



The Effect of Green Human Resource Management and Job Satisfaction on Employee Well-Being with Employee Green Behavior as a Mediator

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KEYWORDS	ABSTRACT
Green Human Resource Management, Job Satisfaction, Employee Green Behavior	This study explores the impact of Green Human Resource Management (GHRM) and job satisfaction on employee well-being, with employee green behavior acting as a mediator. It aims to analyze the direct effects of GHRM and job satisfaction on employee well-being, examine the relationship between these factors and employee green behavior, and assess how employee green behavior mediates these relationships. Using a quantitative approach and Structural Equation Modeling–Partial Least Squares, data were collected from 163 hospital employees through a validated questionnaire. The findings show that GHRM does not directly influence employee well-being, while job satisfaction positively affects it. GHRM and job satisfaction both positively influence employee green behavior, which in turn positively impacts employee well-being. Mediation tests reveal that employee green behavior fully mediates the effect of GHRM on employee well-being and partially mediates the effect of job satisfaction. This indicates that employee well-being is primarily influenced by job satisfaction and engagement in green behaviors, and GHRM practices are effective only when they foster these behaviors.
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INTRODUCTION

Global issues regarding sustainability and environmental degradation have become a major concern in various sectors, including the healthcare sector. Increasing carbon emissions, waste accumulation, and energy and water crises underscore the importance of implementing environmentally friendly principles in the operations of public institutions. Hospitals, as social service entities, are not only tasked with providing health services but also bear moral and social responsibilities to minimize the ecological impact of medical activities (Rasmussen et al., 2024).

High energy consumption, the use of hazardous chemicals, and the increasing volume of medical waste make hospitals one of the strategic sectors that must implement sustainability-based work practices (Zhang et al., 2021). The transformation toward environmentally oriented hospitals is not only a response to regulations but also a reflection of an ethical commitment to supporting sustainable development goals and public health protection (Hong et al., 2024; Vanisri & Padhy, 2024).

Responding to these challenges, sustainability-based human resource management is an important aspect that needs to be integrated into hospital managerial systems. Abdelhakim (2024) emphasized that the implementation of Green Human Resource Management (GHRM) is a strategic approach to shaping organizational behavior that prioritizes environmental care

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through sustainability-based human resource practices (Umair et al., 2024). GHRM encompasses practices ranging from recruitment and training to development, performance appraisal, and reward systems—all designed to instill environmental values in every job role.

In the hospital environment, the implementation of GHRM can create health workers who are not only professionally competent but also aware of the ecological impact of their activities. Despite its great potential, the implementation of GHRM in hospitals remains inconsistent and not comprehensive. This lack of integration hinders the creation of a work system that supports both environmental sustainability and service efficiency (Tessema et al., 2025).

The absence of structured Green Human Resource Management (GHRM) directly contributes to the lack of development of environmentally oriented behaviors among employees. Iqbal et al. (2018) explained that employee green behavior is greatly influenced by policies and work cultures that encourage employee participation in environmental conservation. In hospitals, there are no regular training programs on energy efficiency, medical waste management, or green technology use. Moreover, performance evaluations and incentive systems do not yet account for employees' environmental contributions. This lack of integration between HR strategies and ecological behavior weakens employee awareness and involvement in sustainable practices (Hong et al., 2024; Murdiono et al., 2025).

The development of environmentally friendly behavior among hospital health workers remains suboptimal. Simple actions such as turning off unused electrical equipment, sorting medical and non-medical waste, and conserving consumables have not been fully ingrained in the work environment. The low level of individual initiatives indicates that sustainability values have not been internalized into daily behaviors (Rejeki & Putra, 2024).

When organizational systems fail to provide training, incentives, or structural support, employee participation in ecological behaviors tends to be reactive and unsustainable (Veerasingam et al., 2024). These findings align with prior research emphasizing that employee green behavior is strongly influenced by organizational climate and management's active role in fostering a collective environmental identity (Fawehinmi et al., 2024; Krisnawati & Amalia, 2023). Without formal mechanisms, employee involvement in environmental programs weakens, even when individual awareness exists.

In addition to environmental aspects, job satisfaction among hospital employees is also suboptimal. Internal hospital surveys reveal that most health workers experience moderate to low job satisfaction, with dominant complaints including high workloads, lack of recognition, and limited career development opportunities. Job satisfaction is influenced by intrinsic factors such as work meaning and autonomy, as well as extrinsic factors like recognition and compensation (Ilmi & Abadiyah, 2022).

This decline in satisfaction can disrupt hospital operational stability in the long term by affecting individual performance and service quality. Similar findings were reported by Kailay and Chhibber (2024), who noted that job satisfaction is a key determinant of workforce psychological well-being and overall organizational effectiveness.

In addition to theoretical reviews and prior research, phenomena related to employee well-being are reflected in internal surveys at Hospital X. Researchers conducted personal interviews with approximately 100 Hospital X employees, revealing that 40–50 had left due to

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the lack of GHRM implementation and low job satisfaction, leaving many feeling dissatisfied with their routine tasks devoid of deeper meaning.

This condition reflects low emotional involvement and intrinsic motivation, meaning work well-being has not been fully achieved. It has serious organizational implications, as employees perceiving their work as monotonous tend to exhibit low attachment, lack initiative, and reduce service quality—ultimately hindering the hospital's vision. Therefore, improving employee well-being through Green Human Resource Management (GHRM) practices and enhanced job satisfaction (JS) is essential, as these can conceptually foster employee green behavior (EGB).

Low job satisfaction impacts declining employee well-being (Naibaho & Yusra, 2023). Suboptimal work behavior also reduces work quality and discipline (Hudin & Budiani, 2021). Declining job well-being risks prolonged stress, emotional exhaustion, and deteriorated workplace relationships. This not only affects individual mental health but also productivity, work engagement, and patient service quality. Gyensare et al. (2024) emphasized that employee well-being is greatly influenced by the organizational environment, particularly through strategic human resource practices and work-life balance support. Organizational success in the health sector depends heavily on the psychosocial condition of its workforce (Sebastiano et al., 2017).

Understanding the strategic role of green human resource management and job satisfaction in shaping employee well-being—both directly and indirectly through employee green behavior mediation—is increasingly vital for scientific study. This research contributes to expanding perspectives on environmentally oriented human resource management while enhancing overall employee welfare. An integrated approach can form the basis for adaptive, sustainable organizational policies responsive to healthcare challenges.

Research by Krisnawati and Amalia (2023), Hong et al. (2024), Rejeki and Putra (2024), and Cahyadi (2023) shows that green human resource management positively affects employee green behavior. Rejeki and Putra (2024) found that green human resource management positively influences green organizational identity. Fawehinmi et al. (2024) reported that green human resource management affects perceived behavioral control. Martínez-Falcó et al. (2024) showed that green human resource management influences employee well-being and work engagement. Martínez-Falcó et al. (2024) also indicated that employee well-being mediates the relationship between psychological capital and employee well-being.

Vanisri and Padhy (2024) and Zhang et al. (2021) showed that self-esteem mediates the relationship between employee green behavior and employee well-being. Iqbal et al. (2018) and Murdiono et al. (2025) demonstrated that employee green behavior significantly affects sustainability. Abrar et al. (2025) found that green human resource management influences employee engagement. Idrus (2024) showed that green human resource management has a significant positive effect on job satisfaction. Tessema et al. (2025) reported that green human resource management positively affects pro-environmental behavior.

The gap in these studies is the limited placement of employee green behavior as a mediator variable. Moreover, most studies were conducted abroad, leaving little domestic contextualization of this green human resource management model. Thus, the author sees a need to conduct research featuring green human resource management as a key variable.

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Positioning employee green behavior as a mediator is justified for several reasons. First, it manifests green human resource management implementation tangibly. It also has a psychological dimension that promotes well-being. Few studies position employee well-being as a mediator.

Based on the described phenomenon, this study examines the influence of Green Human Resource Management and Job Satisfaction on Employee Well-Being among hospital employees, both directly and indirectly through the mediating role of Employee Green Behavior. Accordingly, the study's purpose is to analyze causal relationships between variables, test each independent variable's effect on the dependent variable, and evaluate Employee Green Behavior's mediating role in enhancing employee welfare.

This research offers theoretical benefits by enriching studies on environment-based human resource management and green organizational behavior; practical benefits for hospital management in designing sustainable, welfare-focused policies; and policy benefits as input for decision-makers integrating environmental sustainability into health sector human resource management.

METHOD

This research was carried out in hospitals with the consideration that the institution has high relevance in the implementation of environment-based human resource management. The research period is planned to take place from July to August 2025, because in that period the research instruments are ready to be used and do not coincide with the joint leave period, so that organizational activities run normally and allow the data collection process to be carried out optimally. The research approach used is quantitative with the type of explanatory research, which aims to explain the causal relationship between the variables of Green Human Resource Management, Job Satisfaction, Employee Green Behavior, and Employee Well-Being, as well as test the role of Employee Green Behavior as a mediating variable.

The population in this study includes all hospital employees, both medical and non-medical personnel, which totals 248 people. The sample determination was carried out using the proportional random sampling technique so that each work unit was represented proportionally according to the number of employees. The sample size was determined using the Slovin formula with a margin of error of 5%, so that a minimum sample number of 153 respondents was obtained. The distribution of samples is carried out evenly in each unit or section, so that the data obtained is expected to be able to represent the population conditions comprehensively and objectively.

The research data used is quantitative data sourced from primary data, obtained through the distribution of structured questionnaires to permanent hospital employees. The questionnaire was compiled based on variable indicators that have been validated in previous studies and adjusted to the hospital context. Each statement item was measured using a five-point Likert scale to capture respondents' approval rates. The data collection process is carried out by paying attention to research ethical principles, such as data confidentiality and voluntariness of respondent participation, in order to ensure the quality and validity of the data collected.

Data analysis was carried out through descriptive and inferential analysis using the Structural Equation Modeling method based on Partial Least Squares (SEM-PLS). Descriptive analysis aims to describe the characteristics of respondents and the distribution of data on each variable, while inferential analysis is used to test hypotheses and causal relationships between latent variables. Model evaluation is carried out through testing the outer model to assess the validity and reliability of the construct, as well as the inner model and structural model to test the strength and significance of the relationship between variables. The use of SEM-PLS was chosen because of its ability to handle complex models, medium sample sizes, and data that do not have to be normally distributed, so it was assessed according to the characteristics of this study.

RESULT AND DISCUSSION

Structural Model Evaluation

Structural models are used to analyze the cause-and-effect relationships between latent variables and assess their influence strength. Model evaluation was carried out by testing the hypothesis through path coefficient analysis using Smart PLS (by *bootstrapping method*).

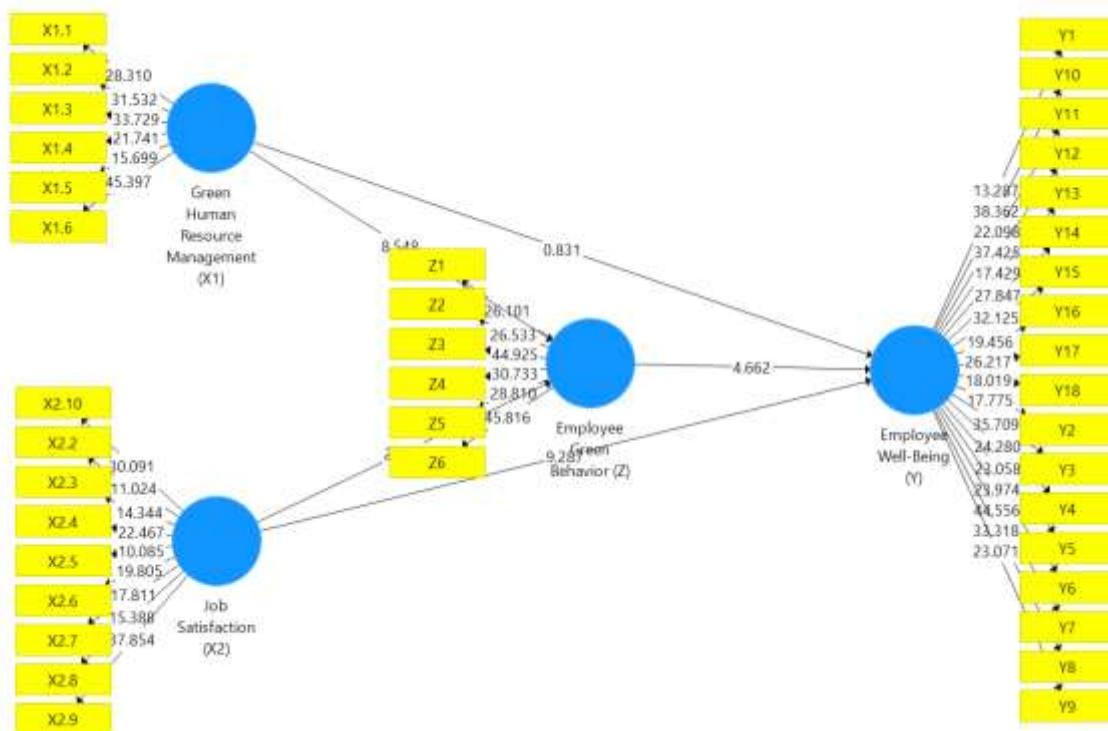


Figure 1. Inner Model Results

Source: Data Processed by Researchers, 2025

The criteria for concluding a significant influence were T-Value > 1.96, P-Value < 0.05, Significance level of 5% ($\alpha=0.05$) used to maintain the accuracy of the results. This criterion is used to test the significance of both direct and indirect relationships between variables.

Table 1. Results Direct Effect

<i>Direct Effect</i>					
	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Employee Green Behavior (Z) -> Employee Well-Being (Y)</i>	0.341	0.334	0.073	4.662	0.00
<i>Green Human Resource Management (X1) -> Employee Green Behavior (Z)</i>	0.553	0.552	0.065	8.548	0.00
<i>Green Human Resource Management (X1) -> Employee Well-Being (Y)</i>	0.059	0.063	0.071	0.831	0.406
<i>Job Satisfaction (X2) -> Employee Green Behavior (Z)</i>	0.188	0.192	0.070	2.662	0.008
<i>Job Satisfaction (X2) -> Employee Well-Being (Y)</i>	0.479	0.483	0.052	9.287	0.00
<i>Indirect Effect</i>					
	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Green Human Resource Management (X1) -> Employee Green Behavior (Z) -> Employee Well-Being (Y)</i>	0.188	0.184	0.045	4.186	0.0
<i>Job Satisfaction (X2) -> Employee Green Behavior (Z) -> Employee Well-Being (Y)</i>	0.064	0.064	0.029	2.220	0.0

Source: Data Processed by Researchers, 2025

Based on the results of the data analysis, here are the conclusion points for each hypothesis:

H1: Green Human Resource Management has a positive effect on Employee Well-Being.

Refused. The results of the analysis showed a direct influence that was not significant (T-value = 0.831; P-value = 0.406). Thus, there is insufficient evidence that GHRM directly improves employee welfare.

H2: Job Satisfaction has a Positive Effect on Employee Well-Being

Accepted. The results of the analysis proved a positive and very significant direct influence (T-value = 9.287; P-value = 0.000). Job satisfaction is a strong predictor of improving employee welfare.

H3: Green Human Resource Management has a positive effect on Employee Green Behavior

Accepted. The results of the analysis showed a positive and very significant direct influence (T-value = 8.548; P-value = 0.000). GHRM has proven to be effective in encouraging environmentally friendly behavior among employees.

H4: Job Satisfaction has a Positive Effect on Employee Green Behavior

Accepted. The results of the analysis showed a positive and significant direct influence (T-value = 2.662; P-value = 0.008). Employees who feel satisfied with their jobs tend to show better green behavior.

H5: Employee Green Behavior has a Positive Effect on Employee Well-Being

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Accepted. The results of the analysis proved positive and very significant direct influence (T-value = 4.662; P-value = 0.000). The environmentally friendly behavior of employees contributes directly to the improvement of well-being.

H6: Employee Green Behavior mediates the influence of Green Human Resource Management on Employee Well-Being

Accepted. The results of the mediation test showed a significant indirect influence (T-value = 4.186; P-value = 0.000). These findings confirm that Employee Green Behavior plays a full mediator, where GHRM only affects well-being indirectly through the improvement of green behavior.

H7: Employee Green Behavior mediates the effect of Job Satisfaction on Employee Well-Being

Accepted. The results of the mediation test showed a significant indirect influence (T-value = 2.220; P-value = 0.027). Employee Green Behavior has been proven to be a partial mediator, which means that Job Satisfaction affects well-being both directly and indirectly through employee green behavior.

Green Human Resource Management has a positive effect on Employee Well-Being

Green Human Resource Management (GHRM) is a strategic concept in human resource management that integrates the principles of environmental sustainability into all organizational practices. The dimensions of GHRM include green recruitment and selection, green training and development, green performance management, and green reward and compensation (Hong et al., 2024). This practice is designed to encourage employees to engage in eco-friendly behaviors and foster a work culture that supports the sustainability of the organization.

Theoretically, GHRM is expected to be able to improve employee well-being (EWB) because it creates a healthy work environment, gives more meaning to work, and strengthens employees' social identity towards the organization. Social identity theory states that when employees identify themselves with organizations that have a positive image, including an eco-friendly orientation, they will feel increased self-esteem, pride, and psychological satisfaction that impact well-being (Fortune & Son, 2024).

The results of this study show that GHRM does not have a direct effect on the employee well-being of hospital employees. The path coefficient value is 0.059 with a significance level of 0.406. These findings indicate that GHRM practices, which include green recruitment, green training, green performance management, green compensation and rewards, green involvement, and green leadership, have not been perceived by employees as a factor that directly improves their well-being. The implementation of GHRM is more perceived as a managerial policy that emphasizes environmental efficiency, so it is not fully related to life satisfaction, happiness, and psychological comfort of employees. Thus, GHRM serves as the foundation of the organization to form Employee Green Behavior, which in turn contributes to the improvement of Employee Well-Being.

Previous research supports this result by showing that the influence of GHRM on EWB is more indirect through the formation of employee green behavior. prove that GHRM plays a role in strengthening Krisnawati & Amalia (2023) green organizational identity, which

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then encourages green employee behavior. emphasized that the identity of green organizations is an important link between GHRM practices and environmentally friendly behaviors that have an impact on psychological outcomes. found that the four dimensions of GHRM consistently improve employee green behavior, while also showing that Fortune & Sons (2024) Hong et al. (2024) Vanisri & Stuart (2024) Zhang et al. (2021) employee green behavior can improve well-being through increased self-esteem and perception of organizational support. Thus, the path of GHRM's influence on employee welfare is more precisely understood through the green behavior mediation mechanism.

The results of this study are different from the findings that report the direct influence of GHRM on Martínez Falcó et al. (2024) employee well-being in the wine industry in Spain. Industries based on environmentally friendly commodities tend to be more likely to internalize sustainability values into daily work experiences, while in the health sector, the implementation of GHRM focuses more on the technical aspects of waste management and resource efficiency, so that the impact on employee welfare is not felt directly. In conclusion, this study confirms that GHRM does not have a direct influence on the employee well-being of hospital employees. The practice of GHRM still has a strategic role, but its influence on well-being only emerges when it succeeds in forming consistent employee green behavior. The internality of sustainability values in daily behavior is key for GHRM to make a real contribution to the psychological, social, and professional well-being of employees in the health sector.

Job Satisfaction has a Positive Effect on Employee Well-Being

The theory of job satisfaction put forward by Locke (1976) explains that job satisfaction is a positive emotional state that arises from an individual's assessment of his or her work. Job satisfaction not only reflects the compatibility between expectations and job reality, but also has a close relationship with the aspect of employee well-being. The concept of (Hapsari, 2019) well-being is understood as a condition when individuals feel life satisfaction, stable mental health, and positive social involvement. Theoretically, Zheng et al. (2015) job satisfaction is seen as an important determinant in shaping and improving employee well-being in the work environment.

Job satisfaction was proven to have a positive and significant effect on employee well-being with a path coefficient value of 0.479, a t-statistic value of 9.287, and a significance level of $0.000 < 0.05$. These results show that high job satisfaction in hospital employees has an impact on improving employee welfare, both in psychological, social, and emotional dimensions. These findings illustrate that job satisfaction plays an important role in creating life balance, reducing work pressure, and strengthening emotional attachment to the organization.

Research confirms that Cannas et al. (2019) job satisfaction plays a significant role in improving subjective well-being because it is able to strengthen individual happiness and quality of life. Research also shows that job satisfaction has a great influence on the well-being of health workers through increased psychological stability and work motivation. The findings added that job satisfaction was positively correlated with Abdullah et al. (2021) Bansal et al. (2021) psychological well-being, where satisfied individuals had lower levels of stress, better mental health, and higher work engagement.

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Research reinforces these results by showing that Fransiska et al. (2023) job satisfaction creates a sense of comfort, reward, and positive work experience which ultimately has an impact on improving employee well-being. Some studies show different results, where the effect of job satisfaction on employee well-being is not always significant under certain conditions. A work environment with a very high workload and lack of organizational support leads to insufficient job satisfaction to improve well-being. The view explains that Gyensare et al. (2024) employee well-being is influenced by external factors such as the organizational climate, the reward system, and the balance between work and personal life.

The implications of these findings for the Hospital are the need for a comprehensive strategy to improve employee job satisfaction. Improving job satisfaction can be done through the provision of fair compensation, career development opportunities, recognition of performance, and the creation of a work environment that supports work-life balance. The implementation of this strategy is expected to be able to strengthen employee well-being, which in turn will have an impact on improving the quality of health services and the sustainability of the organization in the long term.

Green Human Resource Management has a positive effect on Employee Green Behavior

Green Human Resource Management (GHRM) is based on the Ability-Motivation-Opportunity Theory (AMO) which explains that employee behavior and performance are formed through a combination of three main elements, namely ability, motivation, and opportunity. In the context of GHRM practices, organizations improve employee capabilities through green recruitment and green training, build motivation through an environment-based reward system, and provide participation opportunities through employee involvement in sustainability programs. With the right implementation, (Abrar et al., 2025) GHRM can encourage employees to show good Employee Green Behavior (EGB) in formal roles as well as outside formal roles (Iqbal et al., 2018).

The results of the research obtained in this test show that Green Human Resource Management has a positive effect on Employee Green Behavior. Empirical analysis confirmed that the influence was statistically significant with a T-value of 8.548 and a P-value of 0.000. The practice of GHRM through green recruitment and selection, green training and development, green performance management, green compensation and reward, green involvement, and green knowledge management and leadership form work behavior that is in line with the principles of sustainability.

Recruitment that considers environmental concerns, training that increases ecological awareness, performance evaluations based on environmental goals, rewards for green contributions, participation in sustainability programs, and the dissemination of knowledge and examples of green leadership collectively encourage employees to actively engage in green practices. The implementation of these indicators ensures that GHRM policies do not only stop at the managerial level, but are also internalized in the daily behavior of employees.

The findings of this study are in line with the results of various previous research. Karmoker et al. (2021) found that GHRM practices have a positive effect on on-the-job green behavior and off-the-job green behavior, especially when supported by adequate environmental knowledge. Li et al. (2025) also emphasized that GHRM has a significant effect on EGB

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through the formation of a green psychological climate in organizations. Zhu et al. (2021) distinguished between voluntary green behavior (VGB) and task-related green behavior (TGB) and found that both increased through the implementation of GHRM, with the mediating role of environmental belief and green organizational identity. Furthermore, Prasad et al. (2025) show that organizational commitment mediates the relationship between GHRM and employees' eco-friendly behavior, while Purniawan & Elmi (2025) confirm that GHRM is able to encourage employees' green behavior through the strengthening of sustainable green training.

Based on these findings, it can be concluded that the implementation of GHRM has a strategic contribution in encouraging the formation of Employee Green Behavior. The practice of GHRM not only has a direct impact on the environmentally friendly behavior of employees, but also has implications for the creation of a sustainability-oriented organizational culture. Thus, GHRM can be seen as an important foundation in an organization's strategy to improve environmental performance while supporting the achievement of sustainable development goals.

Job Satisfaction has a Positive Effect on Employee Green Behavior

Job satisfaction is a positive emotional state that arises from an individual's evaluation of their work, including aspects of the work environment, social relationships, and awards received (Yadav & Shree, 2024). In the context of healthcare organizations, job satisfaction has important implications for employee engagement in work behaviors that go beyond formal responsibilities. The affective commitment theory explains that individuals who feel satisfied with their work tend to develop strong emotional ties to the organization, which then encourages voluntary behaviors such as employee green behavior (Ilmi & Abadiyah, 2022).

The results of this study prove that job satisfaction has a positive and significant influence on employee green behavior with a T-statistical value of 2.662 and a P-value of 0.008. Employees who experience high levels of job satisfaction are more likely to exhibit eco-friendly behaviors such as reducing medical waste, saving energy, and actively engaging in hospital sustainability programs. Such satisfaction not only increases loyalty, but also encourages voluntary green initiatives that support the achievement of organizational goals.

Previous studies conducted by Kim et al. (2019) support this finding. The study showed that job satisfaction has a direct influence on voluntary workplace green behavior, where satisfied employees voluntarily exhibit pro-environmental behavior. Laksana et al. (2024) added that job satisfaction contributes to shaping green work behavior, especially in organizations that implement green human resource management. Satisfied employees are more likely to support environmental programs because they feel connected to the organization's values.

Research by Putri & Setyaningrum (2023) shows that job satisfaction plays a role in shaping organizational citizenship behavior. While not explicitly researching green behavior, such extra-roll behavior reflects a commitment to the organization and can take the form of support for green programs. Ahmad & Umrani (2019) found that employees who are satisfied with working conditions show voluntary green behavior as a form of contribution to the achievement of organizational sustainability. Pinzone et al. (2019) in their study in the

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healthcare sector stated that job satisfaction is one of the important driving factors for employee involvement in hospital sustainability efforts.

The findings of these studies indicate that job satisfaction has a strategic role in shaping pro-environmental work behavior. Increasing job satisfaction not only has an impact on retention and performance, but also creates a work environment conducive to the formation of a sustainable organizational culture. In public service organizations such as hospitals, strengthening the aspect of job satisfaction is an important step to encourage employee engagement in green hospital programs and create an overall positive ecological impact.

Employee Green Behavior has a positive effect on Employee Well-Being.

Employee green behavior is a form of pro-social behavior in the workplace that reflects individual involvement in supporting the environmental sustainability of the organization through actions such as energy saving, recycling, participation in environmental training, and spreading sustainability values to colleagues (Iqbal et al., 2018). Within the framework of social exchange theory, these behaviors are judged to produce psychological benefits, such as increased self-esteem, sense of meaning, and emotional stability, because individuals feel that the contributions made are recognized by the organization (Zhang et al., 2021).

The results of this study analysis show that employee green behavior has a positive and very significant effect on employee well-being, with a T-value of 4.662 and a P-value of 0.000. Individuals who actively engage in eco-friendly behaviors in the workplace exhibit higher levels of psychological well-being, which is reflected in job satisfaction, positive spirit, and feelings of empowerment. This engagement strengthens the perception of self-worth and gives a deeper meaning to daily tasks.

Zhang et al. (2021) emphasized that employee green behavior has a direct impact on improving self-esteem, which in turn improves employee well-being. Green behavior provides a significant sense of accomplishment because it contributes to a greater goal than just completing a task. Vanisri & Padhy (2024) found that these behaviors reinforce self-actualization and increase job satisfaction psychologically, especially when executed without external pressure. Ahmed et al. (2020) show that involvement in environmental activities in the workplace reinforces a sense of security, personal value, and social fulfillment that impacts psychological well-being. A study by Wang et al. (2025) using the ability–motivation–opportunity (AMO) theory approach confirms that organizational support for green behavior, through training and reward systems, is able to increase individual empowerment and encourage voluntary contributions that have an impact on holistic well-being.

Overall, these results show that employee green behavior plays an important role in creating psychological and emotional balance in the workplace. Individuals who feel they contribute to an organization's environmental values tend to experience improved well-being that includes satisfaction, emotional calmness, and work ethic. In a work environment such as hospitals, where emotional stress and workload are high, creating a green work culture can be an effective strategy in strengthening employee well-being while increasing loyalty and commitment to the organization.

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Employee Green Behavior mediates the influence of Green Human Resource Management on Employee Well-Being.

Green Human Resource Management (GHRM) is a strategic approach in human resource management that emphasizes the integration of environmental sustainability values into organizational practices. The scope of these practices includes green recruitment, green training and development, green performance management, and green reward systems (Abrar et al., 2025; Idrus, 2024). Self-determination theory explains that employee involvement in green behavior fulfills basic psychological needs in the form of autonomy, competence, and connectedness, thereby increasing employee well-being (EWB) (Vanisri & Padhy, 2024; Zhang et al., 2021). Social exchange theory provides an explanation that GHRM policies that are perceived as a form of organizational support give rise to a sense of obligation to provide reciprocity through involvement in pro-environmental behavior. These behaviors create a sense of work, moral identity, and psychological satisfaction that strengthens individual well-being (Fawehinmi et al., 2024; Hong et al., 2024).

The results of the hypothesis test showed that Employee Green Behavior was proven to fully mediate the influence of GHRM on EWB, with a T-statistic value of 4.186 and a P-value of 0.000. These findings confirm that GHRM does not have a direct influence on EWB, but only affects indirectly through EGB. This means that employee welfare will increase if the GHRM policy really encourages the emergence of green behavior in daily work activities.

The findings of this study are consistent with the study of Zhu et al. (2021) which confirmed that GHRM has a positive effect on EGB, both in the form of task-related green behavior and voluntary green behavior. Research by Krisnawati & Amalia (2023) and Rejeki & Putra (2024) shows that GHRM increases EGB through strengthening green organizational identity. Research by Hong et al. (2024) proves that the GHRM dimension, ranging from recruitment to compensation systems, contributes to the strengthening of EGB. Martínez-Falcó et al. (2024) added that the practice of GHRM has implications for improving EWB through a sustainable work environment and work engagement.

Research by Din et al. (2025) and Vanisri & Padhy (2024) shows that EGB has a positive impact on EWB, especially through increased self-esteem and perception of organizational support. Research by Athota et al. (2020) and Katz et al. (2022) also supports the view that green behaviors contribute to organizational sustainability while strengthening employee engagement in achieving green goals. All of these empirical evidence confirms that EGB is the main mechanism that explains how GHRM practices can impact employee well-being.

This discussion confirms that EGB plays an important role as a full mediation mechanism in the relationship between GHRM and EWB. The implementation of green management policies does not necessarily improve employee welfare, but must be realized through internalization and green behavior practices. These behaviors provide meaningful work experience, strengthen moral identity, and increase employee psychological satisfaction. Organizations need to ensure that every GHRM practice is designed to encourage EGB, whether through environmentally oriented training, green contribution-based rewarding, or the establishment of a sustainable work culture. The implementation of this strategy is able to produce dual benefits, namely strengthening organizational sustainability while improving the welfare of individual employees.

Employee Green Behavior mediates the effect of Job Satisfaction on Employee Well-Being

Job satisfaction is one of the important determinants in forming healthy and sustainable work behavior (Saini & Kumar Bhaker, 2024). Affective commitment theory explains that individuals who feel job satisfaction tend to have strong emotional ties to the organization so they are encouraged to contribute outside of formal job descriptions, including green behaviors (Kalsum et al., 2024). Furthermore, spillover theory asserts that positive affective conditions due to job satisfaction can extend to behavioral aspects, where satisfied employees will display pro-environmental actions as part of self-expression in the workplace (Zheng et al., 2015).

The results of this study support this theoretical framework. The mediation test showed a T-value = 2.220 and a P-value = 0.027, which means a significant indirect influence. Employee green behavior has been proven to be a partial mediator, which explains that job satisfaction affects employee well-being both directly and indirectly through EGB. Satisfied employees tend to display eco-friendly behaviors such as saving energy, reducing waste, and supporting the hospital's sustainability programs, and in turn gain a sense of meaning and pride in their contributions. This condition strengthens the dimensions of life well-being, workplace well-being, and psychological well-being as described by Zheng et al. (2015) and Rahmi et al. (2021) in the instrument for measuring work well-being.

These findings are consistent with previous research. Purba & Tikurura (2022) found that green behavior mediates employee engagement on job satisfaction, suggesting that involvement in eco-friendly programs reinforces positive outcomes of job satisfaction. Zhang et al. (2021) emphasized that employee green behavior can improve well-being through self-esteem enhancement mechanisms. Vanisri & Padhy (2024) also prove that engagement in green behavior not only impacts the environment, but also fosters psychological well-being through feelings of meaning and connection to organizational values. The findings of Ahmed et al. (2020) show that employee well-being functions as a link between corporate social responsibility and green behavior, which reinforces the idea that EGB has a strategic role as a mediator variable in various organizational contexts.

The conclusion of the results of this hypothesis test is that employee green behavior has an important function as a psychological and behavioral bridge between job satisfaction and employee well-being. Job satisfaction has been proven to not only create direct affective satisfaction, but also encourage the emergence of eco-friendly behaviors that enrich the employee's work experience. This behavior ultimately strengthens the dimension of employee welfare, both emotionally, socially, and psychologically. Therefore, organizational strategies in improving employee welfare should not only focus on increasing job satisfaction, but also encourage and facilitate employee green behavior as an effective intermediary mechanism.

CONCLUSION

This study analyzed the influence of Green Human Resource Management (GHRM) and Job Satisfaction (JS) on Employee Well-Being (EWB) among hospital employees, with Employee Green Behavior (EGB) as a mediator, using Structural Equation Modeling–Partial Least Squares (SEM-PLS). Key findings revealed that GHRM lacks a direct effect on EWB

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but positively and significantly impacts EGB, while JS significantly enhances both EWB and EGB. Moreover, EGB significantly influences EWB, fully mediating the GHRM–EWB relationship and partially mediating the JS–EWB link, underscoring that hospital employee welfare hinges more on job satisfaction and green behavior engagement than direct GHRM effects—thus, internalizing GHRM into daily practices is essential for holistic well-being and sustainability. For future research, longitudinal studies could explore how cultural factors in Indonesian hospitals moderate these relationships, or test additional mediators like organizational commitment to strengthen generalizability across healthcare contexts.

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