

Influence Green Human Resource Management to Corporate Reputation and Employee Well-Being Moderated by Organizational Culture at ABC Hospital

Andita Rizky Cinanthia^{1*}, Oscar Jayanagara²

^{1*,2}Universitas Pelita Harapan, Jl. M.H. Thamrin Boulevard No. 1100, Kelapa Dua, Tangerang Regency, Banten 15811

ARTICLE INFO



Correspondence Email:
andhitarc@gmail.com

Keywords:

Corporate reputation; Employee well-being; Green Human Resource Management; Organizational culture.

DOI:

<https://doi.org/10.33096/jmb.v13i1.1175>

ABSTRACT

This study aimed to comprehensively analyze the impact of Green Human Resource Management (GHRM) practices, including green recruitment, green training, and green reward, on corporate reputation and employee well-being, considering the moderating role of organizational culture. The research involved 256 employees from the healthcare sector, with data analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). The findings indicate that green training and organizational culture have a significant positive influence on corporate reputation. Furthermore, green recruitment, green reward, and corporate reputation significantly and positively affect employee well-being. However, green recruitment and green reward showed no significant influence on corporate reputation, and green training did not impact employee well-being. Additionally, organizational culture was unable to moderate the relationship between GHRM practices and corporate reputation. These findings provide important implications for developing more effective GHRM policies and strategies in Indonesia, particularly within the healthcare sector.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis secara komprehensif pengaruh praktik Green Human Resource Management (GHRM) yang meliputi green recruitment, green training, dan green reward, terhadap reputasi perusahaan dan kesejahteraan karyawan, dengan mempertimbangkan peran moderasi budaya organisasi. Penelitian dilakukan dengan melibatkan 256 karyawan dari sektor kesehatan dan menggunakan metode Structural Equation Modeling-Partial Least Squares (SEM-PLS) untuk menganalisis data. Hasil penelitian menunjukkan bahwa green training dan organizational culture berpengaruh positif signifikan terhadap corporate reputation. Selain itu, green recruitment, green reward, dan corporate reputation berpengaruh positif signifikan terhadap employee well-being. Namun, green recruitment dan green reward tidak memiliki pengaruh terhadap corporate reputation, serta penelitian menunjukkan green training tidak berpengaruh terhadap employee well-being. Selain itu, organizational culture tidak mampu memoderasi hubungan antara GHRM dan corporate reputation. Temuan ini memberikan implikasi penting bagi pengembangan kebijakan dan strategi GHRM yang lebih efektif di Indonesia, khususnya dalam konteks sektor kesehatan.



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INTRODUCTION

Environmental crises occurring around the world, such as climate change, resource scarcity, waste management issues, water scarcity, and air pollution have affected the global population (Al-Sabi et al., 2024). One of the major factors contributing to the current environmental crisis is the challenge of sustaining economic growth due to the rapid increase in the global population (Al-Sabi et al., 2024). Currently, the world is dependent on natural resources, but this dependence poses challenges and limitations to economic growth. This is due to the increasing cost of these resources. As a result, organizations have shifted their focus to environmental issues and are now emphasizing sustainable development, especially in terms of environmental performance (Chaudhary, 2020; Ren et al., 2018; Yong et al., 2020;

Yusliza et al., 2017). The increasing awareness of environmental issues has led to greater attention from governments, stakeholders, organizations, consumers, and society in general (Alreahi et al., 2023; Wang et al., 2025). This surge in environmental awareness, coupled with ever-increasing government regulations, has prompted organizations to adopt green management practices (Abualigah et al., 2023; Siraj et al., 2022). Organizations are increasingly implementing green practices to achieve sustainable outcomes (Hameed et al., 2022). Many organizations have made efforts to reduce waste generated during production and disposal processes. This has led to improved environmental performance (Al-Sabi et al., 2024; Melnyk et al., 2003). Wagner (2011) also agrees that organizations today are required to adopt an environmentally friendly model by implementing environmentally friendly practices in their operations. This shift towards sustainability has created a competitive advantage for organizations in the service industry. (Jackson & and Seo, 2010). Healthcare continues to be a complex and dynamic industry with many challenges. One of the challenges that needs to be addressed today is to engage sustainability in the healthcare industry. The diverse needs of patients and global needs require a continued commitment to providing solutions that benefit global health, safety and well-being. (Duncan et al., 2021).

Green Human Resource Management (GHRM) is a policy and practice in human resources (HR) that emphasizes sustainability on the environment (Faeni et al., 2025). GHRM practices include recruitment based on ecological awareness, sustainable training programs, and green career development aimed at increasing employee sensitivity to environmental issues and encouraging environmentally friendly behavior in the organizational environment (Faeni et al., 2025; Wang et al., 2025). The main objective of GHRM is to integrate each objective sustainability in HR management in the overall organizational environment so that there is a balance in economic, social and environmental development to ensure the welfare of each generation. GHRM also pays attention to environmentally friendly HR aspects such as green recruitment, green training, green compensation and reward, green performance management, employee participation and others. The implementation of GHRM in an organization is related to a strong human resource management (HRM) system (Khan et al., 2024). Bowen & Ostroff (2004) suggest that a company can implement a strong HR system. Where the system can communicate the company's goals clearly and the company can appreciate the attitudes and actions of employees. This can improve the achievement of company goals by developing the abilities of its employees (Khan et al., 2024).

In Vietnam, Pakistan, and Uzbekistan, GHRM has been widely implemented and shown significant improvements in sustainable business strategies. In addition, in Indonesia, the implementation of GHRM has begun to be noticed along with the progress of environmental and sustainability issues. However, the implementation of GHRM in Indonesia faces challenges such as limited resources, lack of awareness so that implementation is not evenly distributed in all sectors and a work culture that does not support GHRM. Therefore, the government in Indonesia has begun to implement the latest government regulations to be able to promote the implementation of GHRM in all sectors in Indonesia (Faeni et al., 2025). In contrast to Jordan, the implementation of GHRM and environmental protection in the health sector is still very limited (Rawashdeh, 2018).

The implementation of GHRM in Indonesia faces obstacles such as lack of resources, low awareness, and a work culture that does not fully support green initiatives, so there is still a great opportunity to improve GHRM practices in Indonesia including through government regulations, international support and increasing environmental awareness among Indonesian

consumers (Faeni et al., 2025). The existence of different perceptions between employees in interpreting GHRM is also a challenge for companies that can hinder the achievement of company goals (Khan et al., 2024). For this reason, a strong HR system is needed in a company and support from all parties is needed to implement GHRM in Indonesia, one of which is the health sector.

GHRM practices in Indonesia are still limited but have great potential. Moreover, the government has supported and also set regulations that encourage sustainable business. International organizations also support sustainable businesses that have collaborated with Indonesia in the hope that the adoption of GHRM will be accelerated. The public is also increasingly aware of the increasingly critical environment. This makes the implementation of GHRM not only improve the reputation of hospitals or companies and employee satisfaction but also contribute to broader environmental sustainability (Faeni et al., 2025). Although the results of research from Faeni et al. (2025) show that GHRM practices do not significantly affect employee satisfaction but significantly affect the company's reputation. Research conducted by (Wang et al., 2025), shows different results, namely stating that GHRM practices can affect employee satisfaction.

The company's improved reputation through the implementation of GHRM can attract environmentally conscious consumers and increase customer loyalty.(Yong & Mohd-Yusoff, 2016). Companies that are committed to sustainability are more respected by society. Employees are also more proud and satisfied with their work, plus reward provided by the company. This condition can encourage employee motivation to work better. The existence of green training and development programs offers employees the opportunity to acquire new skills and improve their career prospects.(Hastuti & Muafi, 2022). The success of GHRM implementation also comes from organizational culture. An organizational culture that supports sustainability and innovation will dare to encourage sustainability implementation and ensure employee involvement in it (Fang et al., 2022).

Hospitals as institutions that provide health services have significant environmental and social impacts. Therefore, the implementation of business sustainability in hospitals is very important. Some hospitals, especially small hospitals, have limited resources to implement sustainability comprehensively. For this reason, it is still necessary to increase awareness and capacity among hospital management and staff about the importance and how to implement sustainability (waste management, energy and water efficiency, and sustainable procurement). Hospitals, in carrying out their service functions, produce various wastes, ranging from household solid waste, hazardous and toxic materials (B3), to liquid and gas waste, so that if there is poor handling of this waste, it has the potential to threaten human health and exacerbate environmental damage (RSHS, 2020). Failure to implement sustainability initiatives has a negative impact on the organization. Where investments related to sustainability can reduce the organization's net profit and result in inefficiency. Lack of implementation of sustainability in health care can actually increase energy consumption and cause other direct and indirect damage to the environment.(Lennox et al., 2018). Health services also face other challenges in implementing sustainability, namely the lack of employees who understand sustainability. Therefore, health services need human resources who understand sustainability and are supported by commitment from organizational leaders.

ABC Hospital is a hospital under the auspices of the Indonesian National Police which has the task and responsibility for the health of Indonesian National Police members and also the general public. The Indonesian National Police itself is part of a government institution.

Indonesia's participation in the Paris Agreement or Parisagreement In 2015, Indonesia committed to implementingzero emission. In relation to the agreement, the government is encouraging all industrial sectors in Indonesia to be able to contribute tonet zero emission (NZE). This is in accordance with Indonesia's commitment toConference of Party (COP26)-United Nation Framework Convention Climate Change(UNFCCC) in 2021 on reducing greenhouse gas emissions in health facilities. To support this commitment, the government also issued Regulation of the Minister of Health of the Republic of Indonesia Number 2 of 2023 concerning environmental health.

Hospitals are also one of the targets of this government policy. The government is trying to improve...zero emissionin the health sector. For this reason, ABC Hospital as a hospital owned by the National Police is expected to have implemented the GHRM system as proof of the hospital's compliance with the Regulation of the Minister of Health of the Republic of Indonesia Number 2 of 2023 concerning environmental health. Based on the results of the interview, this hospital has not fully implemented GHRM. In fact, it can be seen that GHRM has an impact on the company's reputation and employee welfare. Investors are interested in investing their funds in companies that already care about the environment. So that the company's reputation will also increase if the company is moreawareto the environment. Employee welfare will also increase if the company has started implementing GHRM. This is because indirectly employees will utilize technology so that employees can work effectively and efficiently.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type to analyze the influence of Green Human Resource Management (GHRM) which includes green recruitment, green training, and green reward on corporate reputation and employee well-being, as well as the moderating role of organizational culture. This approach is used because the study aims to test the causal relationship between variables (Hair et al., 2017). The study was conducted at ABC Hospital which is a government-owned health service institution. The main focus of this study is to identify the influence of GHRM practices on organizational performance and employee well-being in the context of public service organizations that are adopting sustainability principles.

The population in this study were all employees of ABC Hospital, with a sample size of 256 respondents. The sampling technique used purposive sampling, namely the selection of samples based on certain criteria relevant to the study (Faeni et al., 2025). Data were collected through a closed questionnaire using a five-point Likert scale. The research variables were operationally defined based on previous theories and studies, including from the studies of Faeni et al. (2025), Wang et al. (2025), and Martínez-Caro et al. (2020). Before the data was analyzed, validity and reliability tests were carried out to ensure the quality of the measurement instruments.

The data analysis technique used in this study is Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the help of SmartPLS software. SEM-PLS was chosen because it is able to test causal relationships between latent constructs simultaneously, and is suitable for exploratory and predictive research using complex models (Hair et al., 2017). The analysis was carried out through two main stages, namely testing the outer model (convergent validity, discriminant, and construct reliability) and testing the inner model (relationships between constructs and hypothesis testing). To strengthen the results of the analysis, Importance-Performance Map Analysis (IPMA) was also used to identify dimensions that have high priority in developing corporate reputation and employee welfare.

RESULTS AND DISCUSSION

Results

Importance-Performance Map (IPMA) Analysis

One of the advanced analyses to provide managerial guidance regarding decision-making priorities in PLS-SEM is the method Importance Performance Map Analysis (IPMA). IPMA maps the level of importance (importance) and performance (performance) of variables and indicators that influence the target construct in the study (Hair et al., 2019). IPMA analysis helps avoid decisions based only on assumptions and can help provide in-depth analysis for managerial implications, especially at ABC Hospital.

The IPMA analysis result report is presented in two parts according to the research model followed. In the first IPMA analysis result, the dependent variable is displayed corporate reputation and the results of the second IPMA analysis show the dependent variable employee well-being. The results of the IPMA analysis of the two variables are presented in Table 1 and Table 2.

Table 1. IPMA for Dependent Variable *Corporate Reputation*

Indicator	Indicator Importance	Indicator Performance	Variable	Variable Importance	Variable Performance
OC2	0,222	79,785	Organizational culture	0,595	79,002
OC9	0,206	77,637			
OC10	0,209	79,395			
Recruit2	0,025	78,809	Green recruitment	0,109	79,040
Recruit3	0,024	79,004			
Recruit4	0,023	79,102			
Recruit5	0,024	80,859			
Recruit6	0,023	77,344			
Reward1	0,008	77,344	Green reward	0,032	75,779
Reward4	0,009	77,637			
Reward6	0,008	73,438			
Reward7	0,008	74,512			
Training2	0,045	75,488	Green training	0,209	77,653
Training3	0,045	74,414			
Training6	0,049	78,613			
Training7	0,048	77,637			
Training8	0,045	81,250			
Mean	0,060	77,780	Mean	0,236	77,869

Source: processed data, (2025)

Based on Table 1, the value is known mean for indicators importance of 0.060 and the indicator performance of 77,780. Furthermore, the value mean on variables importance of 0.236 and the variable performance amounting to 77,869. Based on the value mean, then the x-axis and y-axis lines are obtained, so that they can be used in mapping research results on the IPMA map. IPMA mapping, both from indicators importance and indicators performance and variables importance and variables performance, will be presented in Figure 1 and Figure 2.

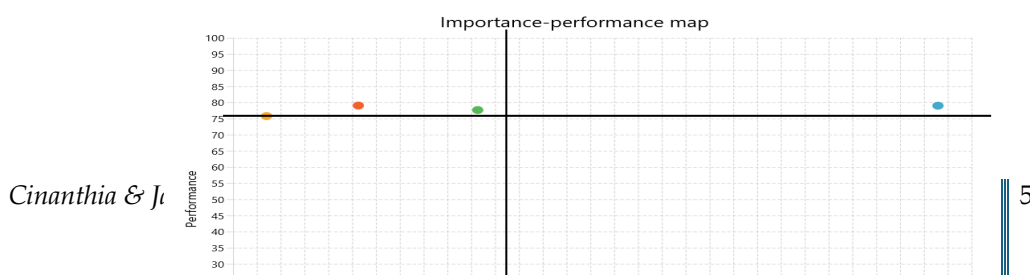


Figure 1. Importance-Performance Map Corporate Reputation (Variables)

Source: processed data, (2025)

Figure 1 explains that the variables *green recruitment* and variables *green training* included in quadrant I, while the variables *green reward* falls into quadrant III, and the variables *organizational culture* falls into quadrant II. Paryatno et al., (2022) in their research that quadrant I is included in the top priority category. The top priority in question is that the variable has a high level of importance but low performance. Especially at ABC Hospital, it can be applied to improve performance, so that it can improve the reputation of ABC Hospital. In quadrant II or what is known as the maintain performance category, it is a quadrant with a high level of importance and good performance. In the conditions at ABC Hospital, for the variables *organizational culture* It is recommended to maintain its performance and performance. Quadrant III or low priority, indicates a low level of importance and also low performance. In the conditions at ABC Hospital, the variable *green reward* has not been implemented specifically and specifically (only held once a year). Therefore, it can be concluded that the management and community of ABC Hospital have not paid attention to *green reward* as an important part of GHRM.

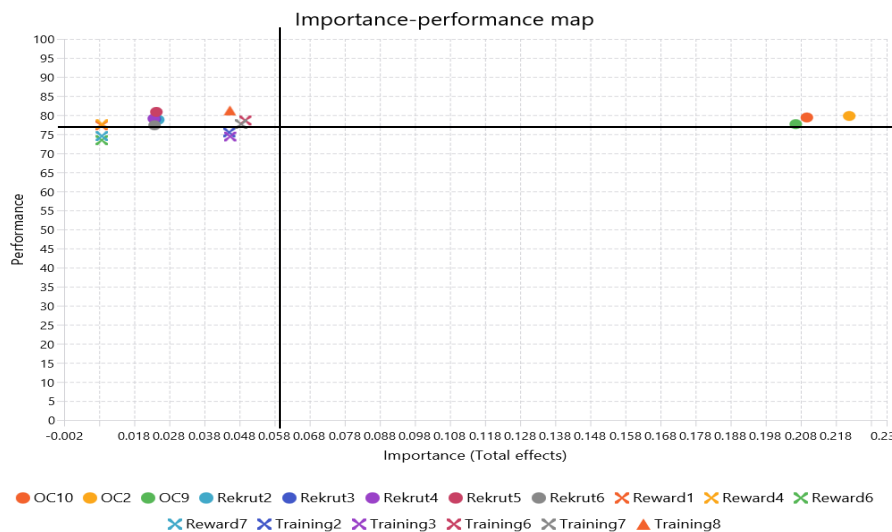


Figure 2. Importance-Performance Map Corporate Reputation (Indicators)

Source: processed data, (2025)

Figure 2 explains that the indicators recruit2, recruit3, recruit4, recruit5, training6, and training8 are included in quadrant I. The results of data processing show that these indicators are included in the top priority, namely having a high level of importance but low performance. At ABC Hospital, it is necessary to focus on the intended indicators so that a stable GHRM can be achieved immediately with special attention to the performance and performance of ABC Hospital.

Quadrant II in Figure 2 explains that there are two indicators, namely, indicator OC2 and indicator OC10. In the conditions at ABC Hospital, for those who have good performance and performance, it is recommended to maintain every aspect that supports the implementation of these indicators. Included in quadrant III are indicators reward1, reward4, reward6, reward7, recruit6, training2, training3, and training7. In the conditions at ABC Hospital, several indicatorsrewardthat emerged, it is known that it has not been implemented specifically and specifically (only held once a year). Therefore, it can be concluded that the management and community of ABC Hospital have not paid attention togreen rewardas an important part of GHRM. In addition, several training indicators that appear are not the main priority for improvement, because their impact on satisfaction or overall results tends to be small.

The OC9 indicator is included in quadrant IV. Paryatno et al., (2022) explained that quadrant IV can also be called having potential advantages or having efficient resources. Based on quadrant IV, it can be seen that the indicator has a low level of importance but very good performance. Therefore, ABC Hospital has advantages in the OC9 indicator and can be maintained as a good organizational culture, which can support the success of GHRM at ABC Hospital.

IPMA analysis results report for dependent variableemployee well-beingpresented in detail in Table 2. This table will display a two-dimensional mapping, namely the level of importance (importance) and performance (performance) of various factors that affect employee well-being. Thus, management can identify critical areas that require special attention to improveemployee well-being.

Table 2. IPMA for Dependent Variable of Employee Well-Being

Indicator	Indicator Importance	Indicator Performance	Variable	Variable Importance	Variable Performance
OC2	0,099	79,785	<i>Organizational culture</i>	0,266	79,002
OC9	0,092	77,637			
OC10	0,094	79,395			
Recruit2	0,058	78,809	<i>Green recruitment</i>	0,256	79,040
Recruit3	0,056	79,004			
Recruit4	0,055	79,102			
Recruit5	0,057	80,859			
Recruit6	0,055	77,344			
Reward1	0,092	77,344	<i>Green reward</i>	0,349	75,779
Reward4	0,094	77,637			
Reward6	0,093	73,438			
Reward7	0,094	74,512			
Training2	0,022	75,488	<i>Green training</i>	0,103	77,653
Training3	0,022	74,414			
Training6	0,024	78,613			

Training7	0,024	77,637	Corporate reputation	0,447	80,156
Training8	0,022	81,250			
CR1	0,116	82,129			
CR2	0,125	77,637			
CR5	0,125	81,348			
CR6	0,122	79,395	Mean	0,284	78,326
Mean	0,073	78,228			

Source: processed data, (2025)

Based on Table 2, the value is known mean for indicators importance of 0.073 and the indicator performance of 78,228. Furthermore, the value mean on variables importance of 0.284 and the variable performance amounting to 78,326. Based on the value mean, then the x-axis and y-axis lines are obtained, so that they can be used in mapping research results on the IPMA map. IPMA mapping, both from indicators importance and indicators performance and variables importance and variables performance, will be presented in Figure 3 and Figure 4.

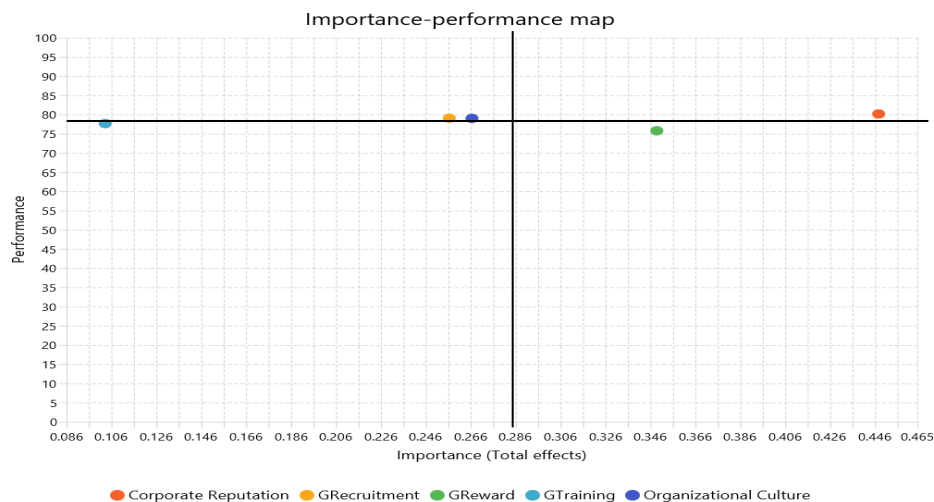


Figure 3. Importance-Performance Map Employee Well-Being (Variable)

Source: processed data, (2025)

Figure 3 explains that the variables green recruitment, and variables organizational culture included in quadrant I, while the variables corporate reputation falls into quadrant II. Variables green training falls into quadrant III while the variable green reward quadrant IV. In the condition of ABC Hospital, the variables green recruitment, and variables organizational culture, included in the high priority on employee performance satisfaction. The results of the study in quadrant II, when viewed in conditions at ABC Hospital, for the variable corporate reputation It is recommended to maintain its performance and performance. This can have an impact on employee pride and well-being in working at ABC Hospital.

Quadrant III or low priority, in conditions at ABC Hospital, is shown in the variable green training. This happens because green training is considered to have no relationship to employee job satisfaction, so that green training is considered less important or even not yet important to do. In quadrant IV, the variable green reward, is considered to have an impact on employee job satisfaction even if it is done once a year. This can happen because green reward is a condition that is awaited by all members of ABC Hospital.

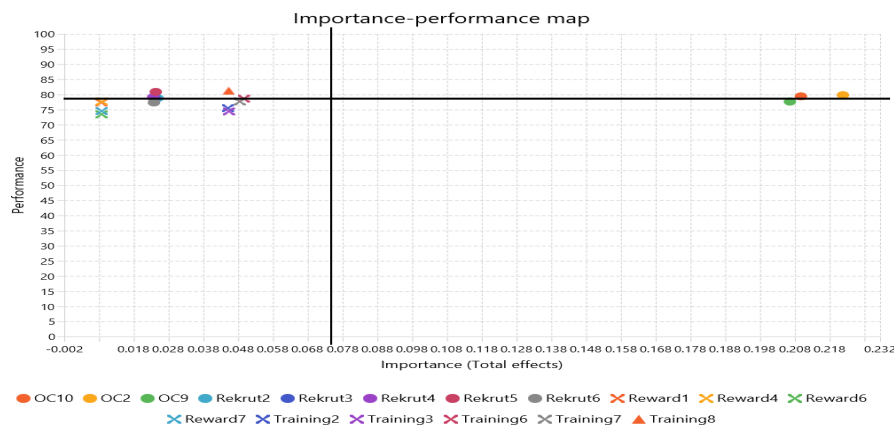


Figure 4. Importance-Performance Map Employee Well-Being (Indicators)

Source: processed data, (2025)

Figure 4 explains that the indicators recruit2, recruit3, recruit4, recruit5, training6, and training8 are included in quadrant I. The results of data processing show that these indicators are included in the top priorities in meeting employee satisfaction. In order for GHRM at ABC Hospital to be stable and can be achieved immediately, there needs to be action on these indicators. Fulfillment of indicators in quadrant I can meet employee expectations and satisfaction and can meet the achievement of GHRM at ABC Hospital.

Quadrant II in Figure 4 explains that there are two indicators, namely, indicators OC2, OC10, CR1, CR5, and CR6.. ABC Hospital in maintaining good performance and performance in achieving employee satisfaction, it is recommended to maintain every aspect that supports the implementation of these indicators. Included in quadrant III are the recruitment indicators6, training2, training3, training7 and CR2. In the conditions at ABC Hospital, several indicatorstraining that emerged, it is known that these indicators are not an important concern for employee satisfaction.

Indicators OC9, reward1, reward4, reward6, dan reward7 included in quadrant IV.ABC Hospital has advantages in terms of indicatorsrewardand can be maintained as a good organizational culture, which can support the success of GHRM at ABC Hospital. Most of the ABC Hospital community supports and believes thatreward can be one of the keys to maintaining and increasing job satisfaction. Because of this, ABC Hospital can consider the system rewardand awards to be able to increase job satisfaction so as to improve the reputation of ABC Hospital and encourage ABC Hospital to achieve GHRM.

Discussion

Test resultsgreen recruitment to corporate reputationdifferent from the research of Faeni et al., (2025), (Afum et al., 2021), and (L. Wang et al., 2025). The recruitment process tends to occur behind the scenes and only involves a handful of internal parties or prospective applicants. Recruitment is sometimes not widely exposed or increasingly closed (Arianto, 2019) making it difficult for the public to assess that the organization is truly committed to green values from this aspect. If the hospital does not actively communicate sustainability values in the recruitment process (for example through a career website or sustainability report), then its contribution to reputation will be minimal. The use of social media increases access to information, transparency, and public participation in the recruitment process. Social media is very influential in communication and interaction between companies and

applicants, in addition, social media can also increase public interest in becoming part of the company (Supriyadi et al., 2024). The public and stakeholders may pay more attention to other aspects such as the quality of medical services, patient safety, or medical waste management than the recruitment process. If a hospital focuses only on “green” recruitment while other aspects of its operations are not environmentally friendly (e.g. energy, waste, work policies), its reputation will not improve.

The test results between green training to corporate reputation according to research results from Faeni et al., (2025); Nashar & Manurung, (2019); Afum et al., (2021) and Merlin & Chen, (2022). Employees who are trained in environmental issues will work more responsibly, efficiently, and are aware of the impact of operations on the environment. This creates a more environmentally friendly service standard that can improve the hospital's image in the eyes of patients and partners. When hospitals invest resources in training employees about the environment, it signals to the public that a commitment to sustainability is not just a formality. The direct impact of green training on a company's reputation lies in the company's image as a socially and environmentally responsible entity in the eyes of stakeholders (Faeni et al., 2025; Hastuti & Muafi, 2022). Good training can prevent errors in waste management, use of chemicals, or unsafe procedures that can tarnish the hospital's reputation. Employees who feel empowered through training tend to be more proud of where they work, and this reinforces a positive work culture that is also reflected outwardly. The hospital's reputation as an environmentally conscious workplace is attractive to young, professional medical personnel who share sustainability values.

The results of the study between green reward to corporate reputation This is different from the results of research conducted by (Faeni et al., 2025). Environmental incentives or awards given to employees are often internal and not directly visible to the public or external stakeholders. Although green rewards can motivate environmentally friendly behavior at the individual or team level, their impact on public perception of an organization's reputation tends to be limited if not accompanied by effective communication or integration with a broader sustainability strategy. Moreover reward given by ABC Hospital is only done once a year for the cleanliness competition. This has not been able to improve the reputation of the hospital.

The results of the study between green recruitment to employee well-being This is in accordance with Evina et al., (2024); Sinaga & Nawangsari, (2019); Kamaruddin et al., (2018) and Hastuti & Muafi, (2022). Green recruitment able to influence employee well-being because from the beginning of the selection process, the organization has attracted individuals whose values and concerns for the environment are in line with the sustainable work culture that the company has built. When employees work in an environment that values green principles and social responsibility, they tend to feel more proud, motivated, and emotionally connected to their work. In addition, the practice green recruitment often associated with a healthier workplace (Siburian & Sugiarto, 2022), ethical, and transparent, which can increase a sense of security, job satisfaction, and work-life balance. A work environment that supports sustainability values also strengthens meaning and purpose in daily work, which are important elements of employee psychological well-being (Nurcahyo et al., 2024).

The results of the study showed green training unable to influence employee well-being. This is in line with the research of B. Zhang, (2019), Odhiambo et al., (2023), and Mpunga, (2025). Research conducted by B. Zhang, (2019), explains the importance of increasing training so that human resources are aware of environmental issues that occur, so that both the

government and society in Pakistan must encourage and promote the creation of policies related to environmental awareness and how to increase awareness. However, in his research, B. Zhang, (2019) also emphasized that most people are not aware of the importance of environmental issues, so they have low knowledge capacity and reject policies on training and counseling related to environmental issues. Meanwhile, Odhiambo et al., (2023) explained that training does not only discuss training content related to sustainability, but also how the training can be delivered. However, in its implementation, many employees refuse to undergo training because the delivery method is considered uncomfortable. The delivery method as intended is using distance training, online learning, reducing long-distance travel, reducing costs and saving time; choosing energy-saving products such as energy-saving pencils, recycled paper, implementing electronic document training materials, reducing consumables, and advocating green behaviour. Mpunga, (2025) in his research explained that there was no coordination to hold training from management and employees, which made the training not run properly. The conditions that occurred at ABC Hospital were the same as the conditions experienced by Mpunga, (2025). As a result, ABC Hospital employees did not consider the importance of training related to GHRM so that employees were not encouraged to have innovations towards the sustainability of GHRM.

The results of the study stated that there is a relationship between green reward and employee well-being. This is in line with research by Pham et al., (2019); Ari et al., (2020) and Hastuti & Muafi, (2022). Green rewardable to influence employee well-being due to acquisition reward designed to motivate and recognize employees for their contribution to the organization's environmental sustainability goals. Ari et al., (2020) in their research explained that employees who are recognized and rewarded in the form of both financial and non-financial rewards, are known to be felt in addition to performance satisfaction, and Pham et al., (2019) encourage employee commitment to strive to implement environmentally friendly. Therefore, it can be concluded reward not only motivates environmentally friendly behavior, but also creates a more positive, meaningful and supportive work environment, which ultimately contributes significantly to improving employee well-being. So that ABC Hospital management can implement providing reward in order to create environmentally friendly conditions at ABC Hospital.

The results of the study stated that there is a relationship between corporate reputation and employee well-being. The results of the study are supported by research by Khalis et al., (2025) and Koeswayo et al., (2024). Corporate reputation has a significant impact on employee welfare. When a company has a good reputation in the eyes of the public and employees, it can create a positive work environment and improve various aspects of employee welfare. Khalis et al., (2025) explained that there is an important role for corporate reputation as a strategic resource in shaping organizational success that can increase employee loyalty, commitment, and performance while reducing the desire to move. ABC Hospital has a good reputation that encourages employee engagement which can increase competitive advantage in talent retention and organizational sustainability. In addition, ABC Hospital's reputation can foster a sense of pride in employees, employees have job security and stability, employees get fair treatment, and the work environment at ABC Hospital is very good and supports the development of talent and potential of each employee.

Research conducted on organizational culture, it is known organizational culture unable to moderate relationships green recruitment, green training And green reward to corporate reputation. Faeni et al., (2025) in his research also emphasized that organizational culture

unable to moderate relationship green recruitment, green training And green reward to corporate reputation. This can happen because of a weak, closed organizational culture and an organizational culture that is not in accordance with GHRM values. However, at ABC Hospital, it is known that the implementation of GHRM is still being carried out gradually, so that employees and the entire ABC Hospital community are not aware of the policies and implementation of GHRM that have been ongoing. In addition, ABC Hospital does not yet have organizational culture values that lead to the improvement and implementation of GHRM.

CONCLUSIONS

The results of the hypothesis test show that H2, H4, H6, H7 are accepted because the *value* p value less than 0.05 and *t-statistic* more than 1.96. *Green training* has a significant positive effect on *corporate reputation*, *green recruitment* And *green reward* have a positive impact on *employee well-being*, *corporate reputation* has a significant positive effect on *employee performance*. The rejected hypotheses are H1, H3, H5, H8, H9, H10 because *p value* greater than 0.05 and *t-statistics* less than 1.96. *Green recruitment* And *green reward* does not have a significant effect on *corporate culture*, *green training* does not have a significant effect on *employee well-being*, And *organizational culture* has not been able to moderate the relationship between GHRM and *corporate reputation*.

ABC Hospital Management has conducted outreach related to environmental health and every year it is carried out *update* related to environmental health so that employees have a high commitment to environmental health. Policies related to GHRM or new environmental health will be prepared this year. The recruitment process has not been fully digitized because prospective employees are still interviewed directly. *Training* carried out by hospitals has not been directed towards an environment that is more directed towards improving employee competence. *Reward* which is given to environmental activists not yet for personal is still given to units that win the cleanliness competition held once a year. Based on the results and also the programs that have been carried out by ABC Hospital, it can be seen that the implementation or application of GRHM is not easy to do immediately and takes some time. This makes ABC Hospital need to do more comprehensive planning to implement GHRM so that the organization is able to survive and compete competitively.

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