



# The influence of green human resource management and green innovation on business sustainability mediated by digital skills at RSUD sayang cianjur

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## ABSTRACT

Competition between companies is increasing, therefore company characteristics that can invite competitiveness between competitors are very much needed. The aim of this research is to determine the direct and indirect influence between the variables green human resource management and green innovation mediated by digital skills on business sustainability. This research was conducted using a quantitative approach, where the respondents were health workers at RSUD Sayang Cianjur with a population of 1,413 people and a sample of 93 people. Data collected from health workers in the form of a statement questionnaire that represents the information needed in the study to obtain a number of data or information relevant to the research topic. The analytical method used in this research is Partial Least Square (PLS) using the SmartPLS version 3.0 program. The research results show that green human resource management has a positive influence on business sustainability, green innovation have no influence on business sustainability, digital skills has a positive influence on business sustainability, green human resource management has an influence on digital skills, green innovation have no influence on digital skills, green human resource management mediated by digital skills has an influence on business sustainability, and green innovation mediated by digital skills has no influence on business sustainability.

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## 1. INTRODUCTION

All types of companies and industries, including hospitals as service companies, experience competition in business. Hospitals have unique and complex characteristics because they must provide special and high-quality services to patients in the face of various social, economic, and technological changes. Therefore, hospital management must be carried out professionally in order to meet community needs (Permana &

Lukviarman, 2012) in Bawono, 2021). Entering the hospital industry is a major challenge, especially because new hospitals are often significant competitors to existing ones. With the addition of new hospitals, the pressure to increase capacity and competitiveness is also strengthening. This encourages competition in the hospital industry, which demands improvements in quality, competitiveness, and offerings to adapt to the dynamics of the industry. Therefore, hospitals need to build strong competitiveness through appropriate and dynamic strategies.

One way to improve business performance is to build the characteristics of an environmentally friendly company. This is because the impact of globalization and the influence of advances in social media technology have created widespread public awareness regarding the awareness of business responsibility towards the environment and social. Therefore, companies must achieve higher desired performance to solidify their position in the market both at national and international levels (Ch'ng et al. ., 2021 dalam Zhao & Huang, 2022), therefore, hospitals need to implement management practices so that business continuity remains consistent. One of the hospitals that has been around for a long time since 1984 is Sayang Regional General Hospital (*Rumah Sakit Umum Daerah Sayang*), Cianjur Regency. This hospital is located in Bojong Herang Village, Cianjur District with an address at Jl. Rumah Sakit Nomor 1 Cianjur. The success of all services at RSUD Sayang is strongly supported by sufficient staff who are competent and professional in their fields according to existing needs.

Business sustainability is achieved when a company can carry out its business activities without impacting the quality of the environment and society. Environmentally friendly companies must consider the welfare of the general public and the quality of natural resources even at the global level to achieve higher tourism performance and solidify their position in the market at both national and international levels (Svensson et al., 2018). Such a company appropriately pays attention to environmental problems arising from its corporate activities and organizes its processes in accordance with the environmental requirements of regulatory authorities (Orobia et al., 2020). A company can have sustainable business performance if it protects the quality of the natural environment and the welfare of the people in the area where the company carries out its operations, thereby creating an environment where the company can develop its business (Freudenreich et al., 2020 dalam Zhao & Huang, 2022). Considering that environmental awareness is very influential in developing sustainable business performance, a concept is needed to maintain existing resources within the company by maximizing its performance.

According to (Sutanto et al., 2020), based on research results, the concept of green hospital attributes in Indonesia consists of six dimensions, namely ecology, economics, social, technology, environmental health and institutional. Therefore, environmental health has an impact on the sustainability of business performance. This is because it is a quality that creates and maintains conditions in which humans and nature can live in productive harmony, and which enables the fulfillment of socio-economic and other needs, from the present generation to future generations. Business sustainability is achieved when a company carries out its business activities without impacting the quality of the environment and society. As society's awareness of the environment grows, companies have adopted many environmentally friendly actions to improve the company's social, economic, and ecological conditions. Due to the growth of stakeholders' environmental knowledge, companies today have motivated their employees to adopt environmentally friendly practices to achieve business sustainability. These actions ultimately encourage the implementation of environmentally friendly practices to improve the company's sustainable performance (Li et al., 2023).

Green Human Resources Management is considered one of the most effective ways to deal with environmental issues at the organizational level. HR policies are primarily aimed at overcoming problems related to the company's environment, which

can have a direct impact on organizational performance (Shah, 2019). This strategy focuses on the natural environment by considering every dimension of business operations and their social, cultural, economic and environmental impacts (Yong et al., 2019). To build environmentally friendly HR management, all components of the company, especially human resources, and the organization, must increase efficiency in the company's operational activities, accompanied by carrying out more organized work arrangements and optimizing the use of human resources. Additionally, companies also need to support greener options including telecommuting and flexible work schedules (Fayyazia et al., 2015) in (Hasan, 2022).

Environmentally friendly innovation is considered a company advantage which is reflected in the uniqueness and differentiation of environmentally friendly products. These advantages can also improve performance, as can be seen from the increase in company profits which can be assessed by Return on Equity (ROE) and Return on Assets (ROA) (Przychodzen & Przychodzen, 2015 in Helmi & Widiastuty, 2023). Innovation is the principle of embracing new ideas as an aspect of organizational culture. Innovation is a measure of the direction of innovation of an organization. Innovation is one of the characteristics of an organizational culture that emphasizes learning, participatory decision making, support and collaboration, as well as sharing power and influencing the direction of innovation (Alliyah & Nurhidayati, 2019).

The inevitable rise of environmentally friendly innovation has encouraged older companies to integrate environmentally friendly measures into their business strategies. In recent years, experts have realized the importance of inspiring environmentally friendly discoveries in companies' business strategies. Sustainable thinking utilizes this integration strategy to advance the green innovation paradigm, an increasingly hostile environment. The environmentally friendly innovation approach has raised the company's strategic vision towards achieving satisfaction. Nowadays, green discovery strategies have made organizations realize the increasing importance of sustainable performance. The results of several studies show that environmentally friendly innovation tactics have become an ongoing goal of organizations, without which organizations will find it difficult to survive (Wang et al., 2022).

According to (Li et al., 2023), environmentally friendly innovation has a significant influence on the sustainability of business performance, and is very important as a determining factor that drives a company's sustainability performance. Companies have responded strongly to the idea of going green by rigorously adopting eco-friendly innovation practices. These environmentally friendly innovations have helped them overcome social and environmental barriers thereby improving their long-lasting performance (Baah et al., 2020).

Digital Skills have become a new approach for many companies to gain competitive advantage in the context of intense and dynamic market competition. Many organizations have implemented digital skills, which have a positive impact on business desires (Farias & Cancino, 2021) in (Setyaningrum & Muafi, 2023). Digital transformation can have a significant influence in enhancing sustainable corporate development, while empowered management and highly educated employees are important complementary human resources that effectively strengthen the contribution of digitalization towards sustainability. Digital transformation is an important tool for encouraging business sustainability, expanding literature in related fields, and providing insights for company management and government policy makers to advance corporate sustainability (Y. Zhang & Jin, 2023).

Digitalization has an impact on the basic theoretical perception of work, meanwhile, sustainable human resource management is very important in the era of digitalization to ensure worker motivation and capacity building (Dabic et al., 2023). This is in line with (Richards, 2020), who argue that workers are more important than employers the main feature of sustainable HRM practices. To improve the quality of

urban green innovation performance, digitalization is becoming increasingly important. Digitalization has a positive impact on technological innovation, and technological innovation also has a positive impact on the performance of environmentally friendly innovation. Technological innovation acts as a mediator between digitalization and environmentally friendly innovation performance. Different intensities of environmental regulations play a positive moderating role in the impact of digitalization on environmentally friendly innovation performance (Jia et al., 2022). However, based on previous research, the author sees a gap where most researchers conduct research on company objects and the lack of reference to digital skill variables, therefore the author wants to renew the object research and the variables used, namely by adding digital skill variables. In addition, the author wants to examine the concept of environmentally friendly human resource management more deeply so that unique findings are obtained and the relevance of the concept of environmentally friendly human resource management in various business phenomena is emphasized. Based on the description of the background phenomena above, the authors suspect that green human resource management and green innovation are capable of having an influence on business sustainability mediated by digital skill.

## 2. RESEARCH METHOD

This research was conducted using a quantitative approach. The type and source of data in this research is primary data. Primary data is a data source that provides data directly to data collectors (Sugiyono, 2016 in Laksono & Wardoyo, 2019), while secondary data was obtained from previous research and literature study. The population in this study was the health workers at RSUD Sayang Cianjur, totaling 1,413 people with a sample of 93 people. Data collected from health workers in the form of a statement questionnaire that represents the information needed in the study to obtain a number of data or information relevant to the research topic. The analytical method used in this research is Partial Least Square (PLS) using the SmartPLS version 3.0 program.

## 3. RESULTS AND DISCUSSIONS

### 3.1 Uji Validitas

#### a. Convergent Validity

Table 1. Outer Loading

Variable	Indicator	Outer Loading	Validity
Green Human Resource Management	GH1	0,773	Valid
	GH2	0,739	Valid
	GH3	0,674	Valid
	GH4	0,700	Valid
	GH5	0,605	Valid
	GH7	0,630	Valid
	GH8	0,757	Valid
	GH9	0,761	Valid
	GH10	0,742	Valid
	Green Innovation	GI1	0,646
GI2		0,762	Valid
GI3		0,708	Valid
GI4		0,749	Valid
GI5		0,712	Valid
GI6		0,780	Valid
Digital Skill	DS1	0,641	Valid
	DS2	0,744	Valid
	DS3	0,641	Valid
	DS4	0,737	Valid
	DS5	0,739	Valid
	DS6	0,734	Valid

Business Sustainability	KB3	0,639	Valid
	KB4	0,742	Valid
	KB5	0,810	Valid
	KB6	0,692	Valid

Source: Processed Primary Data, 2023

Based on the data in table 1, it can be seen that all indicators have an outer loading value of  $> 0.5$  so they can be declared valid for use in further research and analysis.

#### b. Discriminant Validity

Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Green Human Resource Management	0,506
Green Innovation	0,529
Digital Skill	0,500
Business Sustainability	0,523

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 2 above, it can be concluded that the Discriminant Validity value or correlation value which can be seen in the square of Average Variance Extracted (AVE) value is said to be achieved or valid if the AVE value is  $> 0.5$ , which means the four variables (GHRM, green innovation, digital skills and business sustainability) is valid.

#### c. Reliability Test

Table 3. Composite Reliability

Variable	Composite Reliability	Result
Green HRM	0,902	Reliable
Green Innovation	0,870	Reliable
Digital Skill	0,857	Reliable
Business Sustainability	0,813	Reliable

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 3 above, it can be concluded that the composite reliability value of all constructs is  $> 0.7$ , which means that all constructs meet the composite reliability criteria and each construct in this study has a high reliability value. The reliability test is also strengthened by Cronbach's Alpha value. The following are the results of the reliability test with Cronbach's Alpha:

Table 4. Cronbach's Alpha

Variable	Cronbach's Alpha	Result
Green HRM	0,877	Reliabel
Green Innovation	0,822	Reliabel
Digital Skill	0,801	Reliabel
Business Sustainability	0,694	Reliabel

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 4 above, it can be concluded that the Cronbach's alpha value for all constructs is  $> 0.6$ , which means that all constructs meet the Cronbach's alpha criteria and each construct in this study has a high reliability value.

#### d. Inner Model Analysis

Table 5. R-Square

Variable	R-Square	R-Square Adjusted
Business Sustainability (Y)	0,586	0,572

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 5 above, the R-Square value is 0.586. With this, it can be explained that the influence of the Green Human Resource Management (X1), Green Innovation (X2), and Digital Skill (Z) variables on business sustainability (Y) gives a value of 0.572. These results can be interpreted that the business sustainability construct variable can be explained by the Green Human Resource Management, Green Innovation, and Digital Skill variables with the Digital Skill variable as a mediating variable between Green Human Resource Management and Green Innovation on business sustainability with a percentage of 58,6%. Meanwhile, the remaining 41,4% is explained by other variables outside this research.

#### e. Hypothesis Analysis

Table 6. Path Coefficient

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Green HRM -> Business Sustainability	0.837	0.855	0.121	6.923	0.000
Green Innovation -> Business Sustainability	0.085	0.081	0.114	0,744	0.457
Digital Skill -> Business Sustainability	-0.221	-0.227	0,091	2.430	0.015
Green HRM -> Digital Skill	0.655	0.665	0.086	7.572	0.000
Green Innovation -> Digital Skill	0.024	0.025	0.103	0.238	0.812

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 6, the magnitude of the t-statistic parameter coefficient for the Green Human Resource Management (X1) -> Business Sustainability (Y) variable or hypothesis 1 has a value of 6.923, it is declared significant (t table significance 5% = 1.96) or stated that Ho1 is rejected and Ha1 is accepted. The magnitude of the t-statistic parameter coefficient for the Green Innovation (X2) -> Business Sustainability (Y) variable or hypothesis 2 has a value of 0.744, it is declared significant (t table significance 5% = 1.96) or it is stated that Ho2 is accepted and Ha2 is rejected. The magnitude of the t-statistic parameter coefficient for the variable Digital Skill (Z) -> Business Sustainability (Y) or hypothesis 3 has a value of 2.430, it is declared insignificant (t table significance 5% = 1.96) or it is stated that Ho3 is rejected and Ha3 is accepted. The magnitude of the t-statistic parameter coefficient for the Green Human Resource Management (X1) -> Digital Skill (Z) variable or Hypothesis 4 has a value of 7.572, it is declared significant (t table significance 5% = 1.96) or it is stated that Ho4 is rejected and Ha4 is accepted. The magnitude of the t-statistic parameter coefficient for the Green Innovation (X2) -> Digital Skill (Z) variable or hypothesis 5 has a value of 0.238, it is declared insignificant (t table significance 5% = 1.96) or it is stated that Ho5 is accepted and Ha5 is rejected.

Table 7. Special Indirect Effect

Variable	Original	Sample	Standard	T Statistics	P Values
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	Sample (O)	Mean (M)	Deviation (STDEV)	( O/STDEV )	
Green HRM -> Digital Skill -> Business Sustainability	-0.144	-0.151	0.065	2.230	0.026
Green Innovation -> Digital Skill -> Business Sustainability	-0.005	-0.006	0.025	0.217	0.828

Source: Output SmartPLS 3.0, processed primary data (2023)

Based on table 7, the magnitude of the t-statistic parameter coefficient for the variable Green Human Resource Management (X1) -> Digital Skill (Z) -> Business Sustainability (Y) or hypothesis 6 has a value of 2.230, it is declared significant (t table significance 5% = 1.96) or stated that Ho6 is rejected and Ha6 is accepted. The magnitude of the t-statistic parameter coefficient for the Green Innovation (X2) -> Digital Skill (Z) -> Business Sustainability (Y) variable or hypothesis 7 has a value of 0.217, it is declared insignificant (t table significance 5% = 1.96) or it is stated that Ho7 is accepted and Ha7 is rejected.

The results of this research show that the Green Human Resource Management variable (X1) has a significant influence on Business Sustainability (Y) at RSUD Sayang Cianjur. The results of the path coefficient test on the inner model show that the t-statistic for the Green Human Resource Management variable is 6.923 and is declared significant because the t-statistic value is > 1.96 (6.923 > 1.96). Therefore, hypothesis test 1 states that Ho is rejected and Ha is accepted. It can be interpreted that the better and more consistent the Green Human Resource Management implemented by the organization, the more significant it will have on business sustainability at RSUD sayang Cianjur. The results of this research are in line with research in journals Hmeedat & Albdareen, (2022) which states that Green Human Resource Management has a significant influence on business sustainability where the presence of environmentally friendly human resources will create and increase business sustainability.

The results in this research show that the Green Innovation (X2) variable does not have a significant influence on Business Sustainability (Y) at RSUD Sayang Cianjur. The results of the path coefficient test on the inner model show that the t-statistic for the Green Innovation variable is 0,744 and is declared not significant because the t-statistic value is < 1.96 (0,744 < 1.96). Therefore, hypothesis test 2 states that Ho is accepted and Ha is rejected. It can be interpreted that the better the Green Innovation implemented by the organization, the more has no influence on business sustainability at RSUD sayang Cianjur. The results of this research are in line with research in journals Helmi & Widiastuty, (2023) green process innovation has no effect on company performance, this shows that good or bad green process innovation will not affect company performance because the use of environmentally friendly production methods has not been able to support increased profitability or sustainability of the company.

The results in this research show that the Digital Skill (Z) variable has a significant influence on Business Sustainability (Y) at RSUD Sayang Cianjur. The results of the path coefficient test on the inner model show that the t-statistic for the Digital Skill variable is 2.430 and is declared significant because the t-statistic value is >1.96 (2.430 > 1.96). Therefore, hypothesis test 3 states that Ho is rejected and Ha is accepted. It can be interpreted that the number of human resources who master Digital Skills have influence on business sustainability at RSUD sayang Cianjur. The results of this research are in line with research in journals Y. Zhang & Jin, (2023) states that digital skills affect business sustainability, which results in research that digital skills become a strategy that integrates sustainability goals, aligns digital initiatives with overall business

strategy and recognizes the potential of digital technology to drive business sustainability.

The results in this study show that the Green Human Resource Management variable (X1) has a significant influence on Digital Skill (Z) at RSUD Sayang Cianjur. The results of the path coefficient test on the inner model show that the t-statistic for the Green Human Resource Management variable is 7.572 and is declared significant because the t-statistic value is  $> 1.96$  ( $7.572 > 1.96$ ). Therefore, hypothesis test 4 states that  $H_0$  is rejected and  $H_a$  is accepted. It can be interpreted that the increasing Green Human Resource Management will have a significant influence on Digital Skills at RSUD sayang Cianjur. The results of this research are in line with research in journals Dabic et al., (2023) which states that Green Human Resource Management has a significant influence on Digital Skills where good environmentally friendly human resource management will improve digital skills. This research also states that digitalization has an impact on basic theoretical perceptions about work. Sustainable human resource management is essential in the era of digitalization to ensure worker motivation and capacity building.

The results in this study show that the Green Innovation variable (X2) does not have a significant influence on Digital Skill (Z) at RSUD Sayang Cianjur. The results of the path coefficient test on the inner model show that the t-statistic for the Digital Skill variable is 0.238 and is declared not significant because the t-statistic value is  $< 1.96$  ( $0.238 < 1.96$ ). Therefore, the hypothesis test 5 states that  $H_0$  is accepted and  $H_a$  is rejected. It can be interpreted that the increasing Green Innovation has no influence on Digital skills at RSUD Sayang Cianjur. The results of this research are in line with research in journals Q. Zhang et al., (2022) which states that Green innovation has no significant influence on digital skills where environmental awareness, government regulations that encourage environmental management, and institutional pressure encouraging environmentally friendly corporate behavior do not have an impact on digital skills and companies can carry out a lack of green innovation in their organizational life.

The results in this study show that the Green Human Resource Management (X1) variable before being mediated by Digital Skills has a significant influence on Business Sustainability (Y) at RSUD Sayang Cianjur with a t-statistic value of 6.923. Meanwhile, the results of path coefficient testing on the inner model t-statistic for hypothesis 6 after being mediated by digital skills are  $> 1.96$  ( $2.230 > 1.96$ ). Therefore, the hypothesis test 6 states that  $H_0$  is rejected and  $H_a$  is accepted and it can be interpreted that the direct influence value is 6.923 and the indirect influence is 2.230, which means that the digital skill variable as a mediating variable weakens the green human resource management variable at RSUD sayang Cianjur. The better the green human resource management and the more the level of digital skills applied at Sayang Cianjur Hospital, it will affect business sustainability. The results of this study are in line with research in the journal Liu et al., (2022) produced research showing that employee skills fully mediate between GHRM and sustainable consumption and production behavior.

The results in this research show that the Green Innovation variable (X2) before being mediated by Digital Skills does not has a significant influence on Business Sustainability (Y) at RSUD Sayang Cianjur with a t-statistic value of 0.744. Meanwhile, the results of path coefficient testing on the inner model t-statistic for hypothesis 7 after being mediated by digital skills are  $< 1.96$  ( $0.217 < 1.96$ ). Therefore, the hypothesis test 7 states that  $H_0$  is accepted and  $H_a$  is rejected and it can be interpreted that the direct influence value is 0.744 and the indirect influence is 0.217, which means that the digital skill variable as a mediating variable weakens the green innovation variable on business sustainability at RSUD Sayang Cianjur.

#### 4. CONCLUSION

The results of this research show that Green Human Resource Management has a significant influence on business sustainability at RSUD Sayang Cianjur. This is due to the implementation of environmentally friendly human resource management practices which have a positive role in increasing the impact of social responsibility on business sustainability. Green Innovation does not have a significant influence on business sustainability at RSUD Sayang Cianjur. This is due to several factors that make organizations unaffected by green innovation such as employee involvement, production costs, environmental regulations, market access, image and business reputation can still be overcome by the organization of RSUD Sayang Cianjur. Digital Skills has a significant influence on business sustainability at RSUD Sayang Cianjur. This is due to the application of digital skills can invite business sustainability in the future because the more aware the hospital is of digital skills, the hospital will maximize its resources by utilizing the capabilities of each human resource that always keeps up with the times. Green Human Resource Management has a significant influence on digital skills at RSUD Sayang Cianjur. This is due to the increase in environmentally friendly human resources which will invite and encourage the mastery of digital skills that can make organizations use effectively in saving human resources and reducing negative impacts on the environment.

Green Innovation does not have a significant influence on digital skills where environmental awareness, government regulations that encourage environmental management, and institutional pressures encouraging environmentally friendly company behavior do not have an impact on digital skills and companies can suffer from a lack of green innovation in organizational life at RSUD Sayang Cianjur. Digital Skill as a mediating variable plays a role in weakening the influence of green human resource management on business sustainability at RSUD Sayang Cianjur. This is because green human resource management has a significant influence on business sustainability at RSUD Sayang Cianjur and with the presence of digital skills, the significance value is reduced drastically and produces an insignificant impact on business sustainability. Digital Skill as a mediating variable plays a role in weakening the influence of green innovation on business sustainability at RSUD Sayang Cianjur. This is because green innovation has a significant influence on business sustainability at RSUD Sayang Cianjur and with the presence of digital skills, the significance value is reduced drastically and produces an insignificant impact on business sustainability.

Suggestion, The researcher's suggestions based on the conclusions above are: Green Human Resource Management has a significant influence on business sustainability at RSUD Sayang Cianjur, so that hospitals must always pay attention to and involve environmental initiatives in making decisions and policies that will be implemented in the course of hospital activities. It is recommended for hospitals to pay attention to efficiency in implementing environmentally friendly management practices where competence, position, and division of work teams must also be considered. Green Innovation do not have significant influence on business sustainability at RSUD Sayang Cianjur because several factors so that hospitals are not affected by environmentally friendly innovations such as image and business reputation, and environmental regulations can still be overcome by RSUD Sayang Cianjur Hospital. However, it is recommended for hospitals to be open to new things, try to adapt and always pay attention to and update a series of environmentally friendly innovations that can be applied in the hospital environment. Digital Skills has a significant influence on business sustainability at RSUD Sayang Cianjur because the level of skills applied will create business sustainability in the future. The application of digital skills that is evenly distributed to each field will encourage the company to be faster in achieving goals, therefore it is recommended that the hospital equalize digital skills to all fields in the hospital so that there is effectiveness in operating and achieving predetermined goals. For future researchers, it is hoped that the results of this research can be used as a reference

regarding management science and with more varied independent variables or with a larger and more specific sample size.

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