Green Employee Involvement, Green Training, and Mediating Effects of Green Competencies on Corporate Environmental Performance

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ABSTRACT

This research aims to develop and test mediation models between Green Competencies and Corporate Environmental Performance for the public sector (Health organizations). In particular, our goal is Green Competencies to improve Corporate Environmental Performance, and is associated with the role of Green Employee Involvement, and Green Training. The hypothesis was tested structural equation modeling (Partial Least Square) with survey data from employees of health organizations except medical personnel of Bengkulu province. The results of the study that green competencies do not mediate green employee involvement on environmental performance, but green competencies mediate green training on environmental performance of health organizations. The results also show that green employee involvement does not affect green competencies, but green training affects green competencies, and green competencies affect the environmental performance of employees of health organizations in Bengkulu Province.

Keywords: Corporate Environmental Performance, Green Employee Involvement, Green Training, Green Competencies

1. INTRODUCTION

Concern for the environment in organizations, especially health organizations, is increasing. This is because the implementation of regulations and activities of health organizations has an impact on the surrounding environment, such as producing solid and liquid waste to be processed immediately. Thus, the hospital can create an environment that is in accordance with environmental policy standards, and the survival of the hospital.

Stakeholder theory explains that health organizations can be sustainable if there is a stakeholder role (internal and external). Another theory as support, namely the theory of ability, motivation, and opportunity regarding effectiveness, shows that the work system including ability, motivation, and opportunity can shape employee behavior, thus contributing to improving employee performance and organizational success.

Green employee involvement is the involvement of environmentally friendly employees can show attachment and motivation for environmental responsibility (Pham et al., 2020). Then green training is

an employee training activity in a company about behavior and control of the environment. Employees are provided with knowledge, skills and attitudes for environmental control Jabbour *et al*., (2010). With green training conducted by employees, employees can identify environmental problems and minimize their negative impacts (Pham *et al*., 2020). The management of health organizations encourages employees to engage in environmentally friendly behavior. Managers can also evaluate employees to better understand their duties to be environmentally friendly, as well as increase their willingness to engage in environmentally friendly behavior.

Green employee involvement and green training can improve company performance, especially on environmental performance (Jabbour et al., 2010); (Pham *et al*., 2020), and there is an indirect influence of green competencies. Piwowar-Sulej (2020) explained that green competencies include style, environmental awareness attitudes, resource conservation activities, and maintaining negative environmental impacts, thereby increasing environmental sustainability (Dzhengiz &

Niesten, 2020). This study examines the interactive role of environmentally friendly employees in driving the improvement of environmental performance of Health Organizations in Bengkulu Province.

2. LITERATURE REVIEW

2.1 Stakeholder Theory

Stakeholder theory explains that companies do not only focus on operational activities, which are profit-oriented, but also beneficial to stakeholders (internal and external). Stakeholders strongly support the sustainability of the company (Adams & McNicholas, 2007); (Ghozali & Chariri, 2007).

Environmental problems can affect the company's performance and can have an impact on the community (one of the stakeholders). Employees are part of the stakeholders. Employees also need to adapt to environmental issues. An employee is required to perform his duties without neglecting environmental problems. This is green employee involvement and green training.

2.2 Theory Ability-Motivation-Opportunity (AMO)

Through the Ability-Motivation-Opportunity (AMO) Theory (Boxall et al, 2003) shows that there are 3 (three) components of the work system that shape employee behavior and can improve employee performance and organizational success, namely ability, motivation, and opportunity (Hartati et al., 2020), as follows:

1) *Ability*, namely employees are able to complete tasks because they have knowledge, work ability, and talent. For example, employees are able to work well, able to answer the problems faced, have commitment and enthusiasm to complete the tasks given. Thus, these employees can contribute to the success of the organization. This is the main point of achieving competitive advantage.
2) *Motivation*, namely employees want to complete tasks because of their own desires. Employees must be motivated by building an organizational culture and climate that supports business growth. The culture and climate of the organization must be able to instill the spirit to grow (growth), strive to work better (stimulation), have the ability to see and do with a different approach, and be independent in trying.
3) *Opportunity*, which is the structure of work and a supportive environment and a place to express yourself. Motivated employees must be given the opportunity to develop and grow, which is to provide opportunities for risk taking. In addition, the ability to adapt to changes that occur is needed as a creative space in maximizing the opportunities provided.

vork.

By paying attention to abilities, motivations, and opportunities, employees can easily be involved in environmentally oriented company activities, namely with green employee involvement and green training.

2.3 Enterprise Environmental Performance

According to Woo *et al.*, (2007), performance is the result of efforts in quantity and quality. Performance shows the achievement of the vision, goals and strategic of the organization, Environmental performance is the result of an environmental management system (Andie, 2000), which involves employees to achieve the environment, including:

1) *Employee Environmental Commitment* (EEC)
EEC is the attitude of employees to the organizational environment. EEC can be illustrated through the sense and attitude of environmental responsibility of employees in the organization. Green Human Resources Management (GHRM) practices relate to EEC because it can stimulate employee attitudes towards the environment. The GHRM system includes: environmental skills training and knowledge information that can foster a sense of responsibility for employees (Pham et al., 2020).
Rogelberg et al., (2012) argues that almost all organizations are very interested in commitment because it is the dominant factor. Therefore, commitment can have a direct effect on the attitudes and actions and mindsets of employees to always make an optimal contribution.

2) *Organizational Citizenship Behavior to Environmental*
Organizational Citizenship Behavior is behavior that employees have, including willing cooperation, spontaneity, and innovation (Pham et al., 2020). Organizational Citizenship Behavior in this case relates to the environment or the efforts of employees to contribute to environmental goals. The behavior of employees carrying out activities in the organization outside of their main duties, without obtaining rewards, voluntarily doing additional tasks, but the company will positively assess the employee.

2.4 Green Employee Involvement

Employee engagement is a psychological state. Employees feel they play an important role in the success of the organization, including related to the environment. Employees are motivated to improve environmental performance beyond task (Ramadhan & Sembiring, 2017). Organizational performance is highly dependent on employee performance achievements, because the role of employees is the driving force of the organization. Green Employee Involvement, includes:

1) *Absorption*, that is, employees who have an interest and focus on work, enjoy work, forget about time and employees do not want to break away from work.
2) *Vigor*, namely employees who have high strength and mentality who are willing to bounce back (resilience) at work, desire to try to complete work optimally, and tough in the face of difficulties.

Green Employee Involvement is reflected in the sense of environmental responsibility of employees in the organization (Pham *et al.*, 2020). Employee behavior

focuses on the effectiveness of environmental management, so that it will strengthen employees' environmentally friendly attitude to achieve the company's environmental performance (Perez *et al*., 2009).

2.5 Green Training

Green Training is an environmental policy in organizations. Jabbour et al., (2010) defines green training as a training for employees on behavior and environmental control. Green Training strives to provide knowledge, skills and attitudes of employees related to the environment. The components of Green Training according to (Jabbour et al., 2010) include:

1) *Training*. The organization must have policies and plans for employee training activities related to the environment. The quantity and quality of training attended by employees must be in accordance with applicable standards and policies.
2) *Opportunities*. Every employee has the same opportunity to attend training related to environmental issues.
3) *Effective.* Environment-related training is effectively implemented by all employees so that the tasks performed by employees have met environmental policy standards.
4) *Evaluation.* There is an employee performance evaluation action by the organization for employees who have run environmental training. Aims so that the organization can find out the effectiveness of training implementation.

2.6 Green Competencies

Organizations design and implement green human resource management practices to be competitive. This is the organization's environmental strategy. Various literature, explaining that Green Competencies is an environmentally friendly human resource practice, in order to improve the environmental performance of the organization. Based on (Yong *et al*., 2020) employees of the organization who have green competencies or skills can contribute to reducing negative environmental effects. Green competence in the form of knowledge, awareness, the ability of employees to carry out resource conservation activities, environmental protection to improve environmental sustainability.

2.7 Hypothesis

2.7.1. Green Employee Involvement and Green Competencies

Green employee involvement will affect employee attitudes, including involvement in solving environmental problems. Employees have the characteristics of absorption, vigor and dedication at work, becoming organizational resources to carry out environmentally oriented organizational activities. Employee involvement in organizational environmental activities can improve the knowledge, skills, awareness,

and behavior of environmentally-oriented employees (Subramanian *et al*, 2016).

H1: Green Employee Involvement positive effect on Green Competencies

2.7.2. Green Training dan Green Competencies

Green training is a program to motivate employees to acquire new skills, be able to understand and be able to solve environmental problems that exist today. This training and development is also expected to change the mindset of employees who were previously less aware of the importance of protecting the environment, besides that this training can also change employee habits at work. Results from a previous study conducted by Jabbour (2017) at three public universities in Brazil, with 10 respondents. The results show that training activities related to sustainability can increase corporate social responsibility. The purpose of employee training activities related to the environment is to change employee behavior to be more aware of the environment. In AMO theory, organizational interests are best exercised by employees who pay attention to ability, motivation, and opportunity. These three components can form employee characteristics that are in accordance with organizational needs, moreover are associated with environmental orientation. Employees who are given training related to the environment on an ongoing basis, then these employees will have the ability, then have the motivation and opportunity to pour their competence into environmentally oriented company activities. The results of study Zhang *et al*., (2019) that companies that actively provide active environmentally friendly employee training can create better company performance.

H2: Green Training positive effect on Green Competencies

2.7.3. Green Competencies and Environmental Performance

Various empirical studies state that organizations always engage in environmentally friendly activities will be a very good measure of the company's performance achievements related to the environment (Katsikeas *et al*., 2016). This is strongly supported, if the company's employees have environmentally friendly competencies and skills (Yong *et al*., 2020), so that the Company can reduce the negative environmental impact of the company's activities. The participation of environmentally friendly employees can improve the company's environmental performance.

H3: *Green competencies* Positive Effect on the Company's Environmental Performance

2.7.4. Effects of Green Competencies Mediation on Green Employee Involvement with Environmental Performance

Every employee activity has values that must be fulfilled in accordance with the duties they perform, including to fulfill environmental responsibility by protecting the company's environment. The involvement of

environmentally friendly employees is shown by a sense of environmental care and responsibility (Pham *et al*., 2020). With the involvement of employees in the cleanliness of the company's environment supported by green competence, employees can improve the company's environmental performance.

H6: Green Competencies mediate relationships between Green Employee Involvement with the Company's Environmental Performance.

2.7.5. Effects of Green Competencies Mediation on Green Training with Environmental Performance

Studies Osborne et al, (2017) and Malik et al, (2020) affirm that environmentally friendly training activities carried out by companies continuously can increase environmental awareness, knowledge and environmentally friendly skills of employees, so that employees can be environmentally friendly abilities. If this continues to be designed, implemented and evaluated by the company, it will increase. Environmental performance of the enterprise. Studies Zhang et al., (2019); Marin-Garcia & Tomas (2016) reveal it is very important for organizations to actively engage in training environmentally friendly employees in order to create company performance.

H7: Green Competencies mediate relationships between Green Training with the Company's Environmental Performance.

3. RESEARCH METHOD

The population in this study is Health Organizations in Bengkulu Province as many as 30 hospitals and health clinics in Bengkulu Province. Data sources using questionnaires, obtained through online and offline. Questionnaires are given to hospital employees. This study was conducted for 45 days, from January 5, 2023 to February 20, 2023. All research variables were measured on a 5-point Likert scale from very frequent to never.

The Company's Environmental Performance is the results achieved by the company related to environmental management. The company's environmental performance indicators include environmental commitment (Masri & Jaron, 2017), and environmentally friendly employee behavior (Jabbour et al., 2010). Green employee involvelment is a psychological state of employees who feel concerned about company performance and are motivated to improve performance to a level that exceeds the requested tasks. Green employee involvelment measurement indicators are as follows: Absorption, Vigor and Dedication.

Green training is a training activity for employees in a company about behavior and control that must be carried out on an environmental condition (Jabbour et al., 2010). Garavan et al., (2015) with green training, managers can evaluate employees to better understand their tasks to be environmentally friendly, as well as increase their

willingness to engage in environmentally friendly behavior. Measurement of green training with the following indicators: Training, Opportunities, Effective and Evaluation (Daily et al., 2012).

Green Competencies are employees who have environmentally friendly knowledge and skills to always preserve the environment (Fraijo-Sing et al, 2010). Green *Competencies measurement* consists of expertise, ability, competence, behavior, attitude and environmental awareness (Clement *et al*., 2019). Hypothesis testing using structural equation modeling or SEM, namely Partial Least Square. Here is the structural model of this study:
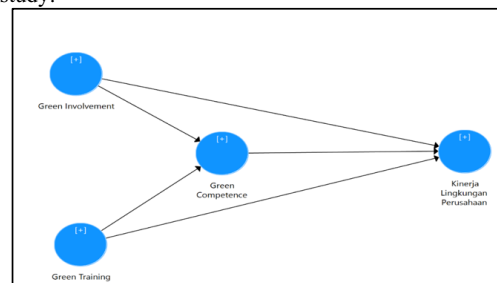

Figure 1 . Structural Model

4. RESULTS AND DISCUSSION

Testing the hypothesis using *partial least square* (PLS). *Measurement model* by testing validity and reliability. Convergent validity is achieved when the indicators in a construct correlate with each other and have sufficient loading scores (Abdillah and Hartono, 2015). Convergent validity is fulfilled if scores obtained with two different instruments measuring the same concept show high correlation (Sekaran, 2006). Discriminant validity testing can be measured in two ways, namely using crossloading values and average variance extracted (AVE) values. The results of the discriminant validity test of the first method are measured by the value of cross loading shows all latent variables have good discriminant validity based on cross loading. The second method used to assess discriminant validity is to look at the AVE (Average Variance Extracted) value of each construct. The Average Variance Extracted (AVE) value in this study contained in Table 1, that the results for all latent variables obtained AVE values > 0.50. This indicates that all indicators capable of explaining each construct meet the criteria for discriminant validity.

Table 1. Average Variance Extracted (AVE)

Variable Construct	Dimension	Average Variance Extracted (AVE)	Information
Enterprise Environmental Performance	EEC	0.710	Valid
	OCB	0.693	Valid
Green Employee Involvement	Absorption	0.875	Valid
	Dedication	0.664	Valid
	Vigor	0.763	Valid
Green Training	Effective	0.748	Valid
	Evaluation	0.789	Valid
	Opportunities	0.795	Valid
	Training	0.632	Valid
Green Competence	Green Abilities	0.902	Valid
	Green Attitude	0,40	Valid
	Green Awareness	0.666	Valid
	Green Behavior	0.853	Valid
	Green Competencies	0.827	Valid
	Green Skill	0.773	Valid

Reliability can be measured by looking at Cronbach's alpha and Composite Reliability values.

Table 2. Cronbach Alpha dan Composite Reliability

Variable Construct	Dimension	Cronbach Alpha	Composite Reliability	Information
Enterprise Environmental Performance	EEC	0.779	0.876	Reliable
	OCB	0.586	0.816	Reliable
Green Employee Involvement	Absorption	0.857	0.933	Reliable
	Dedication	0.750	0.855	Reliable
	Vigor	0.691	0.866	Reliable
Green Training	Effective	0.665	0.856	Reliable
	Evaluation	0.741	0.882	Reliable
	Opportunities	0.743	0.886	Reliable
	Training	0.716	0.837	Reliable
Green Competence	Green Abilities	0.946	0.965	Reliable
	Green Attitude	0.721	0.842	Reliable
	Green Awareness	0.699	0.800	Reliable
	Green Behavior	0.828	0.921	Reliable
	Green Competencies	0.895	0.935	Reliable
	Green Skill	0.713	0.872	Reliable

Table 2, shows all constructs have cronbachs alpha values above 0.60 and composite reliability values for all latent constructs more than 0.70. So, the results of cronbachs alpha and composite reliability all constructs have met the reliability test criteria or it can be said that the gauges (indicators) used in this study are reliable.

The R-Square value in this study is in Table 3 below.

Table 3. R-Square value

	R *Square*
Green Competence	0.537
Performance Lingkungan_Perusahaan	0.309

The R-Square value for the green competence construct known from Table 3 is 0.537. That is, the variability of the green competence construct can be explained by the green involvement and green training constructs with an influence of 53.7%. The rest is explained by factors other than the two constructs, which is 46.3%. Meanwhile, the variability of the company's environmental performance construct is 0.309, which means that the company's environmental performance of 30.9% can be explained by green competence, the remaining 69.1% is influenced by other factors outside the construct.
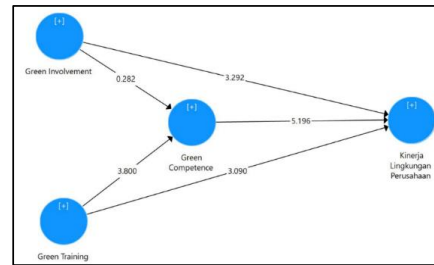
4.1 Hypothesis Testing Results

Figure 2. Bootstrapping a Structural Model

Table 4 Results of Structural Path Model Hypothesis Testing (Mean, STDEV, t-statistics)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Direct Effect					
GC-> CAP	0.625	0.633	0.120	5.196	0.000
IM -> GC	-0.052	0.045	0.186	0.282	0.778
GI-> CAP	0.590	0.576	0.179	3.292	0.001
GT -> GC	0.613	0.554	0.161	3.800	0.000
GT-> CAP	-0.555	-0.550	0.180	3.090	0.002
Indirect Effect					
GI-> CAP	-0.033	0.030	0.112	0.291	0.771
GT-> CAP	0.383	0.352	0.11125	3.069	0.002

Information:
GC = Green Competence
GIVE = Green Involvement
GT = Green Training
KLP = Performance Enterprise Environment

The results of testing hypothesis 1 showed that there was no influence of green involvemet on green competence, t-statistic value of 0.282 with significance of 0.778 (t-statistic < 1.96 and significance > 0.05). This means that the first hypothesis (H1) **is rejected**. The results of hypothesis 2 testing show that there is an influence of green training on green competence, t-statistic value of 3.800 with significance value of 0.000 (t-statistic> 1.96 and significance < 0.05). This means that the second hypothesis (H2) **is accepted**. Green training is getting better, the better the green competence of employees. The results of hypothesis 3 testing show that in the effect of green competence on the company's environmental performance, the t-statistical value is 5.196 with a significance value of 0.000 (t-statistic> 1.96 and a significance of < 0.05). This means that the third hypothesis (H3) **is accepted**. The higher the green competence of employees, the higher the company's environmental performance.The results of testing hypothesis 4 show that there is no mediating role (indirect effect) of green competence on the effect of green involvement on the company's environmental performance, t-statistical value of 0.291 with a

significance value of 0.771 (t-statistics < 1.96 and significance > 0.05). This means that the sixth hypothesis (H6) **is rejected**.

The results of testing hypothesis 5 show that there is a mediating role (indirect effect) of green competence on the effect of green training on the company's environmental performance, t-statistical value of 3.069 with a significance value of 0.002 (t-statistics > 1.96 and significance < 0.05). This means that the seventh hypothesis (H$_7$) which reads "Green competence mediates the effect of green training on the company's environmental performance" **is accepted**. That is, green *training* to good employees will affect the *green competence* of employees which in the end the company's environmental performance will increase.

4.2 Discussion

4.2.1. Green Employee Involvement dan Green Competencies

The results showed that green employee involvement did not affect the green competencies of employees of Health Organizations in Bengkulu. This result means that although there was an increase in green involvement in employees of Health Organizations in Bengkulu, it did not have an impact on increasing green competencies of employees of Health Organizations in Bengkulu. Although these results illustrate that employee empowerment on environmentally friendly behavior has been carried out well by the management of Health Organizations in Bengkulu, it does not have an impact on increasing the green competencies of Health Organization employees in Bengkulu. That is, environmental employees are indeed given the task and authority to take care of environmental and sanitation issues of Health Organizations. This employee empowerment is needed to increase motivation, dedication and absorption of values of friendly environmental conditions and always maintain the environment of the Health Organization and its surroundings to be safe from pollution hazards, both caused by Health Organization waste and other additives. The results of this study are not in line with stakeholder theory to support organizations in solving environmental uncertainty problems faced by these organizations and supporting theories, namely AMO (ability, motivation, and opportunity) Theory. Stakeholder theory is a theory that says that the sustainability of a company cannot be separated from the role of stakeholders both from internal and external with various backgrounds of interests that are different from each existing stakeholder, as well as supporting theories, namely AMO theory (ability, motivation, and opportunity) about effectiveness which shows that there are 3 (three) components of the work system that form employee characteristics and contribute to improving employee performance and organizational success.

In addition, the results of this study are not in line with the findings of empirical research such as those conducted by Pham et al. (2020) that the involvement of environmentally friendly employees can show a sense of attachment and environmental responsibility in the workplace. Supposedly, the implementation of green employee involvement by employees will affect the attitude of these employees, one of which is involvement in solving environmental problems. Green employee involvement will influence employee attitudes and behavior through their involvement in solving environmental problems. Subramanian et al. (2016) asserts that green competence can be of two types: artificial and natural. Natural green competence consists of innate traits, especially environmental concerns, where artificial green competence consists of dimensions such as knowledge, skills, awareness, and behavior related to the environment.

4.2.2. Green Training dan Green Competencies

The results showed that green training affects the green competencies of employees of Health Organizations in Bengkulu. This result means that the better the green training provided to Health Organization employees, the higher the environmentally friendly competence of Health Organization employees. These results illustrate that the management of Health Organizations is sufficient in providing training on environmentally friendly activities. However, the perceived frequency of training is still inadequate. That is, training is only carried out not routinely, only certain times. The trainings that have been obtained by employees include training on waste management of Health Organizations, drug waste and non-drug waste of Health Organizations, Occupational Health and Safety (K3) training, and other environment-related training. This condition makes the effectiveness of the training still not have a maximum impact. In order for the benefits of green training to encourage the environmental performance of Health Organizations, the frequency of green training is carried out in a sustainable and sustainable manner.

Green training is a program to motivate employees to acquire new skills to be able to understand and be able to solve environmental problems that exist today. This training and development is also expected to change the mindset of employees who were previously less aware of the importance of protecting the environment, besides that this training can also change employee habits at work. The results of a previous study conducted by Jabbour (2017) at three public universities in Brazil, with 10 respondents said that there is an influence of green training on corporate social responsibility, green training for employees is currently good to change employee behavior to be more aware of the surrounding environment.

In AMO (ability, motivation and opportunity) theory, organizational interests are best carried out by employees who pay attention to ability, motivation, and opportunity. These three components can form employee characteristics that suit the needs of the company. The ability of green training to improve GEP (goal

environment performance) is strongly influenced by the nature of green competencies possessed by employees.

The results of this study are in line with studies Zhang et al., (2019) and Clement et al. (2019) that it is very important for organizations to actively engage in training environmentally friendly employees in order to create better company performance.

4.2.3. Green Competencies Involvement and Corporate Environmental Performance

Result Research shows that Green competencies affect the environmental performance of Health Organizations in Bengkulu. These results mean that the better Green competencies Health Organization employees, then the environmental performance of the Health Organization will be higher. The environmental performance of the Health Organization is interpreted as one of the important factors in the environmental problems of the Health Organization, because with the increase in the environmental performance of the Health Organization by the managerial, it is expected to be able to improve the performance of the Health Organization. The success of an organization (including Health Organizations) in achieving its goals and fulfilling its social responsibilities, largely depends on managers. If managers are able to perform their duties well, the organization will be able to achieve the desired goals and objectives. This result illustrates that the green competence of Health Organization employees in Bengkulu is already in the good category, such as already having green competence, behaving greenly, maintaining the cleanliness of the Health Organization environment, maintaining the cleanliness of Health Organization equipment and so on. This, of course, will encourage the achievement of high environmental performance of Health Organizations. These green competencies will also encourage high skills, knowledge, abilities, behaviors, and awareness of the importance of friendly environmental conditions of the Health Organization and do not endanger the employees themselves and the environment around the Health Organization.

The form of company performance (Health Organization) is the existence of high employee commitment to the surrounding environmental conditions or referred to as employee environmental commitment (EEC). EECs can demonstrate a sense of attachment and an attitude of environmental responsibility in the workplace. The practice of Green Human Resources Management (GHRM) is related to EEC because it can stimulate employee attitudes towards the environment, with GHRM systems such as environmental skills training and knowledge information that can foster a sense of responsibility for employees.

Furthermore, the dimensions of the company's environmental performance (Health Organizations) can also be seen from OCB's behavior in green environments. Organizational Citizenship Behavior for the Environment (OCBE) is recognized as voluntary behavior that contributes to environmental goals. Every organization generally believes that to achieve excellence must strive for painstaking performance. OCBE is a term used to identify employee behavior so that he or she can be called a good member. This OCBE-like behavior will be very mutually beneficial with each of his co-workers by forming an attitude of mutual help.

A number of empirical studies have revealed that the extent to which organizations engage in environmentally friendly activities will be a very strong indicator of environmental performance aimed at reducing the negative impact of their activities on the environment. The negative influence of the company's activities on the environment can be reduced, if employees have the necessary green competencies or skills. Organizational environmental performance involves the participation of employees based on their behavior that aims to positively influence the environment. The existence and sustainability of a company is strongly influenced by the support provided by stakeholders to the company (Ghozali, 2007). Furthermore, a study reveals that green competence includes various aspects of resource conservation, environmental protection, and outdoor skills, practice skills, style and awareness, awareness as an element of individual attitudes, and knowledge to improve environmental sustainability.

4.2.4. Effects of Green Competencies Mediation on Green Employee Involvement with Corporate Environmental Performance

The results showed that green competencies do not mediate the effect of green employee involvement on the environmental performance of Health Organizations. The role of green competencies is not necessary to link employees' environmental involvement in influencing the environmental performance of Health Organizations. That is, without green competencies environmental involvement carried out by employees has a significant impact on the high environmental performance of Health Organizations. These green competencies will encourage high skills, knowledge, abilities, behavior, and awareness of the importance of environmental conditions of the Health Organization that are environmentally friendly and do not endanger the employees themselves and the environment around the Health Organization.

In every activity carried out by employees, there are values that must be fulfilled in accordance with the duties they perform, one of which is to fulfill environmental responsibilities which are obligations that need to be

done by employees in protecting the company's environment. The involvement of eco-friendly employees can show a sense of attachment and environmental responsibility in the workplace. This can make an indication of employee perceptions of Human Resources Management (HRM) practices related to employee behavior towards the environment in the workplace and show a sense of attachment and environmental responsibility in the workplace.

In AMO theory, which states that with the ability, motivation, and opportunity, employee involvement can make a difference in individuals, teams, and companies. In the green human resource management literature, green competencies have evolved into significant constructs in recent years.

4.2.5. Effects of Green Competencies Mediation on Green Training with Corporate Environmental Performance

The results showed that green competencies have a mediating role in the effect of green training on the environmental performance of Health Organizations. This result means that the role of green training carried out by the Health Organization will have an impact on increasing the green competence of employees, thus having an impact on the high environmental performance of the Health Organization. These green competencies will encourage high skills, knowledge, abilities, behavior, and awareness of the importance of environmental conditions of the Health Organization that are environmentally friendly and do not endanger the employees themselves and the environment around the Health Organization.

Study by Osborne et al. (2017) and Malik et al. (2020) affirms that green training can increase green awareness, green skills, green behavior, green attitudes, green knowledge and green abilities in employees able to improve their performance in an organization. The ability of green training to improve GEP is strongly influenced by the nature of green competencies possessed by employees.

The study conducted by Zhang et al. (2019) revealed that it is very important for organizations to actively engage in training environmentally friendly employees in order to create better company performance. According to AMO theory, the interests of different organizations can be met with an effective human resource system by offering the right opportunities and platforms for employees to be skilled and competent so that they will be key players in improving environmental performance (Marin-Garcia & Tomas, 2016) .

CONCLUSION

Green employee involvement does not affect green competencies in health organizations in Bengkulu. Green employee involvement in practice is not in line with green competencies because the attitudes and behaviors of environmentally friendly employee engagement related to environmentally friendly competencies possessed by these employees are rarely involved in the application of problem solving related to the environment.

Green training affects the green competencies of employees of health organizations in Bengkulu Province. The better the green training or environment-related training provided to employees of health organizations, the higher the green competencies or environmentally friendly competencies possessed by employees of health organizations.

Green competencies affect the environmental performance of health organizations in Bengkulu Province. The better the green competencies, the better the environmental performance of the health organization. The environmental performance of the Health Organization is interpreted as one of the important factors in the environmental problems of the Health Organization, because with the improvement of the environmental performance of the Health Organization by managerial will be able to improve the performance of the Health Organization.

Green competencies do not mediate the effect of green employee involvement on the environmental performance of health facilities in Bengkulu. The role of green competencies is not needed to link green employee involvement in influencing the environmental performance of the Health organization, because there is no increase in green competencies in mediation in employee engagement so that it has a significant impact on the high environmental performance of the Health Organization.

Green competencies mediate the effect of green employee involvement on the environmental performance of health organizations in Bengkulu. The role of green training provided by health organizations will have an impact on increasing employee green competencies, so that it also has an impact on the high environmental performance produced by health organizations.

RESEARCH IMPLICATIONS

The implications of this study are as follows:

This study provides an overview related to green competencies on the effect of green employee involvement that does not occur, this is because

employee empowerment is more emphasized on personal empowerment and coaching, and does not concern employee green competencies, so it does not have an effect on the environmental performance of Health Organizations. Then on green competencies on the influence of green training strongly supports the creation of skills, knowledge, behavior and awareness of employees. The function of green training for employees is indeed more emphasized on improving employees' green competence, so that it will have an impact either directly or indirectly on the environmental performance of Health Organizations. This research is expected to be a reference by health organizations to improve the company's environmental performance. Namely by increasing empowerment, training and green competence to employees of Health Organizations is needed, so that it will have an impact on achieving higher environmental performance of Health Organizations.

RESEARCH LIMITATIONS AND SUGGESTION

This study still cannot be generalized properly because it has limitations on the samples obtained by researchers It is quite difficult to obtain because there are policies for Health Organizations that refuse to be researched and respondents who are difficult to meet. The limited samples obtained were caused when conducting research still in the conditions of the COVID-19 pandemic. Based on the results of the study, discussion, conclusions and limitations of the study, the researcher's suggestions for further research Sampling in conducting research should be carried out when the Covid-19 pandemic has completely subsided, then conduct a survey first to be more selective in the selection of samples that are the purpose of research and make appointments first because there are still health organizations that refuse to be used as research samples so that research time becomes more efficient.

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