change that does not only focus on humans, but on all living things and their environment. Of all communities ecologically become the focus of DE. From the translation DE is a real movement in order to create a

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life that is in line between living things and their natural environment. This real movement will affect the perspective, behavior and lifestyle of many people (Keraf, 2010).

Business ethics shows that there are ethical changes that are required to provide a balance of financial, social and environmental performance (Becker 2011). The results of other studies related to financial and social performance are relatively quite a lot, but in this study the number of environmental performance is still very limited (Walls et al. 2012). This paper focuses on how organizations can provide improvements to their environmental performance, which is still debated (George et al., 2015).

The Triple Bottom Line theory was popularized by Elkington in 1997 through his book " Cannibals with Forks, the Triple Bottom Line of Twentieth Century Business ". Elkington developed the Triple Bottom Line concept in terms of economic prosperity, environmental quality and social justice (Wibisono, 2007). Elkington gives the view that companies that want to be sustainable must pay attention to the "3Ps". In addition to pursuing profit, companies must also pay attention to and be involved in fulfilling the welfare of the community (people) and actively contribute to preserving the environment (planet). The environment is something related to all aspects of life. The advantage that can be seen is knowing the essence of the business world where this is something that is natural. Industry players are expected to be able to make various efforts to preserve the environment. Therefore, by conserving the environment, industry players will get more benefits, especially in terms of health, comfort, in addition to the availability of more guaranteed resources (Wibisono, 2007).

Environmental performance in an organization is based on a reference for carrying out organizational operational activities, therefore in this way it can positively influence the environment (Sulistyan, 2017). Environmental management basically has two main goals, among others, to be able to control the level of pollution in an environment, then to improve the quality of the environment at the desired standard so that it is acceptable (Yasamis, 2011). Increasing concern for the environment in order to protect the surrounding environment forces these organizations to adopt management practices in the organizational environment (Gonzalez-Benito, 2006). One of the arguments given by many researchers in favor of adopting environmental management activities could be that doing so will give companies a competitive advantage.

Contemporary organizations are faced with a lot of pressure from stakeholders and shareholders to develop activities so that they can be responsible for their environment (Molina-Azorin et al. 2009). Environmental performance can be evaluated by a series of indicators such as low environmental release, pollution prevention, waste minimization, and recycling activities (Lober 1996), and it can be improved by implementing an environmental management system (SMS).

The application of Green HRM is a policy in human resource management to promote the importance of the environment and the use of sustainable resources. The function of HRM is to be able to manage a business with green goals and encourage corporate culture to implement green practices in the corporate environment (Mehta and Chugan, 2015). The AMO (Ability, Motivation, Opportunity) theory in Human Resource Management (HRM) states that the Green HRM process has a role in human management practices, where individual performance is determined by ability, motivation, and opportunities (Masri & Jaaron, 2017). Every organization strives to develop green capabilities, motivate employees through green rewards, and provide green opportunities for employees to improve performance, in line with that it will result in higher productivity, quality, performance, waste reduction, and profit (Renwick et.al 2013) .

The implementation of Green HRM aims to promote sustainable use of resources, strengthen environmental sustainability and will increase employee commitment to protecting the environment (Masri & Jaaron, 2017). Kurniawati et al. (2023) stated that when companies implement environmental standards, they seek to have higher labor productivity. According to Renwick et.al (2013), the integration of corporate objectives and environmental strategies into the development of corporate strategies can achieve an effective environmental system.

The implementation of Green HRM will lead to continuous improvement and the company will have long-term performance (Opatha & Arulrajah, 2014). The application of the Green HRM concept requires a strong commitment from top management (Jackson et al., 2011). HR management functions to act to encourage sustainability by implementing policies with Green HRM practices in the company (Cherian & Jacob 2012; Mandip 2012). Roscoe et.al (2019) stated that HR managers play a very important role in training employees on the company's environmental priorities. Therefore, to achieve an environmentally friendly company, employees can periodically use various management strategies effectively and efficiently.

Research confirms that greater integration between HR management practices and environmental concerns helps companies to implement SMS effectively. The support process from HR goals to environmental management is called Green Human Resource Management (GHRM) (Renwick et al., 2008). Thus, the support of HR management practices is considered fundamental for adopting environmental management practices. In implementing HRM where the use of environmentally friendly concepts can be carried out through the recruitment and selection function, namely by incorporating environmental elements in the company's recruitment, communicating company policies/commitments to environmental sustainability during the recruitment process, informing that the company will recruit prospective employees who have competence environmental management (Masri & Jaaron, 2017). Arulrajah et.al (2015) stated that the message conveyed during recruitment must include environmental performance.

According to the results of research by Lather and Goyal (2015) who have conducted research on the effect of GHRM on environmental performance in a manufacturing organization located in India. A total of approximately 150 employees, both manager and non-manager levels, became respondents in the study. The results of this study indicate that GHRM has a significant effect on the environmental performance of manufacturing companies in India. In addition, the results of research from Roscoe et al (2019) have conducted a similar study regarding the effect of GHRM implementation on environmental performance, where employees at manufacturing companies located in China are respondents in the study. The results of research conducted by Roscoe et al concluded that the application of GHRM can have a positive and significant impact on the environmental performance of manufacturing companies in China.

Subsequent research results from Guerci et al. (2016) examined the effect of GHRM on environmental performance in several manufacturing companies and the service sector in Italy. The results show that the determinants of GHRM which consist of green recruitment, selection, training, and compensation have a significant effect on environmental performance in manufacturing companies and the service sector in Italy. Previous research on the effect of GHRM on environmental performance was also conducted by Masri & Jaaron (2016). Masri & Jaaron conducted research with the employee analysis unit at a manufacturing company in Palestine. The results of the study conclude that the dimensions of GHRM including green recruitment, selection, training, and compensation have a significant effect on environmental performance in manufacturing companies in Palestine.

Research on GHRM and environmental performance in Indonesia is still limited, especially in South Sulawesi. However, there is one phenomenon related to environmental performance in South Sulawesi. Based on the Environmental Quality Index (IKLH) reported by the Ministry of Environment and Forestry of the Republic of Indonesia, in 2020 South Sulawesi rose by 0.91 to 53.53 nationally (KHLK, 2018). Although IKA has increased, it has not met the RPJMN target of 55.1 . This is because the main parameters, namely BOD, DO, and Fecal Coli did not meet the target.

This shows that the source of pollution from domestic activities is still dominant as a cause of water quality decline. This is the basis why this research was conducted in South Sulawesi, especially in Makassar City as the capital of South Sulawesi, with a higher number of industrial players than other cities/regencies in South Sulawesi. Previous research on GHRM and environmental performance was mostly conducted in the unit of analysis in the form of manufacturing companies. In fact, manufacturing companies are not the only industry that has the potential to pollute the environment.

Other business fields that have the potential to pollute the environment are businesses in the health sector such as hospitals. On the basis of the research gap, this research was conducted in the hospital analysis unit, because in recent years there has been a fairly rapid increase in the number of hospitals operating in the city of Makassar. The city of Makassar was chosen as the research location to represent South Sulawesi because the number of hospitals in the city of Makassar was more than other cities/districts in the province of South Sulawesi. This study aims to analyze the effect of GHRM which consists of Green Recruitment and Selection, Green Training, and Green Compensation variables either partially or jointly on the environmental performance of hospitals in Makassar City. The proposition of each variable in this study has not been studied previously from the unit of analysis, including hospitals in Makassar City and is an update for this research.

Methods

The scope of this research is focused on the analysis and discussion of the independent variable namely Green Recruitment and Selection, Green Training, Green Compensation, and the dependent variable is Environmental Performance. The unit of analysis in this study is the Hospital in Makassar City. The population in this study were all medical and non-medical employees at Government-owned hospitals with the highest number of employees in Makassar City, including the Makassar Regional General Hospital, Jaury Jusuf Academic Hospital and Makassar Haji Hospital. With a population of 2270 employees using the Slovin method, as follows:

$n = N/1 + Ne^2$

With e = 6% and a population of 2270 employees, the number of samples taken are:

$n = 2270 / 1 + 2270 (0,06)^2$

n = 248 employees

So the number of samples to be taken in this study is 248 employees. The sampling technique used is the determination of the sample by proportional stratified random sampling . This technique is used when the population has elements that are not homogeneous and proportionally stratified. Each item of this study contains a number of questionnaire statements that must meet the quality of valid and reliable data.

Classical assumption test is carried out to find out whether the estimation results are completely free of symptoms heteroscedasticity, multicollinearity, and autocorrelation. A hypothesis is a conjecture that may or may not be true. The hypothesis will be rejected if it is wrong and will be accepted if it is correct. Rejection and acceptance of the hypothesis is very dependent on the results of the investigation of the facts that have been collected.

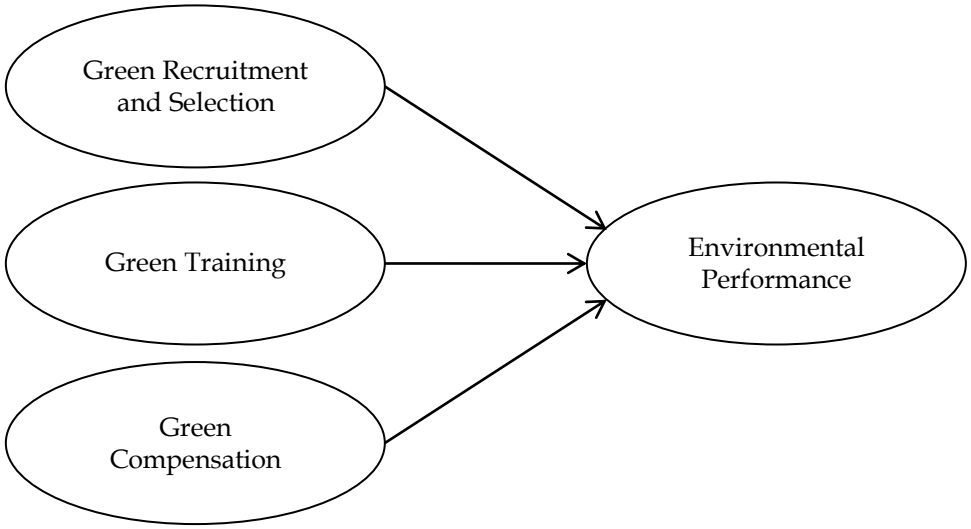

Figure 1. Conceptual Framework Schematic
Source: Data Processed (2023)

The hypotheses in this study are:

1. Green recruitment and selection has a significant effect on environmental performance in hospitals in Makassar City.
2. Green training has a significant effect on environmental performance in hospitals in Makassar City.
3. Green compensation has a significant effect on environmental performance at hospitals in Makassar City.
4. Green recruitment and selection, Green training, and Green compensation have a significant effect on the environmental performance of hospitals in Makassar City.

Results and Discussion

The results of testing the multiple regression coefficients aim to test the partial relationship of the independent variables with the dependent variable. From the results of multiple linear regression testing where the independent variables are regressed on performance. Based on the test results, the following results are obtained:

Table 1. Multiple Regression Test Results

Model	B	Sig.	R^2	Sig. F
Constant	15,444		0,577	0,000
Green Recruitment and Selection	0.428	0.000		
Green Training	0.312	0.000		
Green Compensation	0.832	0.000		

Source: Primary Data Processed (2022)

The regression equation for estimating the dependent variable with all independent variables is:

$$Y = 15,444 + 0.428 X_1 + 0.312 X_2 + 0.832 X_3 + e$$

Information:

Y : Environmental Performance
X_1 : Green Recruitment and Selection
X_2 : Green Training
X_3 : Green Compensation
e : Standard Error

A multiple determination test was conducted with the aim of measuring the attachment between the independent variable and the dependent variable. If the value of R^2 is getting closer to ^{0}, then the influence of all dependent variables is getting smaller. On the other hand, if the value of R2 is close to ^{1}, then there is an influence of the independent variable on the dependent variable, the bigger or stronger it is.

Objective of testing the F test is to find out whether the Green Recruitment and Selection, Green Training, and Green Compensation variables together are able to have an impact on environmental performance.

Based on the results of multiple regression testing in the table above, the regression coefficient is 0.428, which means that if the Green Recruitment and Selection variable is increased by one unit and the values of the X2 and X3 variables are fixed, then the environmental performance variable will increase by 0.428 . while the value of the regression coefficient of the variable X 2 is 0.312, which means that the Green Training variable will be increased by one unit and the values of the variables X1 and X2 are fixed, then the environmental performance variable will increase by 0.312. Furthermore, the regression coefficient of the X3 variable is 0.832, which means that the Green Compensation variable is increased by one unit and the values of the X1 and X2 variables are fixed, so the environmental performance variable will increase by 0.832. from the B value, it can be seen that the Green Compensation variable is able to have the greatest influence on environmental performance.

From the results of data processing, it can be seen in table 5 that the level of significance is obtained with the value of Variable X1 of 0.000 which is smaller than the significance value of 0.050 (0.000≤0.050). From the results of these studies can explain that Green Recruitment and Selection (X1) has a significant influence on environmental performance (Y). it shows that the hypothesis 1 is accepted.

The test results in accordance with the table above can show that the level of significant value of the X2 variable is 0.000 which is smaller than the significance value of 0.050 (0.000≤0.050). The statement explains that Green Compensation has a significant effect on environmental performance. then this shows that there are 3 accepted hypotheses.

So from the table above it can be seen that the value of R Square is 0.577, then the value of its determinant coefficient can be known using the following formula:

Coefficient Determinant = R^2 X 100%
= 0.577 X 100%
= 57.7%

Therefore, the value of the determinant coefficient is 57.7% which has the value that Green Recruitment and Selection can have a joint effect of 57.7% on environmental performance. While the remaining 42.3% is influenced by other factors that are not included in this study.

From the test results according to the table above, we get a significant level of α = 0.000 which is smaller than 0.050 (0.000≤0.050). From this statement it can be explained that the existence of Green Recruitment and Selection, Green Training and Green Compensation together have a significant influence on environmental performance. So the fourth hypothesis can be accepted.

From the results of the research carried out, it is supported by the theory of Ecocentrism and the Triple Bottom Line Theory as well as several previous research concepts that have been carried out. At hospitals in Makassar City, it is sufficient to carry out their responsibilities to preserve their work environment. Policies that have been carried out by the hospital, one of which is included in the policies carried out in HR Management have efforts in environmental preservation. Where one of them is the concept of HR Management which is related to Green Human Resources Management (GHRM), where GHRM can assist in improving environmental performance from activities in hospitals that have the potential for environmental pollution.

This research is in line with the results of previous research conducted by Lather & Goyal (2015); Jabbar & Abid (2014); Guerci et al. (2016); Masri & Jaaron (2016); Bangwal et al. (2017); and Roscoe et al (2019). Previous research conducted by several researchers concluded that GHRM has a significant influence on environmental performance in manufacturing, energy, and environmental companies. Whereas in the current study, GHRM has a significant influence on environmental performance in hospitals, where the characteristics of this research unit differ from several previous studies.

The results of the analysis show that each aspect of Green Human Resource Management (GHRM), namely Green Recruitment and Selection, Green Training, and Green Compensation, has a significant influence on the environmental performance of hospitals in Makassar City. This means that the application of GHRM practices in terms of recruiting and selecting employees with an environmental perspective, providing training that focuses on environmental issues, and providing compensation that encourages pro-environmental behavior have a positive impact separately on the environmental performance of the hospital.

1. The Effect of Green Recruitment and Selection
   The implementation of Green Recruitment and Selection practices which includes finding and selecting employees who have a commitment to the environment and environmentally friendly behavior in the employee recruitment and selection process, has been shown to have a positive impact on the environmental performance of hospitals in Makassar City. This means that by approaching recruitment with pro-environmental values in mind, hospitals can bring in employees who are more likely to contribute to sustainability and environmental protection in their activities at work.
2. Effect of Green Training
   Providing training that focuses on understanding environmental issues, prevention, handling, and how to reduce hospital waste to employees has also proven to have a positive impact on the environmental performance of hospitals in Makassar City. This training helps increase employee awareness of the importance of the environment and equips them with the knowledge and skills to play an active role in reducing negative impacts on the environment.
3. Effect of Green Compensation
   Implementing a compensation system that recognizes and encourages pro-environmental behavior also contributes to the environmental performance of hospitals in Makassar City. By providing incentives and rewards for employees who maintain sustainability and behave environmentally friendly in their work, hospitals can motivate employees to actively participate in environmental conservation efforts.

In addition, when these three aspects of GHRM are considered together, their impact on hospital environmental performance becomes more significant. This shows that implementing GHRM in a comprehensive and integrated manner, involving these three aspects, can provide greater benefits in improving the overall performance of the hospital environment. Thus, this study provides empirical evidence that the implementation of GHRM which includes Green Recruitment and Selection, Green Training, and Green Compensation has a positive and significant impact on environmental performance in hospitals in Makassar City. These results provide a basis for hospital management to

consider implementing environmentally sound practices in their human resource management strategies to achieve sustainability and environmental preservation goals.

Conclusion

From the results of the research and discussion described above, the researcher can conclude that there is a significant relationship between Green recruitment and selection on environmental performance at hospitals in Makassar City. The results of this study indicate that there is a relationship between Green training which has a significant effect on the environmental performance of hospitals in Makassar City. Apart from that, the results of this study indicate that there is a significant relationship between Green compensation significantly to environmental performance in Makassar City. Recommendations that can be given are that the factors that can improve environmental performance in hospitals in Makassar City are green recruitment and selection, green training, and green compensation. There are several factors that have a significant influence on improving environmental performance. In an effort to increase the green recruitment and selection factor , hospital management is deemed necessary to develop a recruitment and selection system that is more environmentally friendly, such as in the paperless program and can look for employee candidates who are committed to protecting and preserving the environment. In an effort to increase the existence of several green training factors, one of them is by providing training on understanding prevention, handling, and ways to reduce hospital waste. Management can also provide a mindset change regarding the importance of environmental preservation in providing training and in managing waste so it does not pollute the environment. There are several factors related to green compensation, management can provide and provide increased compensation, especially for employees who are able to maintain sustainability in their work environment, both material and other forms of rewards. This study has a limitation, in the form and number of variables and units of analysis. Therefore, the results of this study will form the basis for further research by adding several units of analysis and variables used, so as to increase the contribution of a more varied number of studies in the field of human resource management.

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