





“The effect of green job design on employee behavior in Indonesian hospitals: A mediation model”

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THE EFFECT OF GREEN JOB DESIGN ON EMPLOYEE BEHAVIOR IN INDONESIAN HOSPITALS: A MEDIATION MODEL

Abstract

The importance of environmental performance has gained significant attention in recent years, as it is increasingly recognized as a critical component of sustainable development and corporate success. Environmental performance refers to how well an organization manages its environmental responsibilities, which can significantly influence its overall sustainability and competitive advantage. This study aims to investigate the role of green job design and top management support in enhancing employee ecological behavior through green social capital as a mediating variable. The paper employed a purposive sampling technique to select 442 samples of paramedics and non-paramedics from various public hospitals in Indonesia. Data were analyzed using the structural equation modeling-partial least squares technique with SmartPLS 3.0. The results indicated that green job design ($t = 3.80, p = 0.000$) exhibits statistically significant positive direct effects on employee ecological behavior. Surprisingly, top management support ($t = 0.86, p > 0.05$) exhibits statistically insignificant direct effects on employee ecological behavior. Additionally, green social capital was found to have a statistically significant direct effect on employee ecological behavior ($t = 2.73, p < 0.05$). Green job design, top management support, and green social capital play crucial roles in the adoption of employee ecological behavior in the Indonesian healthcare industry. Achieving employee ecological behavior necessitates integrating these job designs with management support.

Keywords

green job design, top management support, green social capital, employee ecological behavior, healthcare industry

JEL Classification

J24, O34, O15

INTRODUCTION

Environmental performance is crucial to achieving sustainability due to its substantial impact on the environment. More specifically, Indonesia currently ranks 162nd out of 180 countries worldwide (Block et al., 2024) and is positioned 20th in the Asia-Pacific region. This situation presents a significant challenge that demands immediate action (Masyhuri et al., 2024). In addition, the COVID-19 pandemic has resulted in a large increase in medical waste, further highlighting the urgent need for improved waste management practices (WHO, 2022). The healthcare sector needs to ensure that its waste is safely managed in terms of systems and management techniques. In addition, the healthcare industry is fundamental because it contributes significantly to the environmental burden. Accounting for a significant percentage of the total national CO₂ equivalent emissions, the healthcare sector is expected to address its environmental impact and adopt sustainable practices (Nagai et al., 2021). Ramesh et al. (2023) noted that the healthcare sector has been relatively slow in environmental initiatives. Therefore, environmental performance in the healthcare industry requires consideration.

It is crucial to investigate the ecological behavior of employees working in hospitals in Indonesia. Hence, the study attempted to fill the gap with a mediating variable, namely green social capital, to provide a new perspective on the research concept. Alotaibi (2023) and Jutengren et al. (2020) indicated that green job design can enhance green social capital. In addition, Li (2013) and Karahanna and Preston (2013) found that top management support can foster green social capital. Tursunbayeva and Renkema (2023) noted that green job design can influence employee ecological behavior. Nguyen et al. (2024) found that top management support significantly affects employee ecological behavior.

1. LITERATURE REVIEW AND HYPOTHESES

Green job design is a set of designs designed specifically to protect the environment. Green job design is a new concept introduced by Ciocirlan (2023), which is a development of the concept of green job characteristics. Ciocirlan (2023) explained that when a job is enriched with environmental dimensions (green skill variety, green task significance, green task identity, green autonomy, and green feedback), the result is green job design. Furthermore, job design is a basic concept in organizational behavior involving the arrangement and formation of employee tasks to increase motivation and performance in an organization (Katz et al., 2023). Job design includes skills, task significance, feedback, and task learning, essential to motivating employees and increasing job satisfaction (Khan et al., 2015). In addition, job design covers formal and informal specifications of employee tasks and activities, which are important in courses related to organizational behavior, human resources, and operations management (Huber & Lee, 1988).

In hospitals, green job design refers to the systematic approach of integrating environmentally sustainable practices into job roles and responsibilities within healthcare settings. This concept is increasingly relevant as healthcare organizations strive to reduce their environmental footprint while maintaining high standards of patient care (Nawang Sari & Sutawidjaya, 2019). Job design is closely connected to job crafting, a proactive behavior in which employees adapt their tasks to appropriate their necessities, abilities, and choices (Tims et al., 2022). Job crafting interventions, which involve employee-initiated behaviors, improve job performance and well-being in organizations (Devotto & Wechsler, 2019). Additionally, job crafting behaviors significantly shape job char-

acteristics and employee engagement (Demerouti, 2014). Furthermore, job design is viewed as an ally of workplace design, which suggests the alignment of job structures with the physical work environment to effectively support organizational behaviors (Karanika-Murray & Michaelides, 2015).

Employee ecological behavior is the behavior of hospital employees who are environmentally friendly by implementing some specific approaches designed by the hospital. This individual's behavior can maintain the natural environment (Steg & Vlek, 2009). Kim et al. (2019) found that eco-friendly behavior can improve environmental performance. Furthermore, cultivating employee ecological behavior can reduce environmental impacts and enhance performance (Farooq et al., 2022). Organizations that aim for environmental sustainability rely heavily on employee pro-environmental behavior, which is critical to the implementation of green initiatives (Saeed et al., 2019). According to Farooq et al. (2022), employee ecological behavior can measure employee readiness to carry particular behaviors to shield the world. Incorporating environmental deliberations into the healthcare industry to advance sustainability is crucial. Aljohani et al. (2023) discuss healthcare providers' awareness of ecologically inviting homes within the working room, which proves the importance of greening healthcare facilities to minimize medical waste and pollution. Such initiatives are essential to promote environmental sustainability in healthcare settings.

In recent years, promoting green practices and reducing the environmental footprint of healthcare operations have been of note (Abaku & Odimarha, 2024). Thomas et al. (2023) affirmed that healthcare industries require green operation strategies to enhance useful life and reduce environmental impacts. However, the extent to which research conducted in Indonesia regarding the sustainabil-

ity of environmental examination through a human perspective, especially within the framework of green job design, remains constrained (Memon & Ooi, 2023). Employee ecological behavior allows an organization to enhance organizational sustainability (Faedah et al., 2022). Yusliza et al. (2021) explained that the factors influencing employee ecological behavior at universities are organizational, environmental, and individual factors. Organizations encourage ecological behavior to improve their environmental performance (Fawehinmi et al., 2020). Yusliza et al. (2021) added that research on employee ecological behavior is so limited that it requires further studies.

Several studies on ecological behavior have been conducted in some sectors, such as the automobile industry (Davis et al., 2021), banking (Iqbal et al., 2018), hotel industry (Okumus et al., 2019; Chan et al., 2017), universities (Farooq et al., 2023; Faedah et al., 2022). Relevant studies on employee ecological behavior in hospital employees have not been conducted in Indonesia. Hasan et al. (2024) highlighted the significance of initiatives aimed at raising concern for the environment among staff. Based on the limited available literature, Xu et al. (2022) reveal that green practice mediates the effect of CSR and environmentally caring behavior in hospital employees in Pakistan. Hasan et al. (2024) analyzed the role of responsible leadership in environmentally caring behavior among hospital employees in Pakistan.

Studies on the role of green job design on employee ecological behavior are still rare. Allil et al. (2021) found that job characteristics can increase employee creativity. Job design is an important aspect that influences employee behavior and organizational outcomes (Yanson & Mann, 2020). Meanwhile, Katz et al. (2023) found that job characteristics, including supervisor and coworker support, influence employee behavior. Marinova et al. (2015) conducted a meta-analysis and found that job design can improve employee behavior. Ciocirlan (2023) noted that green job design can increase pro-environmental behavior. Furthermore, the impact of green job design on employee ecological behavior uses the basis of the job characteristic model (JCM) (Hackman & Oldham, 1975), which explains the model of job design (Blanz, 2017; Siruri & Cheche, 2021). Furthermore, the

JCM model explains that job characteristics, such as supervisor support and job design, can improve environmental performance. In addition, the development of social capital becomes more complex when associated with the environment, which refers to green social capital.

Furthermore, green social capital is a specification, empowerment, and infrastructure support that is tightly connected to protecting the world and developing sustainability strategies (Huang & Kung, 2011). In this study, green social capital is defined as trust, collaboration and partnerships, shared vision, social norms, and knowledge sharing by government-owned hospitals to increase awareness of environmental protection. The factors increasing green social capital are green intellectual capital (Delgado-Verde et al., 2014), green process innovation (Xie et al., 2022), network embeddedness and network diversity (Chen et al., 2019), and cultural features (Peiró-Palomino & Picazo-Tadeo, 2019). However, previous research has not examined the role of green job design on green social capital.

Top management support is the active involvement and commitment of senior executives in providing guidance, resources, and encouragement to support organizational activities, especially through information systems, to achieve organizational goals (Astuti & Wulandari, 2020). This support provides financial and human resources to ensure project success (Hee & Bahar, 2019). It also involves senior management's commitment to allocate vital organizational resources and provide tools and guidance to support employee achievement in the workplace (Cahyana et al., 2023). In addition, top management support contains budget distribution, bonuses, cost-sharing arrangements, and professional support (Lumiti et al., 2024). In short, top management support entangles the active inclusion and commitment of senior executives in providing resources, guidance, and encouragement to drive organizational success through initiatives and projects. It ensures effective strategy implementation and improves overall organizational performance.

Top management support can drive green initiatives in organizations. It influences various aspects of environmental sustainability, such as employee

ecological behavior, green innovation, and supply chain management (Esen & Çalışkan, 2019). It has been highlighted that top management support is a driver of green practices, impacting employee empowerment, culture, and teamwork. In addition, such support enhances green innovation. It facilitates the establishment of environmentally supportive regulations and procedures (Arsawan et al., 2023). Furthermore, Faezah et al. (2024) identified the role of top management support in enhancing employee ecological behavior. The proposed framework suggests that top management support can promote sustainable practices in organizations (Alkaf et al., 2023). It illustrates how leveraging key resources such as top management support can effectively drive the elevation of sustainable practices.

Green social capital in hospitals can be defined as the networks, relationships, and norms that facilitate cooperation among healthcare professionals and stakeholders to achieve environmental sustainability and improve healthcare outcomes (Chen et al., 2019). Furthermore, green social capital, which involves knowledge from informal relationships regarding environmental commitment and collaboration, has been linked to green human capital and organizational sustainability (Andrian et al., 2023). Syahidun and Nawangsari (2022) show that green social capital positively influences corporate sustainability by intervening in green environmental management practices. In addition, the interaction between social capital and environmental protection has been emphasized (Pawlewicz & Cieślak, 2024). When top management prioritizes employee well-being and supports environmental initiatives, they foster a culture of concern and commitment among employees (Lumiti et al., 2024). This support can enhance the effectiveness and diffusion of green innovations (Zihan & Makhbul, 2024). Managers who emphasize environmental factors in their decision-making promote pro-environmental behavior among employees (Alherimi, 2024). In addition, sustainable leadership can promote environmental sustainability in organizations. Sustainable leadership integrates sustainable development principles with leadership behaviors to meet stakeholder needs and create long-term value (Liao, 2022). Studies also indicate that pro-environment leaders may promote the elevation

of environmental innovation strategies and values in organizations (Hu et al., 2024). Meanwhile, the role of top management support on green social capital has not been a widespread research concern.

Green social capital is the value derived from relationships and interactions between employees within an organization and the broader society. It aims to enhance organizational goals and promote environmental protection (Hina et al., 2024). This concept is established with the thought that social relationships empower people to attain natural objectives by leveraging their social associations to get significant natural information, data, and assets (Chen et al., 2019). In addition, green social capital seeks to address the inequalities inherent in traditional capitalism by ensuring that the voices of vulnerable segments of society are heard to reduce ecological damage in the regions (Saidin & O'Neill, 2022). Besides, Jovanović et al. (2021) highlight the constituents of green intellectual capital (e.g., green human, structural, and relational capital). In addition, one should note the science, competences, experience, creativity, and commitment of individuals in an association, while green structural capital refers to management systems, information technology systems, organizational culture, and other structural elements included in green human capital. Green relational capital involves organizational relationships regarding environmental management and green innovation. These components influence employee behavior and competitive advantage (Liao et al., 2021; Setiadi et al., 2022; Sheikh, 2022). Furthermore, the role of green intellectual capital on sustainability and competitive advantage has been explored in various contexts, which denotes the positive relationship between green intellectual capital and sustainability (Zahra et al., 2022; Mehmood & Hanaysha, 2022). Studies have also shown that green human capital affects the triumph of green practices (Agyabeng-Mensah & Tang, 2021). Furthermore, the role of universities in nurturing green entrepreneurs and the significance of social capital in supporting green entrepreneurial intentions among young graduates have been underlined (Ghodbane & Alwehabie, 2023).

Based on the literature review, green social capital plays a key role in linking green job design

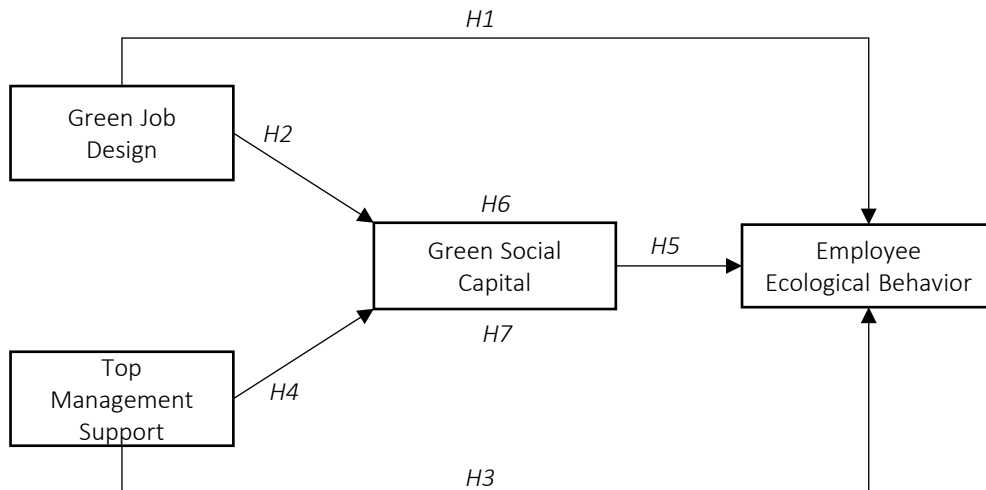


Figure 1. Hypothesized full model

and top management support to employee ecological behavior, presenting a new perspective in terms of human resource management, which is related to pro-environmental performance.

This study aims to investigate the role of green job design and top management support in enhancing employee ecological behavior through green social capital as a mediating variable. Based on prior studies and conceptual framework (Figure 1), this study proposes the following hypotheses:

- H1: Green job design directly increases employee ecological behavior.*
- H2: Green job design directly increases green social capital.*
- H3: Top management support directly increases employee ecological behavior.*
- H4: Top management support directly increases green social capital.*
- H5: Green social capital directly increases employee ecological behavior.*
- H6: Green social capital mediates the effect of green job design and employee ecological behavior.*
- H7: Green social capital mediates the effect of top management support and employee ecological behavior.*

2. METHODOLOGY

This study employed a quantitative approach using multivariate analysis with structural equation modeling–partial least square (SEM-PLS) and SmartPLS software version 3. SEM-PLS was used to test the direct and indirect effects of the variables with reflective indicators and complex models. The population in this study were paramedics and non-paramedics from hospitals around East Java, Indonesia. It involved ten government-owned hospitals as research objects for several reasons. First, the chosen hospitals could describe the condition of employee ecological behavior. Second, the hospitals were included in the clustering in East Java – cluster 1 with five hospitals, cluster 2 with four hospitals, and cluster 3 with only one hospital. Further, the selected hospitals had implemented written environmental policies.

The study included the individual analysis unit to determine employee perceptions of a green environment. This paper adopted a minimum sample determination using the Lemeshow formula with a failure rate of 5%. The questionnaires were distributed to 700 employees via Google Forms after obtaining permission from hospital management from June to August 2024. Three months after, 442 of them completed the questionnaires. Then, the purposive sampling technique was used to take the research samples with the inclusion criteria: 1) paramedics and non-paramedics and 2) permanent employee status.

Green job design used 14 items from Ciocirlan (2023). Top management support referred to 12 items from Elbanna and Newman (2022). Furthermore, green social capital adopted 14 items from Gilbert et al. (2022). Meanwhile, the employee ecological behavior employed eight items validated by Farooq et al. (2022). All items were adapted from previous research with some adjustments.

The convergent validity and reliability testing (see Table 1) exhibit that the outer loadings of green job design, green social capital, and employee ecological behavior outreached 0.50 (Hair & Alamer, 2022). Then, the AVE test demonstrated that the scores of all variables were greater than 0.50. The reliability test with Cronbach's alpha and composite reliability of all variables showed a reliability > 0.70; thus, the model was reliable.

Table 1. Validity and reliability

Construct	Loading	AVE	CR	Cronbach's Alpha
GJD		0.505	0.934	0.924
GJD1	0.547			
GJD2	0.625			
GJD3	0.625			
GJD4	0.673			
GJD5	0.653			
GJD6	0.684			
GJD7	0.792			
GJD8	0.823			
GJD9	0.816			
GJD10	0.819			
GJD11	0.778			
GJD12	0.675			
GJD13	0.669			
GJD14	0.700			
TMS		0.585	0.918	0.902
TMS1	0.605			
TMS2	0.638			
TMS3	0.801			
TMS4	0.738			
TMS5	0.624			
TMS6	0.636			
TMS7	0.641			
TMS8	0.735			
TMS9	0.660			
TMS10	0.721			
TMS11	0.759			
TMS12	0.767			
GSC		0.597	0.959	0.954
GSC1	0.778			
GSC2	0.808			
GSC3	0.819			

Construct	Loading	AVE	CR	Cronbach's Alpha
GSC4	0.797			
GSC5	0.681			
GSC6	0.777			
GSC7	0.811			
GSC8	0.829			
GSC9	0.786			
GSC10	0.814			
GSC11	0.779			
GSC12	0.797			
GSC13	0.823			
GSC14	0.780			
EEB		0.627	0.840	0.785
EEB1	0.687			
EEB2	0.729			
EEB3	0.607			
EEB4	0.548			
EEB5	0.616			
EEB6	0.687			
EEB7	0.629			
EEB8	0.564			

Note: AVE is average variance extracted; CR is Cronbach's alpha; GJD is green job design; TMS is top management support; EEB is employee ecological behavior; GSC is green social capital.

3. RESULTS

The heterotrait-monotrait (HTMT) test was used to test the discriminant validity. Table 2 denotes that all constructs have values less than 0.90. This shows that each construct is stated to be able to measure the latent variables that correspond to its indicators (Hair et al., 2017). In the goodness of fit, the SRMR is 0.075 < 0.10. Similarly, the NFI value of 0.65 is less than 0.90, and the RMS-theta value of 0.130 > 0.10. Hence, the research model fits the data.

Table 2. Descriptive statistics and HTMT criterion

Variable	1	2	3	4	Mean	SD
GJD					3.57	0.13
TMS	0.792				3.82	0.15
GSC	0.529	0.497			3.90	0.03
EEB	0.793	0.830	0.519		3.24	0.80

Note: GJD is green job design; TMS is top management support; EEB is employee ecological behavior; GSC is green social capital.

Table 3 and Table 4 show the results of direct and indirect hypothesis testing. Green job design significantly affects employee ecological behavior (std beta: 0.25; $p < 0.01$). Therefore, hypothesis 1 is accepted, meaning that a good, green-based job design increases employee ecological behav-

Table 3. Direct effects

Hypotheses	Path	Std Beta	t-statistic	p-value	Decision
H1	GJD > EEB	0.25	3.80	<0.01	Accepted
H2	GJD > GSC	0.43	8.27	<0.01	Accepted
H3	TMS > EEB	0.07	0.86	>0.05	Rejected
H4	TMS > GSC	0.45	8.42	<0.01	Accepted
H5	GSC > EEB	0.22	2.73	<0.05	Accepted

Note: GJD is green job design; TMS is top management support; EEB is employee ecological behavior; GSC is green social capital.

ior. In addition, hypothesis two is accepted with a standardized beta coefficient of 0.43 ($p < 0.01$), which means that green job design can increase green social capital. The third hypothesis is about the role of top management support on employee ecological behavior (std beta: 0.07; $p > 0.05$); H3 is rejected. The effect of top management support on green social capital (std beta: 0.45; $p < 0.01$) is proved; H4 is accepted. Finally, H5 is accepted, showing the positive role of green social capital in employee ecological behavior (std beta: 0.22; $p < 0.05$). Therefore, the green social capital of employees increases their ecological behavior.

The mediation test shows that green social capital partially mediates the impact of green job design on employee ecological behavior (std beta: 0.09; $p < 0.05$). Thus, H6 is accepted. Moreover, the positive role of green social capital in the effect of top management support on employee ecological behavior (std beta: 0.10; $p < 0.05$) is proved; H7 is accepted. It shows that green social capital plays a full mediation role because the direct effect of top management support on employee ecological behavior is significant. In addition, the direct effect of top management support on green social capital is significant.

Lastly, the *R* square value of the green social capital is 0.25, meaning that green social capital can be explained by green job design and top management support by 25% while the rest belongs to other variables outside the research model. The employee ecological behavior variable can be ex-

plained by green job design, top management support, and green social capital by 69.3%.

4. DISCUSSION

This study offers a significant contribution to the human resource management literature. Specifically, referring to intellectual capital theory, it investigates the role of green job design and top management support in improving employee ecological behavior mediated by green social capital. Furthermore, green job design has a valuable impact on employee ecological behavior. The findings are in line with Ciocirlan (2023), Devotto and Wechsler (2019), and Tims et al. (2022). This study answers the recommendation of Ciocirlan (2023), who suggested examining the role of green job characteristics (e.g., green job design) as an antecedent of behavioral outcomes. Job crafting behaviors significantly shape job characteristics and employee engagement (Demerouti, 2014). In addition, job design is perceived as an ally of workplace design; thus, aligning job structures with the physical work environment is vital to support organizational behavior (Karanika-Murray & Michaelides, 2015). Therefore, public hospitals in Indonesia need to implement green job designs to improve employee ecological behavior.

Moreover, this study found that green job design can increase green social capital. Correspondingly, the theory of intellectual capital explores the formulation of value from organizational resources,

Table 4. Mediation effects

Hypotheses	Path	Indirect Effect	p-value	Decision
H6	GJD > GSC > EEB	0.09	<0.05	Accepted
H7	TMS > GSC > EEB	0.10	<0.05	Accepted

Note: GJD is green job design; TMS is top management support; EEB is employee ecological behavior; GSC is green social capital.

describing how intellectual capital can be a source of competitive advantage and contribute to company values (Bai et al., 2024). This is in line with the idea that intellectual capital includes all interrelated resources, both tangible and intangible, that organizations use to create long-term value and achieve competitive advantage (Anggoro KR et al., 2023). Moreover, the theory of intellectual capital as intangible assets shows its significance in modern business perspectives and its role in enhancing organizational performance and value creation (Prakoso et al., 2023). This perspective emphasizes the evolving nature of intellectual capital and its impact on organizational success across commercial and non-commercial domains. This result fills the gap in the previous literature regarding the role of green job design on green social capital within hospitals.

Furthermore, this outcome underscored that top management support does not significantly improve employee ecological behavior. Surprisingly, this result is inconsistent with that of Lumiti et al. (2024), suggesting that when top management prioritizes employee welfare and shows support for environmental initiatives, it fosters a culture of care and commitment among employees. Top management support is vital to increase the effectiveness and spread of green innovation (Zihan & Makhbul, 2024). In addition, managers who emphasize environmental factors in their decision-making promote pro-environmental behavior among employees (Alherimi, 2024). This finding is grounded for several reasons.

First, based on the conditions of hospitals in Indonesia, direct top management support cannot improve employee ecological behavior because employees have taken initiatives personally without the need for support or orders from hospital management. Second, there is a lack of communication and coordination regarding implementing environmentally friendly policies in hospitals. Top management has provided sufficient support for environmentally friendly work practices. However, due to the lack of communication and coordination between management and employees, environmentally friendly initiatives become less relevant.

Furthermore, environmentally friendly values are not embedded in the daily work culture, so top

management support does not change employee behavior. Third, there is a lack of adequate resources, such as using energy-efficient LED lights throughout the hospital area to reduce electricity consumption and energy costs, installing water recycling systems for certain activities such as watering the garden, and smart waste management systems. Fourth, one notes the lack of environmentally friendly training such as waste management training, energy saving training, environmental health training, and green job design workshops. Employees are unaccustomed to implementing ecological practices, even though management has provided support. Finally, another factor is the lack of appreciation for environmentally friendly behavior. Appreciation could be in the form of incentives and awards, making employees unmotivated to change their work habits, regardless of the support by the management.

Furthermore, this study found that top management support can increase green social capital. Andrian et al. (2023) affirm this finding. Thus, green social capital, which involves knowledge from informal relationships regarding environmental commitment and collaboration, is associated with green human capital and organizational sustainability. Furthermore, Syahidun and Nawangsari (2022) noted that green social capital is a key factor in creating sustainability through a mediation mechanism. In addition, social capital has a reciprocal relationship with sustainable environmental practices (Pawlewicz & Cieślak, 2024). This analysis fills the gap in the previous research on the role of top management support in green social capital.

The findings indicated that the effect of green social capital on employee ecological behavior is significant. According to Zahra et al. (2022) and Mehmood and Hanaysha (2022), green intellectual capital significantly increases sustainability, green banking, and competitive advantage. This study continues the recommendations of Farooq et al. (2022) by presenting additional variables that can improve employee ecological behavior. In addition, green social capital acts as an intervening variable between green job design and employee ecological behavior. Chen et al. (2019) found the direct effect of green process innovation and financial performance through green social capi-

tal. Meanwhile, Xie et al. (2022) found the impact of network embeddedness on green innovation through green social capital. Zhang et al. (2020) suggested the role of green supplier integration on firm performance through green social capital. However, no research has focused on the direct effect of green job design and employee ecological behavior through green social capital. Therefore, this study provides an empirical contribution of green social capital as an intervening variable. Green social capital supports the implementation of green job design in hospitals to increase employee ecological behavior in Indonesia.

This study found that green job design and top management support can improve employee ecological behavior in hospitals. In addition, green social capital improves employee ecological behavior. Furthermore, green social capital plays an intervening variable in the relationship between green job design and top management support for employee ecological behavior in hospitals. Finally, this study provides theoretical contributions to the job characteristic model by using green job design to improve employee ecological behavior. In the intellectual capital theory, green social capital plays a mediating variable. This study suggested that implementing green job design and top management support can improve hospital employee ecological behavior. Furthermore, green social capital is a link between the three variables. Therefore, hospital management should integrate green job design into daily tasks and responsibilities. It could be structuring roles that inherently encourage and facilitate environmentally friendly behaviors, as well as waste reduction, energy conservation, and sustainable use of resources. By embedding these practices into core job functions, hospitals can build a culture of sustainability among the staff.

Besides, hospital management should prioritize creating and maintaining networks and relationships that support environmental initiatives. This may involve organizing cross-departmental teams focused on sustainability projects, facilitating regular communication and collaboration around green initiatives, and encouraging knowledge sharing related to environmental best practices. Furthermore, hospital leaders must actively demonstrate their commitment to en-

vironmental goals by providing necessary resources, supporting green projects, and setting clear sustainability goals. Top management support should be visible and consistent, sending a strong message throughout the organization that green initiatives are a top priority. It can help build and maintain the social capital required to drive collective action toward environmental sustainability. By focusing on these areas, hospital management can effectively promote and support ecological behavior among employees and strengthen green social capital.

Practically, hospital management in Indonesia should effectively implement green job design in hospitals and improve employee ecological behavior. They can start by embedding sustainability goals into job roles and daily tasks. This can be implemented by revising job descriptions to include specific environmental responsibilities, as well as energy conservation practices and sustainable resource use. Hospitals should also consider incorporating environmental performance indicators into employee evaluations and recognition programs. By linking ecological behavior to performance appraisals and offering incentives for achieving sustainability targets, hospitals can motivate employees to prioritize green practices. In addition, creating a culture of environmental responsibility requires active involvement from all levels of staff. Management should encourage this by facilitating regular workshops, seminars, and discussions on sustainability topics, encouraging employees to share ideas and best practices. Additionally, forming a green team or committee that includes representatives from all departments can help coordinate and promote environmental initiatives throughout the hospital. Finally, hospitals should invest in environmentally friendly infrastructure and technologies, as well as energy-efficient lighting, water-saving gadgets, and trash segregation systems in all units and departments to support the green job design framework. These investments reduce environmental impact and allow employees to integrate sustainable practices into their routines. By taking these steps, hospitals in Indonesia can effectively implement the green job design, improve ecological behavior among employees, and assist in the sustainable development goals in the healthcare industry.

CONCLUSION

This study aims to investigate the role of green job design and top management support in enhancing employee ecological behavior through green social capital as a mediating variable. The findings show that green job design is an important factor in promoting ecological behavior among healthcare employees in Indonesia. In addition, green job design positively affects green social capital. Otherwise, it was surprising to discover that top management does not directly impact employee ecological behavior. This suggests that top management's effect on ecological behavior is indirect, primarily through enhancing green social capital rather than direct managerial intervention. Furthermore, green social capital acts as an intervening variable between green job design, top management support, and employee ecological behavior. Although direct actions by top management may not directly affect ecological behavior, their role in maintaining and expanding green social capital is critical to the success of environmental initiatives in public hospitals in Indonesia.

AUTHOR CONTRIBUTIONS

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