

The Effect of Green Work Environment and Green Knowledge Management on Green Employee Performance, Mediated by Employee Commitment In a Private Public Hospital

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Abstract: This study aims to analyze the influence of Green Work Environment and Green Knowledge Management on Green Employee Performance moderated by Employee Commitment at a Private Hospital in Banda Aceh. Sampling used a census technique, with a sample size of 93 respondents. Data analysis used partial least squares structural equation modeling (PLS-SEM) with the help of the SmartPLS program. The results of the study indicate that the green work environment does not directly influence the performance of green employees (P-Value 0.063 and T-Statistic 1.861), the green work environment influences the performance of green employees (P-Value 0.000 and T-Statistic 4.028), green knowledge management significantly influences employee commitment (P-Value 0.000 and T-Statistic 4.170), green knowledge management influences the performance of green employees (P-Value 0.000 and T-Statistic 4.371) and employee commitment has a very significant influence on the performance of green employees (P-Value 0.000 and T-Statistic 8.356). Indirect analysis shows that employee commitment fully mediates the influence of the green work environment (P-Value 0.000 and T-Statistic 3.887) and employee commitment partially mediates the influence of green knowledge management on the performance of green employees (P-Value 0.000 and T-Statistic 3.920). These results imply that the relationship between these variables is interrelated and mutually reinforcing.

Keywords: Green Work Environment, Green Knowledge Management, Employee Commitment and Green Employee Performance.

1. Introduction

In an era of increasing awareness of the importance of sustainability, a green workplace has become a primary concern for many companies. The concept of a green workplace encompasses a range of practices oriented towards environmental preservation, such as reducing energy consumption, effective waste management, and the use of environmentally friendly materials.

Environmental awareness can be achieved by increasing public awareness of environmental issues, and employees are no exception. They are more likely to be attracted to companies committed to sustainability. A green workplace can improve indoor air quality, reduce exposure to hazardous chemicals, and create a healthier and more comfortable work environment (Yusoff et al., 2020).

Green employee performance refers to how effectively employees carry out environmentally responsible tasks, such as reducing waste, conserving energy, and implementing other sustainable practices. Employees who are committed to the environment tend to be more efficient in using resources. A green work environment can encourage employees to think creatively and develop new ideas to improve the company's environmental performance. Employees who care about the environment tend to be more careful in managing waste (Safitri et al., 2024).

Employee pro-environmental behavior, also known as Organizational Citizenship Behavior (OCB), is a voluntary individual action that leads to effective environmental

performance within an organization (Olivier Boiral & Pascal Paillé, 2012). Environmentally friendly employee behavior is becoming important for all organizations, regardless of sector, including the higher education sector (Julie Rayner & Damian Morgan, 2017). Currently, Green HRM studies focus more on the corporate sector than on educational institutions (Nosheen Anwar et al., 2022).

Private hospitals, while primarily focused on healthcare, also have significant potential for implementing green practices. These include a green work environment, including the use of renewable energy, effective medical and non-medical waste management systems, energy- and water-efficient building design, the procurement of environmentally friendly equipment and supplies, and the creation of green open spaces within the hospital environment.

Meanwhile, green knowledge management includes training and outreach on green practices for all staff, the formation of sustainability teams or committees, documenting and sharing best practices related to resource efficiency and waste reduction, and encouraging innovation in more sustainable operational practices. When private hospitals successfully create a green work environment and manage green knowledge management effectively, employees will feel more proud and engaged with the organization (Employee Commitment increases).

2. Literature Review

2.1 Green Work Environment

Environmental performance is a company's performance in creating a good (green) environment (Deepak Bangwal et al., 2017). Environmental performance refers to a company's performance system in creating a good environment. This is measured by the environmental policies and environmental management systems implemented within the company, taking environmental aspects into account, thus creating a concept within the company to improve good environmental performance (Pramesti et al., 2021).

Based on Haldorai et al., (2022) identified three factors related to employee engagement environmental performance: 1) Green Human Resource Management (GHRM), an approach in human resource management that aims to create an organization that cares about the company's environment by creating good environmental performance. 2) Green Commitment, an attitude of high commitment of employees who voluntarily do seriously what is the goal and interest of the organization by doing everything consciously such as behaving in an environmentally friendly manner. 3) Green Intellectual Capital, in the form of information resources and knowledge that function to increase competitive ability while still protecting the environment that is able to improve environmental sustainability.

According to (Pramesti et al., 2021) there are 3 environmental performance indicators that refer to the company's performance system in creating a good environment, this can be measured by environmental management implemented in each company by paying attention to environmental aspects within the company: 1) Implementing long-term environmental management policies 2) Implementing environmental management systems 3) Complying with regulations in the work environment.

2.2 Employee Commitment

According to (Dan Daryanto & Bintoro, 2017) employee commitment is an employee's sense of identification, involvement, and loyalty to their organization. Employee commitment is a state in which employees are deeply attracted to the goals, values, and objectives of their organization. Commitment to an organization goes beyond simply being a member; it also

involves a sense of liking and willingness to make optimal efforts for the benefit of the organization in order to achieve its goals.

Factors that influence commitment, namely: work experience, organizational satisfaction, and work motivation (Tahere, Zahra, Fateme, and Asma, 2012; Rehman et al., 2013), work conflict (Mills, and Schulz, 2009), authority in the organization (Naqvi, Ishtiaq, Kanwal, and Ali, 2013); family conflict (Malik, and Awan, 2015), tenure, age, and education (Akinyemi, 2014), work stress (Ziauddin, Khan, Jam, and Hijazi, 2010; Khatibi, Asadi, and Hamidi, 2009).

According to (Abdirahman et al., 2020) indicators of employee commitment to the organization are: 1) Acceptance of organizational goals 2) Desire to work hard 3) Desire to remain part of the organization.

2.3 Green Employee Performance

According to (Deshwal, 2015) green human resource management is a human resource management activity that increases positive environmental impacts and is crucial for the effective implementation of environmental management policies and green strategies. Green resource management is also an evolving concept consistent with the organizational sustainability literature. (Selina et al., 2022) state that the term GHRM stands for Green Human Resources Management. This includes recruiting and retaining environmentally friendly employees, as well as providing training on the environment and employees' green contributions to be included in employee performance evaluations. GHRM plays a crucial role in environmental management. The HR function plays a crucial role in achieving the company's environmentally friendly goals.

According to (Hadian Nasab et al., 2019) Green Employee Performance refers to employee actions and behaviors that contribute to the organization's environmental performance. This includes various aspects, such as: 1) Reducing resource use, namely saving the use of water, electricity, and consumables. 2) Waste management, namely separating and recycling waste properly. 3) Environmental innovation, namely developing and implementing creative ideas to improve environmental performance. 4) Participation in environmental programs, namely actively participating in environmental programs run by the organization.

Based on the view (Aboramadan, 2020) green performance indicators are as follows: 1) Senior Management Support Management communicates environmental policies, plans, and other related information to employees. 2) Training, providing employee trainers to help them understand new environmental practices 3) Empowering empowered employees to be more likely to engage in environmental activities 4) Awards can trigger employee interest in being environmentally responsible.

2.4 Green Knowledge Management

Knowledge Management is a way for companies to identify, create, represent, distribute, and enable the adaptation of insights and experiences. These insights and experiences consist of knowledge, both possessed by individuals and knowledge inherent in company processes or standard procedures. (Abbas & Khan, 2023).

According to (Ermawati, 2023), there are five functions of knowledge management applications in an organization, namely: 1) Intermediation, namely the role of an intermediary in transferring knowledge between knowledge providers and seekers. 2) Externalization, namely the transfer of knowledge from the owner's mind to an external repository, as efficiently as possible. 3) Internalization, namely the "taking" (retrieving) of knowledge from external repositories, and filtering that knowledge to be made available to relevant seekers. 4)

Cognition, namely the function of a system to make decisions based on the availability of knowledge. 5) Measurement, namely knowledge management activities to measure, map, and quantify corporate knowledge and the performance of knowledge management solutions.

According to (Omotayo, 2015) the implementation of knowledge management in companies aims to: 1) Increase market competition and the level of innovation. 2) Save time in seeking business experience and acquiring knowledge. 3) Employee layoffs and increased employee mobility within the workplace lead to a loss of corporate knowledge. 4) There is a need to manage the increasing complexity of small company operations and transnational sources of operations. 5) Changes in strategy lead to a loss of knowledge, in specific areas more and more jobs require information. 6) Organizational competition is based on knowledge mastery. 7) The need for lifelong learning. 8) The ability to manage knowledge is a major opportunity to achieve substantial savings, improvements in HR performance and competitive advantage. 9) The need to be able to acquire knowledge from external sources. 10) The use of knowledge in decision-making. 11) The growth of knowledge-intensive goods and services. 12) Increase employee retention through determining the value of employee knowledge and rewards.

According to (Abubakar et al., 2019) knowledge management has three indicators, namely: 1) Personal knowledge is knowledge obtained by employees in the form of experience, either from daily events or from other sources. 2) Job procedures are responsibilities or tasks that are formal or official orders or ways of doing things. 3) Technology is one of the main elements in knowledge management, known as a medium that facilitates the dissemination of explicit knowledge.

3. Method

This research is a survey with a quantitative approach. It focuses on analyzing the influence of Green Work Environment (X₁) and Green Knowledge Management (X₂) on Green Employee Performance (Y), mediated by Employee Commitment as a variable (Z). The sample in this study were employees of Cempaka Lima General Hospital and Pertamedika Ummi Rosnati. The sample size was 93 respondents.

The data analysis technique used in this study is quantitative data analysis. Research results obtained from the field were processed using statistical calculations using PLS (Partial Least Square). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component-based structural equation modeling. According to (Ghozali & Latan, 2015) the purpose of PLS-SEM is to develop or build theory (prediction orientation). PLS is used to explain the existence or absence of relationships between latent variables (prediction). PLS is a powerful analysis method because it does not assume current data with a certain scale of measurement, a small sample size (Hair et al., 2019).

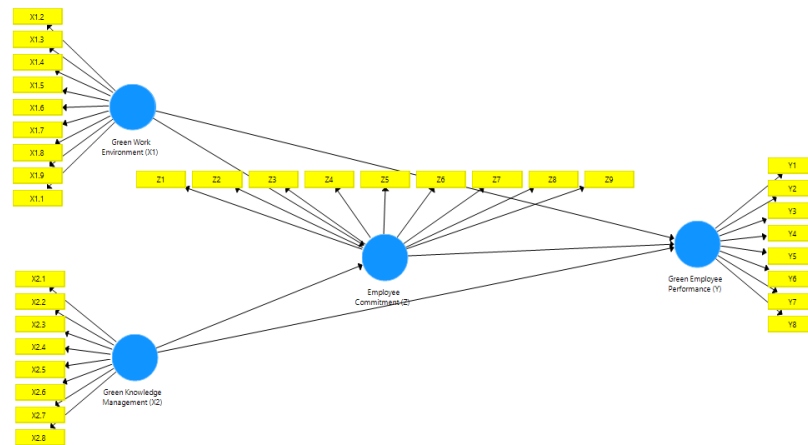


Figure 1.
Path Analysis Model

Then, the measurement model was evaluated through confirmatory factor analysis using the Multitrait-Multimethod (MTMM) approach, testing convergent and discriminant validity. Reliability testing was conducted using two methods: Cronbach's Alpha and Composite Reliability (Ghozali & Latan, 2015).

4. Finding and Discussion

Convergent Validity is a measurement model with items that have values based on the correlation between item scores and construct values. The convergent validity index is measured by the AVE factor, composite reliability, R square, and Cronbach's alpha.

The results of the AVE index, composite reliability, R square, Cronbach's alpha can be seen in table 1.

Table 1.
Convergent Validity

Variable	AVE	Composite Reliability	Cronbach's Alpha
<i>Employee Commitment (Z)</i>	0,579	0,872	0,816
<i>Green Employee Performance (Y)</i>	0,662	0,932	0,915
<i>Green Knowledge Management (X2)</i>	0,763	0,906	0,843
<i>Green Work Environment (X1)</i>	0,630	0,910	0,879

Validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. A variable is said to have high reliability if the composite reliability value is above 0.7 and the AVE is above 0.5. Based on Table 1. it is stated that four variables meet composite reliability because their values are above the recommended number, namely above 0.7, which already meets the reliability criteria.

The following are the results of the outer model test which shows the outer loading value using the Smartpls v 3.2.7 analysis tool.

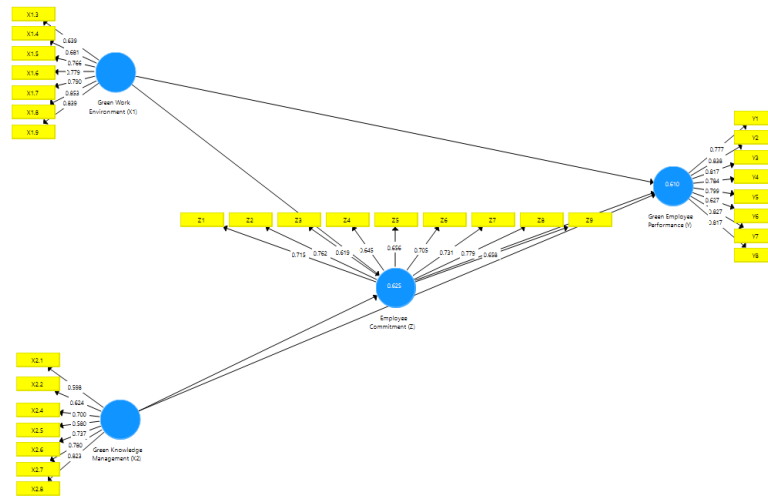


Figure 2. Outer Model Test Results

The analysis results shown in Figure 2 show that all research variables have loading factor values above 0.5. To see the loading factor values, all construct data can be seen in Table 2.

R-square is used to measure the predictive power of a structural model. R-squares describe the influence of certain exogenous latent variables on endogenous latent variables, whether they have a substantive effect. R-square values of 0.67, 0.33, and 0.19 indicate a strong, moderate, and weak model, respectively (Ghozali and Latan, 2015). Table 2 shows the following:

Table 2.
R-Square

	R Square	Adjusted R Square
Employee Commitment (Z)	0,558	0,548
Green Employee Performance (Y)	0,659	0,648

The R-Squares results in Table 2 show that the R-Squares are 0.558 and 0.659. These values indicate that the green work environment, green knowledge management, and employee commitment variables, as mediating variables, influence green employee performance by 65.9%. The remainder is influenced by other variables outside the variables in this study.

To assess the significance of the influence between variables, a bootstrapping procedure was performed. The bootstrapping procedure uses the entire original sample and then resamples it again. In the bootstrap resampling method, the significance value used (two-tailed) is 1.96 (significance level 5). Table 3. shows the results of the t-statistic test to test the significance of the indicators on the latent variables in the second-order construct.

Table 3 . Total Effect

No		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P-Values
1	Green Work Environment (X1) -> Green Employee Performance (Y)	0,173	0,186	0,093	1,861	0,063
2	Green Work Environment (X1) -> Employee Commitment (Z)	0,382	0,399	0,095	4,028	0,000
3	Green Knowledge Management (X2) ->	-0,402	-0,387	0,096	4,170	0,000

	Green Performance (Y)	Employee Knowledge (X2) ->					
4	Green Management Employee (Z)	Commitment	0,488	0,469	0,112	4,371	0,000
5	Employee (Z) ->	Green Employee Commitment Performance (Y)	0,910	0,891	0,109	8,356	0,000

Based on the total effect results in Table 3, it shows that there are 5 paths that have a significant effect on the construct with a t-statistic value greater than 1.96 and a p-value less than 0.05, meaning that overall the paths have a good significant value and one path has a less good significant value.

Based on the description, to determine whether a hypothesis is accepted or rejected, we can do this by considering the significance values between constructs, the t-statistic, and the p-value. Then, the measurement estimates and standard errors are no longer calculated based on statistical assumptions, but are based on empirical observations. In the bootstrap resampling method in this study, the hypothesis is accepted if the significance value of the t-value is greater than 1.96 and/or the p-value is less than 0.05. Then, H_a is accepted and H_o is rejected, and vice versa.

Based on Table 3, determining whether the hypothesis is accepted or rejected is explained as follows:

- 1) The green work environment construct has a t-statistic value of $1.861 < 1.96$, and a p-value of $0.063 > 0.05$. Therefore, the first hypothesis stating that there is an influence of the green work environment on green employee performance is rejected and supported by research data.

The results of this study are in line with the results of research (Fauziah & Berliyanti, 2025) which shows that GHRM, Green Work Life Balance (GWLb), Green Organizational Culture (GOC), and Environmental Performance (EP) generally have a positive and significant influence, but GHRM does not have a significant effect on EP, while GWLB has a positive and significant effect on EP. In addition, GHRM and GWLB each have a significant effect on GOC, which in turn has a significant effect on EP. GOC also plays a role as a full mediation between GHRM and EP, as well as between GWLB and EP.

- 2) The green work environment construct has a t-statistic value of $4.028 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the second hypothesis stating that there is a very significant influence between the green work environment and employee commitment is accepted and supported by the research data.

In line with research results (Septianingsih, 2022) which show that green HRM has a positive and significant influence on organizational commitment, green HRM has a positive and significant influence on environmental performance, and organizational commitment has a positive and significant influence on environmental performance. Meanwhile, organizational commitment was found to have a mediating role that strengthens the influence between green HRM and environmental performance.

- 3) The green knowledge management construct has a t-statistic value of $4.170 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the third hypothesis stating that there is an influence of green knowledge management on green employee performance is accepted and supported by the research data.

Other research (Dewi & Sudhiksa, 2022) shows that (1) Green innovation has a significant positive influence on business sustainability. (2) Digital marketing has a significant positive influence on business sustainability. (3) Knowledge management has a significant positive influence on business sustainability. The independent variable has a large influence on business sustainability of 62.8%. The researcher's suggestion is that PT.

Hatten Bali needs to improve the quality of its implementation of green innovation, digital marketing, and knowledge management to improve the company's sustainability.

- 4) The green knowledge management construct has a t-statistic value of $4.371 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the fourth hypothesis stating that there is a significant influence between green knowledge management and employee commitment is accepted and supported by the research data.

In line with research findings (Waas & Edastama, 2025) knowledge management has a positive and significant impact on customer relationship management (CRM), innovation capability, and organizational commitment. Organizational commitment was also found to contribute to CRM effectiveness and drive innovation capability. Furthermore, CRM directly influences innovation capability, which subsequently improves law firms' market performance. This study highlights the importance of effective knowledge management, organizational commitment, and optimal CRM implementation in supporting innovation and competitiveness in the dynamic legal market. The results of this study provide practical contributions to law firms in designing managerial strategies that drive organizational success.

- 5) The employee commitment construct has a t-statistic value of $8.356 > 1.96$, and a p-value of $0.000 < 0.05$. Therefore, the fifth hypothesis stating that there is a very significant influence between employee commitment and green employee performance is accepted and supported by the research data.

Research results (Aditya et al., 2025) show that GHRM significantly encourages employees' environmentally friendly behavior, which has a positive impact on improving hotel environmental performance. Furthermore, organizational commitment mediates the relationship between GHRM and environmental performance. These findings underscore the importance of building employee commitment and integrating GHRM practices into human resource policies to support sustainability and enhance company competitiveness in the hospitality sector.

The next stage is a simultaneous test of the influence of the exogenous variables Green Work Environment and Green Knowledge Management on the endogenous Green Employee Performance. In the final stage of testing, if the influence of the exogenous variables on the endogenous variables is insignificant, while the influence of the mediating variables on the endogenous variables is significant, then the mediating variables are proven to mediate the influence of the exogenous variables on the endogenous variables.

Table 4. Specific Indirect Effect

No	Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
1	Green Work Environment (X1) -> Employee Commitment (Z) -> Green Employee Performance (Y)	0,348	0,354	0,089	3,887	0,000
2	Green Knowledge Management (X2) -> Employee Commitment (Z) -> Green Employee Performance (Y)	0,444	0,419	0,113	3,920	0,000

Based on table 4, the explanation of the role of mediation is as follows:

Table 4 shows that the green work environment variable does not have a significant effect on green employee performance. Table 3 shows that the green work environment variable has a significant effect on employee commitment and green employee performance. This means

that job satisfaction is able to fully mediate the relationship between the green work environment and green employee performance.

The results of the study (Permadi & Agustina, 2025) showed that G-HRM has a significant direct influence on employee performance, indicating that effective sustainability policies can improve employee performance. Furthermore, G-HRM was also found to have a positive effect on employee engagement, where employees who feel involved in the company's green initiatives tend to be more motivated and committed to their work. Employee engagement itself has a significant positive impact on employee performance, supporting the finding that more engaged employees tend to show better performance. Mediation analysis showed that employee engagement significantly mediates the effect of G-HRM on employee performance, meaning employee engagement strengthens the relationship between green policies and performance. These findings provide an important contribution to the G-HRM literature, particularly in the fitness services sector, and recommend the importance of strategies that encourage employee involvement in sustainability initiatives to achieve optimal performance.

Table 4 also shows that green knowledge management has a significant influence on green employee performance. Table 3 also shows that the influence of green knowledge management on employee commitment and green employee performance is significant. This means that employee commitment is able to partially mediate the relationship between green knowledge management and green employee performance.

Research findings (Suhanda, 2023) indicate that socially responsible human resource management (SRHRM) influences employee environmental performance (EP), green knowledge sharing (GKS), and environmental commitment (EC). SRHRM indirectly predicts individual EP through the mediation of GKS and EC. GKS and EC also have a significant relationship with employee EP. Furthermore, the study results (Khan, 2022) found that green knowledge sharing (GKS) moderates the indirect effect of green human resource management (GHRM) on green behavior through green commitment (GC). This study examines the influence of GHRM, GKS, GC, and green behavior on organizational sustainability and environmental management. Although there is a large literature discussing the significance of green practices in organizations on environmental management, no study has examined the moderating role of GKS on the indirect effect of GHRM on green behavior through the mediating role of GC. This study offers valuable insights into environmental management in organizations through green practices and behavior.

5. Conclusion and Recommendation

Based on the results of the data analysis that has been carried out on all the data obtained, the following conclusions can be drawn:

- 1) Green work environment does not have a direct effect on green employee performance at Cempaka Lima General Hospital and Pertamedika Umami Rosnati.
- 2) Green work environment has a direct and significant influence on employee commitment at Cempaka Lima General Hospital and Pertamedika Umami Rosnati.
- 3) Green knowledge management has a direct and significant influence on green employee performance at Cempaka Lima General Hospital and Pertamedika Umami Rosnati.
- 4) Green knowledge management has a direct and significant influence on employee commitment at Cempaka Lima General Hospital and Pertamedika Umami Rosnati.
- 5) Employee commitment has a direct and very significant influence on green employee performance at Cempaka Lima General Hospital and Pertamedika Umami Rosnati.
- 6) Employee commitment fully mediates (Full mediation) the relationship between green work environment and green employee performance at Cempaka Lima General Hospital and Pertamedika Umami Rosnati.

- 7) Employee commitment partially mediates (Partial Mediation) the influence of green knowledge management on green employee performance at Cempaka Lima General Hospital and Pertamedika Umni Rosnati.

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