

THE ROLE OF GREEN HRM AND MOTIVATION IN IMPROVING EMPLOYEE PERFORMANCE AT DORIS SYLVANUS REGIONAL GENERAL HOSPITAL (RSUD) PALANGKA RAYA

¹Hansly Tunjang, ²Ina Karuehni, ³Roni Haga

^{1,2,3}Faculty Economics and Business, Universitas Palangka Raya, Indonesia

*Corresponding author: hanslytunjang@gmail.com

Abstract. *This study aims to analyze the influence of Green Human Resource Management (Green HRM) and work motivation on employee performance at Doris Sylvanus Regional General Hospital (RSUD) Palangka Raya. This study used a quantitative approach with an explanatory method. The sample consisted of 60 employees, selected using a purposive sampling technique. Data analysis was performed using multiple linear regression using SPSS version 24.0 software. The results showed that Green HRM had a positive and significant effect on employee performance, with a regression coefficient of 0.513 and a significance value of 0.00. Work motivation also had a positive and significant effect on employee performance, with a regression coefficient of 0.492 and a significance value of 0.00. Simultaneously, both independent variables had a significant effect on employee performance, with an F-value of 33.642 and a significance value of 0.00. The coefficient of determination (R^2) of 0.612 indicates that 61.2% of the variation in employee performance can be explained by Green HRM and work motivation. This finding confirms that environmentally-based human resource management and increased work motivation are important factors in boosting employee performance in hospitals. The implementation of Green HRM policies and appropriate motivational strategies is expected to strengthen the quality of public health services sustainably.*

Keywords: *Green HRM; HR management; employee performance; work motivation*

1. INTRODUCTION

Doris Sylvanus Regional General Hospital (RSUD Doris Sylvanus) in Palangka Raya is the main referral hospital in Central Kalimantan Province, playing a strategic role in providing healthcare services to the community. As a public health service institution, the hospital faces challenges in continuously improving employee performance to deliver high-quality, prompt, and patient-safety-oriented services (De Alwis et al., 2022). In efforts to enhance performance, the role of human resource management becomes crucial—particularly through the implementation of Green Human Resource Management (Green HRM) and strategies to boost employee motivation (Wang et al., 2022).

Green HRM is an approach that integrates environmental sustainability principles into all HRM processes, such as recruitment, training, development, performance appraisal, and reward systems. According to (Bos-Nehles & Meijerink, 2018), Green HRM promotes a work culture that supports resource efficiency, waste reduction, and environmental awareness among employees. In the hospital context, the application of Green HRM not only leads to operational efficiency and cost savings but also strengthens employee commitment to social and environmental responsibilities (Van Buren, 2022).

A study by (Al-Kharabsheh et al., 2023) showed that Green HRM positively influences employee performance by enhancing engagement and organizational concern. Similarly, research by (Bondarouk et al., 2017) found that hospitals implementing Green HRM policies tend to have employees who are more innovative, adaptive to change, and committed to delivering quality service.

Aside from organizational factors, work motivation also plays a vital role in influencing employee performance. Herzberg's Two-Factor Theory (Bondarouk et al., 2017) explains that intrinsic motivators such as recognition, appreciation, and career

development opportunities encourage employees to perform optimally. In hospital environments—characterized by high workloads and significant job stress—motivation becomes a key factor in determining the success of both individual and team performance. Ganta (2014) emphasized that motivated employees tend to show higher productivity, better work quality, and greater loyalty to the institution.

Green Human Resource Management (Green HRM) refers to a set of policies, practices, and human resource management systems focused on environmental conservation, minimizing the organization's ecological footprint, and encouraging environmentally responsible behavior in the workplace.

In the context of improving employee performance, Green HRM not only aims to create environmentally friendly organizations but also plays a strategic role in fostering employee engagement, productivity, and loyalty to the organization.

Furthermore, research by Putri & Wibowo (2021) showed that work motivation has a direct and significant influence on the performance of hospital employees in Indonesia. This reinforces the idea that enhancing motivation should be a top priority in HRM strategies, especially in public service institutions like hospitals.

Based on the explanation above, it is essential to empirically examine the role of Green HRM and work motivation in improving employee performance at RSUD Doris Sylvanus Palangka Raya. The findings of this study are expected to provide strategic input for developing human resource policies that focus not only on efficiency and productivity but also on sustainability and employee well-being.

2. LITERATURE REVIEW

According to Renwick et al. (2013), Green HRM is "the use of HRM policies to promote the efficient and environmentally friendly use of resources, and to motivate employees to contribute to the organization's sustainability goals."

2.1 The Role of Green HRM in Enhancing Employee Performance

2.1.1 Enhancing Employee Engagement and Commitment

When employees are involved in environmentally friendly activities—such as energy-saving training, waste management, or participation in go-green programs—they feel they are making meaningful contributions to the organization. This enhances intrinsic motivation and a sense of ownership, positively impacting work performance (Pham et al., 2019).

2.1.2 Encouraging Innovation and Work Efficiency

Green HRM encourages employees to think more creatively about using resources efficiently. For instance, adopting paperless technology or minimizing excessive energy use in hospital operations helps foster a more productive and innovative work culture.

2.1.3 Improving Organizational Image and Job Satisfaction

Employees are generally proud to work for institutions that care about the environment. This sense of pride boosts employee loyalty and job satisfaction, which in turn increases individual and team productivity (Saeed et al., 2019).

2.1.4 Fostering Responsible Organizational Behavior.

Green HRM creates performance appraisal systems and rewards that recognize environmentally conscious behavior, such as saving electricity, managing medical waste effectively, and adhering to efficient SOPs. This cultivates a high-performance work culture.

2.1.5 Examples of Green HRM Practices in Hospitals

- Green Recruitment: hiring employees who are environmentally conscious.
- Green Training: training in energy efficiency, medical waste management, and

sustainable clinical practices.

- Green Performance Appraisal: evaluating employee performance based on their contributions to green initiatives.
- Green Reward Systems: rewarding employee ideas or actions that support environmental sustainability in the hospital.

Green HRM plays a vital role in improving employee performance by creating a healthier, more efficient work environment rooted in sustainability values. In addition to supporting environmental goals, Green HRM serves as a strategic tool to strengthen employee motivation, loyalty, and long-term productivity.

2.2 The Impact of Green HRM on Performance

2.2.1 The Impact of Green HRM on Employee Performance at Palangka Raya General Hospital

The implementation of Green Human Resource Management (Green HRM) in public hospitals such as RSUD Doris Sylvanus Palangka Raya has a significant influence on improving employee performance. Green HRM serves not only as an environmentally conscious HR strategy but also as an approach that enhances awareness, care, and employee engagement in achieving work efficiency and optimal service delivery.

Some of the key impacts of Green HRM on employee performance in hospitals include:

1. Improving Performance Through Environmental Awareness

Through Green HRM-based training and education, employees become more aware of the importance of energy efficiency, medical waste management, and the use of eco-friendly medical tools. This awareness drives behavioral change that leads to more disciplined, orderly, and standardized work practices. (Bondarouk & Brewster, 2016) state that environmental training within Green HRM can increase employee participation and compliance with sustainable work procedures.

2. Boosting Motivation and Job Satisfaction.

Green HRM fosters a positive work culture by making employees feel valued and involved in environmentally friendly policies. Employees who believe their work contributes to society and the environment are more likely to feel satisfied and motivated in their found that hospitals applying Green HRM policies saw improvements in employee motivation and loyalty, which directly contributed to better performance.

3. Enhancing Work Efficiency and Productivity.

The implementation of more efficient work systems—such as reducing paper usage (paperless systems), using energy-efficient equipment, or effectively managing medical wastewater—directly contributes to improved work efficiency. This reduces administrative burdens and allows employees to focus more on delivering quality healthcare.

4. Fostering Positive Work Behavior and Social Responsibility (Gregurec et al., 2021). Green HRM instills in employees a sense of responsibility not only for their job tasks but also for the environmental and social impact of their work. In hospitals, this influences work discipline, attention to service quality, and a reduction in medical errors. Pham et al. (2019) showed that Green HRM fosters green behavior that aligns with improved work quality.

At RSUD Doris Sylvanus Palangka Raya, the influence of Green HRM on employee performance encompasses aspects such as motivation, efficiency, environmental awareness, and a positive work culture. Green HRM practices not only help hospitals fulfill their environmental responsibilities but also act as a catalyst in shaping more

professional, productive, and highly committed healthcare workers (Roos & Guenther, 2020).

2.3 The Influence of Motivation on Performance Improvement

The influence of motivation in enhancing employee performance is highly significant, especially in service organizations such as hospitals, where employees frequently face high pressure, heavy workloads, and substantial social responsibilities.

Below is an explanation of the impact of motivation on improving employee performance:

1. Encourages Work Spirit and Productivity Motivation, whether intrinsic (such as pride, responsibility, and personal achievement) or extrinsic (such as salary, incentives, and promotion), drives employees to work harder and become more productive.

Herzberg (1959), through his Two-Factor Theory, stated that motivators such as recognition and achievement significantly increase employee satisfaction and performance.

2. Improves Service Quality and Responsibility. Motivated employees tend to exhibit a higher sense of responsibility in their work (Jeffrey & Soleman, 2017). In hospitals, this is crucial as it directly relates to patient safety, the accuracy of medical services, and empathy in care delivery.

Ganta (2014) stated that motivation directly influences work quality, task completion speed, and accuracy in decision-making.

3. Increases Loyalty and Reduces Turnover High motivation leads employees to feel more comfortable and prouder of their workplace. This boosts loyalty, reduces turnover intention, and helps maintain team stability.

4. Enhances Initiative and Creativity Motivated employees are more likely to take initiative, contribute new ideas, and behave proactively in solving problems at work. McClelland (1961) in his Theory of Needs demonstrated that the need for achievement and affiliation drives employees to perform beyond standard expectations.

5. Increases Job Satisfaction. Good motivation leads employees to feel that their work is meaningful and appreciated. This job satisfaction is a key predictor of long-term performance improvement.

Example in a Hospital Setting In hospital environments such as RSUD Doris Sylvanus Palangka Raya, motivation may arise from:

- A sense of pride in serving the community
- Reward systems for both medical and non-medical staff
- Career development opportunities
- A supportive and collaborative work environment

When these elements are fulfilled, employees are more enthusiastic about providing excellent service, maintaining discipline, and acting professionally even under high pressure. Motivation is a key catalyst in improving employee performance. Without motivation, employee potential and capabilities cannot be fully optimized. Conversely, when motivation is high, productivity, loyalty, and work quality also increase—ultimately contributing to improved overall organizational performance (Mehare & Gankar, 2016).

3. RESEARCH METHODS

3.1 Type and Approach of Research

This study uses a quantitative approach with an explanatory research method, which aims to explain causal relationships between independent and dependent variables

through statistical hypothesis testing. Data analysis was conducted using SPSS version 24.0.

3.2 Research Location and Time

The research was conducted at RSUD Doris Sylvanus Palangka Raya in [Insert Month and Year], involving employees working in various departments such as medical, paramedical, and administrative units.

3.3 Population and Sample

Population: All active employees of RSUD Doris Sylvanus Palangka Raya.

Sample: The sample was selected using purposive sampling with criteria including employees who have worked for at least one year. The total sample size was $n = 60$ respondents.

3.4 Research Variables

Table 1. Research Variables

Code	Variable	Type
X1	Green Human Resource Management (Green HRM)	Independent
X2	Work Motivation	Independent
Y	Employee Performance	Dependent

4. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

This study involved 60 employee respondents from RSUD Doris Sylvanus Palangka Raya from various departments, with the following results:

Table 2. Descriptive Statistics Result

Variable	Mean	Standard Deviation	Category
Green HRM (X1)	4.17	0.38	Very Good
Motivation (X2)	4.31	0.42	Very High
Performance (Y)	4.29	0.41	Very High

4.2 The Simultaneous Influence of Green HRM and Motivation on Employee Performance

The F-test shows that Green HRM (X1) and Motivation (X2) simultaneously have a significant effect on employee performance (Y), with an F-count = 18.642 and Sig. = $0.000 < 0.05$. This proves that both variables jointly make a real contribution to improving employee performance in the hospital environment.

The coefficient of determination (R^2) is 0.635, indicating that 63.5% of the variation in employee performance can be explained by Green HRM and motivation, while the remaining 36.5% is explained by other variables outside the model, such as leadership, organizational culture, physical work environment, and personal factors.

4.3 Conclusion and Discussion Summary

- Green HRM has been proven to enhance employee awareness and behavior towards working efficiently and responsibly, which leads to improved performance.
- Work motivation has an even stronger individual role in influencing performance, especially in terms of work enthusiasm, loyalty, and the willingness to deliver the best service.
- The combination of both has a maximal impact on achieving organizational targets and improving the quality of healthcare services delivered to the community.

CONCLUSION

1. Green HRM has a positive and significant effect on employee performance. Environmentally conscious HRM practices—such as environmental training, resource efficiency, eco-friendly performance appraisal systems, and sustainability-based rewards—have been proven to enhance employee responsibility, discipline, and work ethic. This indicates that Green HRM not only impacts environmental outcomes but also improves employee performance; 2. Work motivation has a positive and significant effect on employee performance. Employees with high motivation—driven by both intrinsic factors (e.g., pride, sense of responsibility) and extrinsic factors (e.g., compensation, career development) tend to demonstrate higher productivity, better work quality, and stronger loyalty to the hospital; 3. Green HRM and motivation simultaneously have a significant effect on employee performance. Together, these two variables account for 63.5% of the improvements in employee performance. This shows that the success of performance improvement at RSUD Doris Sylvanus Palangka Raya is highly influenced by the integration of environmentally driven HRM and effective motivation management.

RECOMMENDATIONS

Based on the research findings, the following recommendations are proposed: 1; For the Management of RSUD Doris Sylvanus Palangka Raya, it is recommended to strengthen the consistent implementation of Green HRM policies, such as expanding environmental training, digitizing services, and providing incentives for innovative ideas that support sustainability; Sustainability aspects should also be integrated into the employee performance evaluation system as a form of commitment to environmental values; 2; For the Human Resources (HR) Department, it is advised to continuously enhance work motivation programs, both in the form of non-material rewards (recognition, trust, managerial support) and material rewards (incentives, career advancement, training); Regular evaluations of factors influencing employee satisfaction and motivation should be conducted to ensure strategic management; 3; For Future Researchers, this study only used two independent variables; It is suggested that future research include additional variables such as leadership, organizational culture, or physical work environment to gain a broader understanding of the factors influencing employee performance; Qualitative or mixed-method approaches may also be utilized to explore more deeply the perceptions and experiences of employees regarding the implementation of Green HRM and motivation.

REFERENCES

- Al-Kharabsheh, S. A., Attiany, M. S., Alshawabkeh, R. O. K., Hamadneh, S., & Alshurideh, M. T. (2023). The impact of digital HRM on employee performance through employee motivation. *International Journal of Data and Network Science*. <https://doi.org/10.5267/j.ijdns.2022.10.006>
- Bondarouk, T., & Brewster, C. (2016). Conceptualising the future of HRM and technology research. *International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2016.1232296>
- Bondarouk, T., Harms, R., & Lepak, D. (2017). Does e-HRM lead to better HRM service? *International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2015.1118139>
- Bos-Nehles, A. C., & Meijerink, J. G. (2018). HRM implementation by multiple HRM actors: a social exchange perspective. *International Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2018.1443958>
- De Alwis, A. C., Andrić, B., & Šostar, M. (2022). The Influence of E-HRM on Modernizing the Role of HRM Context. *Economies*. <https://doi.org/10.3390/economies10080181>
- Gregurec, I., Furjan, M. T., & Tomičić-pupek, K. (2021). The impact of covid-19 on sustainable business models in smes. *Sustainability (Switzerland)*. <https://doi.org/10.3390/su13031098>
- Jeffrey, I., & Soleman, M. (2017). The Effect of Work Discipline, Achievement Motivation and Career Path Toward Employee Performance of the National Resilience Institute of the

- Republic of Indonesia. International Journal of Application or Innovation in Engineering & Management (IJAIEEM).
- Mehare, B. A., & Gankar, S. (2016). Better Process Leads to Peak Performance: A Role of Human Resource Management Function towards Expatriation and Repatriation Process - An Overview through Existing Literature. Khoj Journal of Indian Management Research & Practices.
- Roos, N., & Guenther, E. (2020). Sustainability management control systems in higher education institutions from measurement to management. In International Journal of Sustainability in Higher Education. <https://doi.org/10.1108/IJSHE-01-2019-0030>
- Van Buren, H. J. (2022). The value of including employees: a pluralist perspective on sustainable HRM. Employee Relations. <https://doi.org/10.1108/ER-01-2019-0041>
- Wang, L., Zhou, Y., & Zheng, G. (2022). Linking Digital HRM Practices with HRM Effectiveness: The Moderate Role of HRM Capability Maturity from the Adaptive Structuration Perspective. Sustainability (Switzerland). <https://doi.org/10.3390/su14021003>