THE EFFECT OF EMPLOYEE ENGAGEMENT AND GREEN HUMAN RESOURCE MANAGEMENT (HRM) ON PERFORMANCE THROUGH EMPLOYEE COMPETENCE AT THE JEMBER REGENCY HEALTH OFFICE

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Abstract

This study aims to analyze the influence of employee engagement and green human resource management on the performance of employees of the Jember Regency Health Office, with employee competence as an intervening variable. The research method uses a quantitative approach with data collection techniques through questionnaires distributed to Health Office employees. The data was analyzed using a path analysis technique to test the direct and indirect relationships between variables. The results of the study show that employee engagement and green human resource management have a positive and significant effect on employee performance directly. In addition, employee engagement and green human resource management also have a positive effect on employee competence. Employee competence has been proven to play a role as an intervening variable that strengthens the influence of employee engagement and green human resource management on performance. Thus, increasing work attachment and implementing environmentally friendly human resource policies can improve employee competence, which ultimately has a positive impact on the performance of Jember Regency Health Office employees. This study recommends that management further develop programs that increase work attachment and the implementation of green human resource management to support sustainable competency and employee performance improvement.

Keywords: Employee Engagement, Green Human Resource Management, Employee Competence, Employee Performance

INTRODUCTION

The dynamics of the performance of the health sector in Indonesia, the performance of the health sector shows the need for more adaptive and sustainable human resource management. The increasing demands of public services, demographic changes, and technological advances demand health workers who are competent, flexible, and ready to adapt to change. Various challenges that often arise include a shortage of health workers, distribution inequality in various regions, differences in competency levels, and high workloads. This condition encourages the need for responsive, measurable, and oriented HR management policies and strategies that are oriented towards improving service quality and patient safety. Human resource management in public organizations today shows an increasingly real pressure to improve employee performance through a more holistic and sustainable approach (Barage & Sudarusman, 2022). Human resources need a management that regulates because it relates to humans as individuals (Nursaid et al., 2025). The public context, especially the health sector, demands efforts that focus not only on operational efficiency, but also on the quality of service, work ethic, and environmental impact of HR management practices (Stuart et al., 2021). Within the framework of human resource theory, *employee engagement* or work involvement has been identified as one of the key factors that can drive the improvement of individual performance through commitment, energy, and focus in carrying out tasks (Hanartyo & Fadia, 2025).

Performance is the result of work achieved by individuals or groups in carrying out their duties according to applicable standards, including quality, quantity, timeliness, and behavior that supports organizational goals (Qomariah, 2020). Employee performance is the main measure of the success of an organization in achieving its service goals (Nurhasana, 2025). In the context of public institutions such as the health office, high performance not only impacts operational efficiency, but also on service quality, regulatory compliance, and public satisfaction and trust (Widiastuti et al., 2024). Optimal performance can increase the effectiveness of health programs, accelerate responses to public health needs, and encourage innovation in the delivery of services (Silviah, 2024). Thus, the factors that affect employee performance need to be comprehensively analyzed so that human resource policies and training programs can be designed in a targeted manner, based on empirical evidence relevant to the context of public health services (Hairudin, 2025).

The Regional Health Office is a public institution that plays a crucial role in the implementation of health services for the community, including the management of health programs, the implementation of health interventions, and cross-sector coordination related to public health. The object of the research was an employee of the Jember Regency Health Office. The relationship between the object and the title of the research is closely related because the health office is a public institution that has a crucial role in public health services.

Table 1.
Jember Regency Health Office Performance Agreement Report 2020-2024

Yes	Strategic Goals	Performance Indicators	2020		2021		2022		2023		2024	
			Target	Realization	Target	Realization	Target	Realization	Target	Realization	Target	Realization
1	Improving the Quality of Family Health, Community Nutrition and Reducing the Rate of Illness, Death, Disability of Infectious and Non-Communicable Diseases	Maternal Mortality Rate (AKI)	86,50	173,59	160	333,58	150	177	140	147	130	111,37
		Infant Mortality Rate (AKB)	6,01	9,22	8,72	10,12	8,22	8,81	7,72	7,29	8	8,42
		Percentage of Stunting News	2,1	3,65	12	10,98	11,8	7,37	11,4	6,95	11	7,42
		Percentage of Handling Infectious and Non-Communicable Diseases	12	5,19	12	26	100	75,32	100	78	100	100
2	Implementation of Health Resources according to Standards	Percentage of Human Resource Management and Development according to standards	-	-	-	-	-	-	91	82	100	100
3	Implementation of Pharmaceutical Preparations, Food and Beverage Medical Devices	Percentage of Management of Pharmaceutical Preparations, Medical Devices and Food and Beverages according to standards	-	-	-	-	-	-	100	110	100	81
4	The Implementation of Community Empowerment in the Health Sector	Percentage of Community Empowerment Management in the Health Sector according to standards	-	-	-	-	-	-	100	98,43	100	100
5	Increasing the Effectiveness of Achieving Regional Apparatus Performance Targets	Percentage of Program Indicators achieved	-	-	-	-	-	-	92	95	94	100

Source : LAKIP Jember Regency Health Office (2025)

Table 1 describes strategic goals, performance indicators, as well as the main targets and achievements of the Jember Regency Health Office from 2020 to 2024. The focus on performance is mainly seen in efforts to reduce the maternal mortality rate (AKI) and infant mortality rate (AKB), with the trend of AKI realization consistently decreasing from 173.59

in 2020 to 111.37 in 2024, although the realization had exceeded the target in several years and was only approaching the target in 2024. The infant mortality rate (AKB) also tends to decrease, from 9.22 in 2020 to 8.42 in 2024, indicating an improvement in maternal and child health services.

Employee engagement is the level of emotional, cognitive, and behavioral attachment of employees to work, team, and organization, which drives consistent commitment, initiative, and performance. *employee engagement* It has three main dimensions: *Vigour* (energy), *dedication* (commitment), and *Absorption* (in-depth focus). All three contribute to improved performance through increased initiative, workload tolerance, and the ability to complete tasks consistently (Takita & Pangarso, 2023). Employees who have a high level of work involvement tend to show better work discipline, creativity in problem solving, and resistance to operational disruptions (Agustin & Tyas, 2024). This is especially relevant for health agencies that often face complex tasks, cross-sectoral coordination, and high demands on public services (Awaliya & Endratno, 2023) and (Utami et al., 2022).

Relevant previous research shows that *employee engagement* tend to be positively and significantly related to employee performance, as evidenced by several studies that found positive regression coefficient values with significance below 0.05 as well as the contribution of the performance variance described *employee engagement* ranges from about 20–30% (Suprapto et al., 2025), (Husen et al., 2024) and (Rizky, 2024). However, there are also studies that report that employee involvement does not have a significant effect on performance, shown by a significance value above 0.05 and a relatively small coefficient so that the variation in performance described *employee engagement* Being very limited (Radista, 2024), (Kurniasari et al., 2024), (Allendila et al., 2025) and (Astuti & Hadi, 2023). These diverse findings suggest that the influence of *employee engagement* employee performance can differ depending on the organizational context, respondent characteristics, and other variables involved in the research model.

Green human resource management (HRM) is an organizational policy, practice, and culture that emphasizes environmental impact in human resource management. The goal is to build an environmentally friendly work environment while improving organizational performance through the implementation of green initiatives throughout HR processes. *Green human resource management (HRM)* Covers policies, practices, and organizational culture that emphasize environmental aspects in human resource management (Riyanto et al., 2024). (Putri et al., 2025). Research shows that *Green human resource management* (HRM) has the potential to improve employee performance through indirect channels, especially through competency improvement, continuous learning, and work engagement (M. M. Putri et al., 2025). This mediation pathway strengthens the relationship between green practices and performance through capacity building and work patterns that are aligned with the organization's environmental goals (Riyanto et al., 2024) and (Putri et al., 2025). However, some studies have shown that the positive effects *Green human resource management* (HRM)*)* performance is not always significant if there is no consistent implementation support (Iswantoro, 2024). Factors such as limited resources, lack of leadership commitment, less supportive organizational culture, and work unit characteristics can moderate or limit the benefits of green performance (Wati & Almadana, 2025) (Sat, 2022) and (Nasrullah & Tjahjaningsih, 2025).

Employee competence is a combination of knowledge, skills, behaviors, and attitudes possessed by individuals and is necessary to carry out job duties professionally, effectively, and efficiently (Suswati et al., 2021). Competencies include not only technical abilities relevant to their field of work, but also cognitive, emotional, and ethical aspects that support the achievement of organizational goals. Employee competence plays a role as a mediating variable that bridges between *employee engagement Green human resource management* (HRM) on performance. Competencies include the knowledge, skills, behaviors, and attitudes necessary to carry out tasks effectively. When work engagement and eco-friendly practices increase opportunities for training, learning, and skill development, employee competencies will increase (Wigianto & Arrozi, 2024). Improved competencies ultimately contribute to improved performance through more precise task execution, higher service quality, and faster response to public health needs (Sutarsana et al., 2024) and (Afifah et al., 2024). Thus, competence serves as a bridging mechanism between variables *Input* (*employee engagement* and *green HRM*) with output variables (employee performance), so that this mediation path is crucial in understanding how the two independent variables impact performance through individual capacity building (Handayani, 2024) and (Tiong et al., 2023). On the other hand, there are different results, namely competence does not have an impact on performance (Kurniawan et al., 2021), (Utomo et al., 2019).

Efforts to improve the nutritional status of the community are shown through the percentage of stunting under five which is targeted to decrease to 11% in 2024, but the annual realization fluctuates, decreasing significantly in 2023 (6.95) and then increasing slightly in 2024 (7.42), indicating challenges in maintaining consistency in stunting eradication. The handling of infectious and non-communicable diseases in percentage terms continues to be encouraged to reach 100% in the last two years, indicating the optimization of preventive and promotive health services at the regional level. The aspect of resources and facilities also received attention, with the target of managing and fostering health human resources as well as pharmaceutical, medical devices, food and beverage facilities reaching 100% by 2024, although some of the realization achievements in previous years were still below the target. The same applies to community empowerment in the health sector and the achievement of the performance of regional apparatus programs, the target of which is set at 100% in 2024 and can be mostly achieved. In general, this table shows a gradual improvement in the performance of the Health Office, especially in the reduction of the main health indicators, strengthening the management of resources and facilities, and empowering the community, although there are dynamics and challenges in achieving the specific target on handling stunting and the consistency of the realization of health services. This phenomenon illustrates the close relationship between employee competency improvement, *employee engagement*, and the application of *Green human resource management* to the organizational performance of the health office, which is relevant to be further studied according to the focus of research on the influence *of employee engagement* and *Green human resource management* on performance through employee competencies at the Jember Regency Health Office.

The gap in previous research includes several important points. First, the influence *employee engagement* and *Green human resource management* Employee performance through competence as a mediation variable is still rarely researched (Dira et al., 2024), (Soleh & Waskito, 2024) and (Mashadi, 2022), especially in the context of regional health offices that have unique public service dynamics, some studies show that there is no

significant influence on one or several variables without assessing the mediation pathway as a whole, thus it is important to examine the mediation pathway so that the understanding of the consistency of the findings can be answered (Takita & Pangarso, 2023) and (Thalia et al., 2024). This study seeks to address these shortcomings through a comprehensive research design, focusing on the relationship between work involvement, *green HRM*, competence, and performance of employees at the Jember Regency Health Office, as well as adding a clear mediation channel analysis to improve the reliability of the findings.

Empirically, there are still inconsistencies in the results of research related to the large influence *of employee engagement* and *Green human resource management* on employee performance, both in the direct channel and through mediation variables. Some studies found significant influences, while others showed weak or insignificant influences, and not many specifically included competence as the main mediator in the context of public health organizations. This condition creates *an empirical gap* in the form of the need to re-examine the relationship between variables in a more comprehensive model, so as to explain why previous findings are different and the extent to which competencies are able to strengthen or bridge the influence of *employee engagement* and *Green human resource management* on employee performance.

The implications of this research include several dimensions. First, this research is expected to provide an empirical understanding of how *employee engagement* and *Green human resource management* can improve performance through employee competencies in regional health offices. Second, findings on competency mediation can be the basis for the formulation of more structured HR development programs, such as competency enhancement training, technical capability enhancement, and sustainable work environment management initiatives. Third, these findings are expected to encourage HR management policies that emphasize employee involvement, environmentally friendly practices, and sustainable competency evaluation to improve the quality of health services in Jember Regency. In addition, the results can be a reference for relevant agencies in compiling operational guidelines related to recruitment, training, and performance evaluation that are more oriented towards environmental impact and service quality.

The novelty of this research lies in several main aspects. First, test the influence model *employee engagement* and *Green human resource management* On employee performance through competence as an integrated mediation variable, which is rarely found in studies with the context of the regional health sector, add an in-depth evaluation of the impact of competency mediation as a mechanism that drives the relationship between variables, so that its theoretical and practical contribution becomes stronger and clearer (M. M. Putri et al., 2025). Provide measurable instruments to assess competence as a mediating variable relevant to the context of the work of the health office, as well as identify potential moderators or other mediators who can strengthen or weaken the relationship between variables to increase the strength of findings. The research also offers practical contributions by suggesting a competency evaluation framework that is integrated in the program *Green human resource management* and work involvement, so that the Health Office can optimize service quality through employee capacity building.

REVIEW OF LITERATURE

Employee Engagement (X1)

Employee engagement is defined as the level of emotional and intellectual attachment of employees to their work, team, and organization as a whole. Takita & Pangarso, (2023) define *employee engagement* as part of employee motivation that encourages them to work optimally and deeply, with high commitment that results in better productivity. Here are the indicators to measure

1. High Energy (*Vigor*)
   At the Jember Regency Health Office, high energy is reflected in the enthusiasm and resilience of employees in handling various health programs and field challenges, such as efforts to reduce maternal mortality or combat infectious diseases. Employees who have *vigor* are able to survive and remain productive despite facing pressure and high workload.
2. Enthusiasm and Enthusiasm (*Dedication*)
   Employees demonstrate loyalty, pride, and deep commitment to the health tasks they are undertaking. With high dedication, all activities ranging from community service to the implementation of health education are seen as meaningful and a source of inspiration in carrying out the vision of the Jember Regency Health Office.
3. Deep Focus (*Absorption*)
   Employees of the Jember Regency Health Office who have a high level of concentration will find it easier to complete health programs optimally. They are fully 'immersed' in work, so they are able to maximize time and resources without being easily distracted by other things.
4. Desire to Contribute More (*Strive*)
   The encouragement to give extra effort and initiative is very important in supporting the success of the service. Employees are willing to give more time and energy, for example by participating in additional training, actively involved in health advocacy, or providing assistance to the community voluntarily, for the success of all Jember Regency Health Office programs.
5. Talking Positively about the Organization (*Say*)
   Employees within the Jember Regency Health Office are expected to actively convey a positive image about the service, both to their fellow colleagues and to the community and other institutions. This practice helps strengthen reputation, increase public trust, and build a healthy work network to achieve organizational goals.

Green Human Resource Management (X2)

Green Human Resource Management (Green HRM) is an innovative approach in human resource management that focuses on the integration of HR policies, practices, and systems that support sustainability and environmental preservation within organizations. This concept is especially important in the context of modern organizations that prioritize social and environmental responsibility Dinianggraini & Nurmayanti, (2025). Here are the indicators to measure *Green Human Resource Management (Green HRM)* :

1. *Green Recruitment*

The Jember Regency Health Office can implement green recruitment by selecting prospective employees who have a commitment to environmental issues, for example by assessing the experience or motivation of prospective employees in supporting environment-based health programs, such as handling medical waste and environmental health education in the community.

2. *Green Training and Development*
   The training program can be specifically designed to improve the knowledge and skills of Jember Health Office employees in environmental management, for example training in medical waste management, energy efficiency in health facilities, and environmentally friendly education for patients and families. This development encourages work behaviors that support sustainability.
3. *Green Performance Management and Appraisal*
   Employee performance evaluation not only considers the results of health services, but also contributes to the achievement of environmental targets, such as waste reduction, the use of environmentally friendly goods, or resource efficiency initiatives in offices and health centers. Sustainability principles need to be integrated in performance appraisal standards.
4. *Green Employee Relations*
   The Jember Regency Health Office can strengthen environment-based working relationships, for example by implementing the use of digital communication technology to reduce the use of paper, supporting environmentally friendly transportation policies for employees, and encouraging the 3R (*Reduce, Reuse, Recycle*) movement in office areas and health facilities.
5. *Green Organizational Culture*
   Forming an organizational culture that instills sustainability values is a strategic challenge for the Health Office. This can be done by giving awards for environmentally friendly innovations, socializing *green health values* to all employees, and designing internal policies that are in favor of environmental conservation, so that environmental values and behaviors are embedded at all levels of the organization.

Competencies (Z)

Dany Fauzan Ramadhan, 2024 Defining competence as the ability to carry out a job based on the skills, knowledge, and work attitude demanded by the job. These competencies include knowledge (*Knowledge*), skills (*Skill*), and attitude (*Attitude*) that demonstrate professionalism in a particular field. The following are indicators to measure competence:

1. Knowledge
   Employees of the Jember Regency Health Office are required to have in-depth information and understanding of the health sector, public policies, service procedures, and regional regulations. This knowledge is the main capital in realizing accurate, responsive health services, and supporting the achievement of strategic targets such as disease control, stunting reduction, and the achievement of SPM (Minimum Service Standards).
2. Skills
   The technical and practical abilities of employees, ranging from clinical skills, data administration, the use of health applications, to communication skills with the

community, are needed in supporting every health program. The Jember Regency Health Office also routinely conducts training to ensure that all employees have skills that are relevant to the needs and developments of local health issues.

3. Understanding
   In addition to technical knowledge, employees need to understand the meaning, purpose, and impact of each task, both in direct service, pharmaceutical management, and public health counseling. This is important so that all official policies and programs are not only carried out administratively, but also internalized as part of efforts to improve the health of the people of Jember.
4. Values
   Values such as integrity, loyalty to duty, professional ethics, and commitment to public service are principles that must be upheld by employees of the Jember Regency Health Office. This value is the driving force for creating a positive work climate and becomes the basis for employee behavior in facing challenges and maintaining public trust.
5. Social Role
   The ability to carry out social roles, both as extension workers, community program facilitators, and team leaders, is very crucial in an organization as large as the Jember Regency Health Office. Employees are required to be able to adapt, cooperate across fields, and actively build synergy to increase the effectiveness of health programs.
6. *Self-Image*
   Employees need to have a positive view and pride in their profession within the Jember Regency Health Office. High self-confidence and internal motivation will encourage employees to continue to improve service quality, innovate, and compete in a healthy manner in supporting the vision of the Jember Regency Health Office towards a healthier and more prosperous Jember community.

Employee Performance (Y)

According to Mangkunegara (2017), Performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The following are indicators to measure performance:

1. Quality of Work
   At the Jember Regency Health Office, the quality of work reflects the extent to which employees are able to produce accurate and quality work output, such as health data, reports, and services to the community. High quality shows that employees are able to meet operational standards and regional health regulations so that superior programs such as reducing AKI, AKB, and stunting can be achieved optimally.
2. Working Quantity
   This indicator is measured from the volume of health services or preventive and promotive activities that have been successfully carried out by Jember Health Office employees in a certain period, for example the number of public health education, the coverage of immunization services, and the completion of routine reports. The high quantity of *output* illustrates the effectiveness and productivity of employees to the needs of the community.
3. Responsibilities
   The level of awareness and commitment of Jember Regency Health Office employees to their duties is important to ensure that all programs and services run according to target.

Responsible employees will carry out their work completely and with integrity, both in public services, pharmaceutical management, and in administrative duties.

4. Work Discipline
   Employee discipline is measured through punctuality of attendance, compliance with procedures, and consistency in the implementation of duties within the Jember Health Office. Good work discipline ensures service stability, minimizes procedural violations, and supports the achievement of strategic targets.
5. Initiatives
   Employees of the Jember Health Office need to show initiative in facing the dynamics of regional health challenges, for example through creativity in counseling, health service innovation, or proactive efforts to solve public health problems without having to wait for direct instructions. High initiative contributes to the improvement of services and the achievement of service performance indicators in a sustainable manner.

RESEARCH METHOD

This study uses a quantitative research method with an approach *Explanatory*. The population in this study is 91 ASN Employees of the Jember Regency Health Office. Based on this study, because the population is not greater than 100 respondents, the author takes 100% of the total population of 91 Jember Regency Health Office ASN Employees (source: Jember Regency Health Office Personnel Data in 2025). In this study, the author used the *Probabilty Sampling* with techniques *saturated sampling*. According to Squirrel, (2016) What is meant *Probability Sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to become a sample. According to Sugiyono (2016) Technique *saturated sampling* is a sample determination technique when all members of the population are used as samples. In this study, to test the hypothesis, the research uses *Structural Equation Modeling* (SEM) with statistical tools *SmartPLS*. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

Outer Loading Test

Table 2.
Outer-Loadings Results

Z		Y		X1		X2	
Z1	0.775	Y1	0.877	X1.1	0.754	X2.1	0.766
Z2	0.862	Y2	0.873	X1.2	0.771	X2.2	0.883
Z3	0.911	Y3	0.906	X1.3	0.811	X2.3	0.768
Z4	0.941	Y4	0.799	X1.4	0.764	X2.4	0.875
Z5	0.878	Y5	0.705	X1.5	0.883	X2.5	0.843
Z6	0.876						

Source: Data processed research (2025)

The criteria *for the factor of Outer-loadings* with a value of more than 0.70 are said to be high, while a value of 0.40 – 0.70 can be considered sufficient. The results of the

SmartPLS 3 calculation in the table above show that the value *of cross-loadings* above 0.70 is considered high and 0.40–0.60 is sufficient. Signifies that such factors significantly affect the related variables and meet the convergent validity criteria well.

Construct Reliability and validity test

Table 3.
Results of Contruck Reliability and Validity

	Cronbach's Alpha	rho_A
Z	0.938	0.941
Y	0.845	0.897
X1	0.856	0.860
X2	0.836	0.874

Source: Data processed research (2025)

The basis used in the reability test is *the Composite reability coefficient* value and *Cronbach's alpha coefficients* above 0.7. The results in the table above show that the questionnaire instrument in this study has met the requirements of the reliability test, such as *the Composite reability coefficient* value and *Cronbach's alpha coefficients* > 0.70. Meanwhile, the root value of AVE and Rho_A of the same variable has been higher above < 0.70. This shows that the criteria for the discriminatory validity test have been met. Thus the instrument used in this study has met all the requirements of the validity test.

Direct Influence Path Calculation

Table 4.
Direct Influence Path Coefficient Value

Hypothesis	T Statistics	P values	Remarks
X1 > Y	1.487	0.002	Positive and Significant Effect
X2 > Y	0.402	0.004	Positive and Significant Effect
Z > Y	2.406	0.001	Positive and Significant Effect

Source: Data processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

a. The effect *of employee engagement* (X1) on employee performance (Y) the analysis results showed that the T Statistics value was 1.487 and *the p-value* was 0.002. Because *the p-value* is lower than the significance level of α (0.002 < 0.05). This indicates that there is a significant positive influence of X1 (*employee engagement*) on Y (employee performance).
b. The effect *of green human resource management* (X2) on employee performance (Y) the analysis results show that the T Statistics value is 0.402 and *the p-value* is 0.004. Because *the p-value* is lower than the significance level of α (0.004 < 0.05). This indicates that there is a significant positive influence of X2 (*green human resource management*) on Y (employee performance).

c. The effect of competency (Z) on employee performance (Y) the analysis results showed that the T Statistics value was 2.406 and *the p-value* was 0.001. Because *the p-value* is lower than the significance level of α (0.001 < 0.05). This indicates that there is a significant positive influence of Z (competence) on Y (employee performance).

Indirect Influence Path Calculation

Table 5.
Value of the Indirect Influence Path Coefficient

Hypothesis	*T Statistics*	*P values*	Remarks
X1 > Z > Y	5.259	0.000	Significant
X2 > Z > Y	4.964	0.000	Significant

Source : Data processed research (2025)

The results given in table 5. above show the indirect influence of the variable X1 (*employee engagement*) on the influence of variable Y (employee performance) mediated by competence (Z), then the influence of variable X2 (*green human resource management*) on variable Y (employee performance) through the competency variable (Z) as mediation, as follows:

a. The indirect influence from X1 (*employee engagement*) to Y (employee performance) which was mediated by the Z variable (competence) the analysis results showed that the Statistics T value was 5.259 and *the p-value* was 0.000. Because *the p-value* is lower than the significance level of α (0.000 < 0.05). This indicates that there is a significant positive influence of X1 (*employee engagement*) on Y (employee performance) mediated by competence (Z).
b. The indirect influence from X2 (*green human resource management*)) to Y (employee performance) which was mediated by the variable Z (competence) the results of the analysis showed that the T Statistics value was 4.964 and *the p-value* was 0.000. Because *the p-value* is lower than the significance level of α (0.000 < 0.05). This indicates that there is a significant positive influence of X2 (*green human resource management*) on Y (employee performance) mediated by competence (Z).

Coefficient of Determination ($R^{2\ Test}$)

Table 6.
Adjusted R-squared coefficients

	Adjusted R-squared coefficients
Z	0.440
Y	0.691

Source : Data processed by researchers 2025

The above determination coefficients are presented in the form of *Adjusted R-squared coefficients* in table 6. Based on the *r-square value* in the table, it is shown that competence is able to explain employee performance by 44.0% or categorized as moderate, and the remaining 56.0% is explained by other constraints outside those studied in this study. Meanwhile, employee performance was able to explain the competency variable of 69.1% or

categorized as moderate correlation, and the remaining 30.9% was explained by other constraints outside of those studied in this study.

The Effect of Employee Engagement on the Performance of Jember Regency Health Office Employees

The concept of employee engagement describes the psychological state of employees who are fully emotionally, cognitively, and physically involved in their work. In the context of public organizations such as the Health Office, the level of employee engagement is a crucial factor because it is directly related to the effectiveness of public services, especially in the health sector which demands high responsibility, speed, and precision of work. Therefore, understanding the role and indicators of *employee engagement* is an important foundation in improving employee performance and achieving the agency's strategic goals.

The results of the study show that *employee engagement* has a positive and significant effect on employee performance at the Jember Regency Health Office, where high work attachment is reflected in increasing employee enthusiasm, commitment, and focus on administrative and field tasks, thereby supporting the effectiveness of overall health services. The vigor component provides high energy and resilience in the face of work pressure such as a surge in public demand, with indicators of stable physical and mental energy maintaining the daily productivity of employees; *dedication* gives rise to strong enthusiasm and a sense of pride as an agent of change in line with the vision of the Health Office to improve the health status of Jember residents, as seen from emotional commitment and deep organizational identification; absorption ensures deep concentration for the efficiency and accuracy of tasks through time immersion and mindfulness that reduces errors in field programs; strive encourages extra initiatives such as volunteer training, health advocacy, and out-of-routine ventures with proactive contribution encouragement; and SAY strengthens the organization's image through positive communication that increases collective motivation, public trust, and verbal promotion between employees and the community. This influence emphasizes *employee engagement* as a strategic pillar of service performance, especially in the midst of the demands for bureaucratic simplification in accordance with Perbup No. 13 of 2023, which has the potential to optimize the structure from the secretariat to the service sector for better quality results.

These findings are in line with research conducted by Abdi, (2021), Takita & Pangarso, (2023), (Hidayat & Efendi, 2024) and Hutapea et al., (2025) which states that *employee engagement* It has a significant influence on performance because it is able to increase intrinsic motivation, perseverance, and job satisfaction. Similar research by (Kholifah & Fadli, 2022; Takita & Pangarso, 2023; Wahyuni et al., 2022) It also emphasizes that high work engagement strengthens the affective relationship between individuals and organizations, so that employees are more committed and show optimal work performance. Thus, the results of this study reinforce the empirical evidence that the increase in *employee engagement* It is an effective strategy in encouraging employee performance in the public service sector.

The Influence of Green Human Resource Management on the Performance of Jember Regency Health Office Employees

In the context of public agencies that have a vital role in maintaining public health, the application of the GHRM principle is an important strategy to create human resources who are not only technically competent, but also have high environmental awareness.

Through a green-based HR management policy, organizations are able to instill sustainability values in every work activity, from the recruitment process to the formation of organizational culture. This approach is expected to be able to strengthen individual performance while supporting the organization's mission in realizing environmentally sound health services.

The results of the study show that the implementation *of Green Human Resource Management* (GHRM) has a positive and significant effect on employee performance at the Jember Regency Health Office, where environmentally friendly principles in *recruitment*, training, performance assessment, employee relations, and organizational culture increase environmental awareness, concern, and responsibility which has an impact on the effectiveness and efficiency of overall health services. *Green recruitment* ensures that prospective employees with environmental commitments are easily adaptable through a selection process that emphasizes *value fit* with a sustainable organizational vision, thereby enriching the quality of human resources; *Green Training and Development* builds technical and behavioral competencies through medical waste management, energy efficiency, and environmental education programs that encourage awareness of resource efficiency and service quality; *Green Performance Management and Appraisal* motivates employees with evaluations that include ecological contributions such as waste reduction, thereby reinforcing a sense of ownership of organizational policies and individual-collective performance. In addition, *green employee relations* forms a collaborative climate through shared commitments such as digital technology, paper reduction, and the implementation of 3Rs (*reduce, reuse, recycle*) that increase solidarity and shared responsibility; while *green organizational culture* instills sustainability values through rewards, socialization, and eco-friendly innovations, which trigger intrinsic motivation, pro-environmental behavior, as well as long-term commitments in line with the mission of the Health Office in simplifying bureaucracy in accordance with Perbup No. 13 of 2023.

Support for these findings is in line with research Monika et al., (2024) and São Paulo, (2024) which affirms that the implementation of GHRM is effective in improving organizational performance through work morale management and environmental engagement. Similar results are shown by (Arviansyah & Saraswati, 2025; Putri et al., 2025; Rona Arinal Haq, Triyono Lukmantoro, 2021) who found that a green HR system is able to foster innovation, efficiency, and social responsibility in the public organization environment. Research by Safria, (2022) also reinforces that organizations that implement GHRM practices are superior in operational efficiency and pro-environmental behavior. Thus, the implementation of GHRM at the Jember Regency Health Office not only increases employee productivity, but also reflects a real contribution to the sustainable development of the region through ecologically sound public performance.

The Effect of Employee Engagement on the Competence of Jember Regency Health Office Employees

In the context of public services in the health sector, employee competence is a key factor in the successful implementation of local government programs and policies. Employees who have high work attachments tend to show better professional skills, because they are encouraged to continue learning, adapting, and providing the best performance in carrying out their duties and responsibilities. Therefore, the level of energy, enthusiasm, focus, initiative, and positive communication that reflects *employee engagement* is the main determinant of competency development in the work environment of the Health Office.

The results of the study show that the implementation *of Green Human Resource Management* (GHRM) has a positive and significant effect on the performance of employees at the Jember Regency Health Office, where environmentally friendly principles in *recruitment*, training, performance assessment, employee relations, and organizational culture increase awareness, concern, and environmental responsibility which ultimately encourages the effectiveness and efficiency of health services. *Green recruitment* helps ensure that prospective employees who have a commitment to environmental issues are more adaptable to the organization's sustainability values, so that the quality of human resources recruited is more in line with the vision of sustainable health services. *Green training and development* strengthens technical and behavioral competencies through materials related to waste management, energy efficiency, and environmental education, which directs employees to work more resource-efficiently and maintain service quality.

Green performance management and appraisal motivates employees by including ecological contributions, such as waste reduction and energy savings, as part of the assessment, thereby fostering a sense of ownership of organizational policies and improving performance both individually and as a team. *Green employee relations* encourages a collaborative work climate through practices such as the use of digital technology, the reduction of paper use, and the application of the 3R principle, which strengthens solidarity and a sense of shared responsibility for the work environment. In addition, *green organizational culture* is the foundation that instills sustainability values through an award system, socialization of green values, and environmentally friendly innovations, thereby triggering intrinsic motivation, pro-environmental behavior, and long-term commitment of employees that are in line with the mission of the Health Office in realizing an effective and sustainable bureaucracy.

The findings of this study are in line with the results of research conducted by Surya et al., (2022), Muchsinati, (2023), Ali et al., (2024) and Rian Husen et al., (2024) which explains that work attachment strengthens an individual's ability to adapt and learn sustainably through increased energy, dedication, and concentration at work. In addition, these results are also supported by research (Aisah, 2024; Julia et al., 2025; Putri et al., 2025) which states that employees who are emotionally and cognitively engaged in their work will show higher levels of competence and performance than those who are less engaged. Thus, the application of *employee engagement* optimal at the Jember Regency Health Office is a strategic factor in supporting the continuous improvement of employee competence and performance.

The Influence of Green Human Resource Management on the Competence of Jember Regency Health Office Employees

In an effort to face global challenges in the health and environmental fields, public organizations are required not only to produce high performance, but also to ensure that employees have competencies that are relevant to sustainability values. GHRM is a strategic approach that integrates environmental aspects in every human resource management process. With the application of green principles, it is expected that employees will not only work productively, but also be able to adapt to the latest ecological and technological challenges in the health sector.

The results of the study show that the implementation *of Green Human Resource Management* (GHRM) has a positive and significant effect on the competence of employees

at the Jember Regency Health Office, where *recruitment*, training, performance appraisal, labor relations, and environment-based organizational culture programs effectively strengthen employees' knowledge, skills, and professional attitudes in dealing with innovations and environmental issues in public services that are getting more complex.

Green recruitment forms a strong competency foundation by selecting prospective employees who care about the environment, so that they quickly adapt and excel in the analysis of medical waste and community sanitation, aligning individual values with the vision of a sustainable organization. *Green training and development* deepens technical-behavioral competencies through intensive training on energy efficiency, medical waste recycling, and green education, which not only improves critical thinking but also environmental ethics to maintain the quality of long-term health services. *Green performance management and appraisal* encourages evaluative-strategic competencies through assessments based on ecological contributions such as waste reduction, training self-reflection, managerial skills, and sustainability awareness that are integral in daily decision-making. *Green employee relations* builds social-collaborative competence through digital communication practices, the application of 3Rs (*reduce, reuse, recycle*), and green transportation, which strengthens interaction between employees, cross-field knowledge sharing, and synergistic and productive organizational learning. *Green organizational culture* is the main key to affective-moral competence by instilling the value of appreciation for green innovation, regular *socialization of green health*, and consistent environmental preservation policies, so as to foster deep social responsibility, sustainable work ethics, and the professional character of employees as public servants with integrity and ready to face the dynamics of modern bureaucracy.

These findings are in line with the results of the study Makumbe, (2024) and Putri & Nugroho, (2024) which emphasized that the implementation of GHRM is able to increase capabilities and environmental awareness among employees, thereby increasing the competence and competitiveness of the organization. Putri et al., (2025) It also found that the implementation of green HR policies can accelerate the organizational learning process and increase employee flexibility in facing sustainability-based challenges. Meanwhile, (Arviansyah & Saraswati, 2025; Mashadi, 2022; Mansyur et al., 2023) stated that GHRM builds human resources that are oriented towards innovation, social responsibility, and long-term competency development. Thus, the results of this study confirm that the implementation of GHRM in the Jember Regency Health Office not only has an impact on improving organizational efficiency, but is also an effective strategy in forming employees who are competent, adaptive, and have high environmental awareness.

The Effect of Employee Competence on the Performance of Jember Regency Health Office Employees

In an increasingly complex era of public services, improving employee competencies is a fundamental need for government organizations, including the Jember Regency Health Office. Competence is not just technical ability, but includes the integration of knowledge, skills, understanding, values, social roles, and self-image that shape the professional character of the apparatus. In the context of health services, competence is the main foundation for the creation of quality, efficient employee performance, and able to respond to the needs of the community with a professional and ethical approach. Therefore, this study

emphasizes the importance of an in-depth analysis of how competency variables affect the improvement of employee performance within the Health Office.

The results of the study show that employee competence has a positive and significant effect on performance at the Jember Regency Health Office, where the ability to complete tasks on time, provide effective services, and adapt to health policy dynamics quickly strengthens the implementation of public policies and improves the quality of overall community services. Knowledge is the main foundation through a deep understanding of the health sector, the latest local regulations, and accurate data analysis, enabling careful program planning, effective disease control, and efficient and results-oriented decision-making. Skills include technical aspects, interpersonal communication, team collaboration, and the use of modern information technology, supported by regular training to improve employee productivity and responsiveness to the increasingly dynamic demands of contemporary health services.

An understanding of the organization's vision and mission encourages high dedication, proactive initiative, and an orientation to tangible social outcomes, forming employees who are more reflective, adaptive, and aligned with the department's long-term strategy. Core values such as honesty, loyalty, discipline, and commitment to public service maintain work ethics, full accountability, and the organization's image as a professional example in the eyes of the public. Social roles strengthen collaboration across fields of work, harmonious communication with community stakeholders, and the overall effectiveness of health programs through solid team synergy. A positive self-image triggers enthusiasm for work, creativity in innovation, and a strong intrinsic motivation to provide the best service, thereby encouraging the achievement of higher and sustainable performance targets.

The findings of this study are in line with the opinion of (Afandi, 2021) which states that competence is a combination of knowledge, abilities, and attitudes that directly determine the effectiveness of performance. The results of this study are also supported by (Suswati et al., 2021) and Afifah et al., (2024), which emphasizes that improving the competence of the apparatus is the main factor in increasing work effectiveness, professionalism, and accountability. In addition, (Alhigna, 2023; Muhlisin et al., 2022; Yerita, 2022) Reinforcing that high competence allows employees to carry out their roles in an adaptive and innovative manner in dealing with organizational changes. Therefore, improving the competence of employees at the Jember Regency Health Office can be seen as an important strategy to achieve superior, professional, and quality public service-oriented organizational performance.

The Effect of Employee Engagement on the Performance of Jember Regency Health Office Employees, Through Employee Competence as an Intervening Variable

In public service organizations such as the Health Office, employee attachment is an important factor that determines not only enthusiasm and productivity, but also the quality of competence and overall performance results. High work attachment encourages the emergence of positive behaviors such as commitment, responsibility, and willingness to work better, which ultimately affects employees' ability to perform tasks effectively. Therefore, employee competence is seen as a connecting mechanism or bridge that strengthens the influence of *employee engagement* on individual and organizational performance.

The results of the study show that *employee engagement* has a positive and significant effect on the performance of employees of the Jember Regency Health Office through

competency mediation, where high attachment is characterized by *vigor* (strong energy), *dedication* (dedication spirit), *absorption* (deep focus), and *strive* (desire to contribute more) encourage employees to work responsibly, channel their full potential, and achieve public health program targets effectively. *Employee engagement* significantly improves employee competencies through encouraging self-development, such as active participation in training, field learning, and work efficiency innovation, so that emotional engagement not only motivates but also builds knowledge, skills, and professional attitudes in an ongoing manner.

Employee competencies also have a positive and significant effect on performance, with mastery of health knowledge, technical-administrative skills, understanding of organizational vision, the value of professionalism, social skills, and positive self-image that enable effective task implementation, quick decision-making, and high-quality public services. As an intervening variable, competence strengthens *the path of employee engagement* to performance, because work attachment results in an increase in ability which then directly encourages superior performance, making competency development a key mechanism that transforms internal motivation into organizational achievement in line with the vision of the Jember Regency Health Office.

These findings are in line with the results of the study (Prameswari, 2021) and (Tiong et al., 2023) which explains that employees with *employee engagement* Highs have better levels of competence and performance because they show strong energy, dedication, and involvement in each task. In addition, the research (Arviansyah & Saraswati, 2025; Ivana Shinta & Saefudin, 2025; Putri et al., 2025) emphasizing that competence is an important connecting factor between work motivation and quality work results. Research by (Mustaqim et al., 2024) and Dira et al., (2024) It also shows that work attachment contributes positively to the development of effective work abilities and behaviors that have an impact on performance improvement. Thus, this study strengthens the evidence that improving employee performance at the Jember Regency Health Office can be achieved through strengthening *employee engagement* which is balanced with sustainable competency development.

The Influence of Green Human Resource Management on the Performance of Jember Regency Health Office Employees, Through Employee Competence as an Intervening Variable

In the context of public agencies that focus on health services, the application of GHRM principles not only serves to strengthen commitment to environmental issues, but also contributes to improving the professional abilities of employees. The GHRM concept emphasizes the importance of environmentally friendly human resource policies through *green recruitment processes*, green training, environment-based performance management, and the formation of a sustainability-oriented organizational culture. The application of these principles is expected to increase ecological awareness while strengthening the competence and overall performance of employees.

The results of the study show that *Green Human Resource Management* (GHRM) has a positive and significant effect on employee performance at the Jember Regency Health Office, where the better the implementation of green HR practices, the higher the performance of employees in carrying out efficient, responsible, disciplined, and sustainability-oriented health service tasks. Green recruitment produces employees with environmental commitment, while green training strengthens technical skills and

environmentally friendly work behavior, so that GHRM not only improves the HR management process, but also forms competent and environmentally ethical employees. GHRM also has a significant effect on employee competencies through a work environment that supports continuous learning, such as eco-friendly training, green performance-based assessments, and an organizational culture that instills sustainability values. This policy improves the knowledge, skills, values, and social roles of employees, so that they are better able to understand health environmental issues, be creative in managing resource efficiency, and be adaptive to the dynamics of regional health policies.

Research also shows that employee competence has a positive and significant effect on performance, because competent employees are able to manage health programs in a measurable manner, understand *public policies*, and provide services according to set standards. High competence allows employees to work independently, take the initiative in solving problems, and maintain consistency in service quality, so that it becomes an indicator of the success of the implementation of public policies in the health sector and the management of service facilities. As an intervening variable, competency strengthens the relationship between GHRM and employee performance, where most of the influence of GHRM on performance occurs indirectly through competency improvement. The implementation of green HR policies improves the ability of employees to work more responsively, effectively, and innovatively, translating sustainability values into daily practices such as medical waste management, energy efficiency, and environmentally friendly services, so that competence becomes an important bridge that optimizes the impact of GHRM on employee performance.

These findings are in line with research (Hadjri et al., 2021), Wijonarko & Wirapraja, (2022) and (Tran, 2023) which states that GHRM has a significant influence on productivity and organizational performance through improving the green competence of employees. Research results (Hasugian et al., 2024) It also supports that an environment-based HR management strategy improves employees' innovative abilities and social responsibility. Meanwhile, the study (Alhigna, 2023; Arviansyah & Saraswati, 2025; H. Putri et al., 2025) shows that employee competence is the main mediating factor that explains the relationship between GHRM practices and organizational performance. Based on these results, this study emphasizes that the implementation of GHRM at the Jember Regency Health Office not only has a direct impact on performance, but also strengthens employee competence as the main driving factor in realizing professional, quality, and environmentally friendly public services.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows:

1. The results of the study show that *employee engagement* has a positive and significant effect on employee performance. A high level of work attachment includes vigor, dedication, deep focus (*absorption*), and desire to contribute (*strive*) can increase work motivation, perseverance, and effectiveness in completing tasks. Employees who are emotionally and cognitively involved in their work show better performance in providing health services and supporting the achievement of organizational goals.
2. The findings of the study prove that *Green Human Resource Management* (GHRM) has a positive and significant effect on employee performance. The implementation *of green*

recruitment practices, green training, environment-based performance appraisals, and the formation of a green organizational culture increase employee responsibility, discipline, and work efficiency. Employees who work with environmentally friendly principles show a high commitment to sustainability and the quality of public services in the health sector.

3. The results of the study show that *employee engagement* has a positive and significant influence on improving employee competence. Employees who have emotional attachment and high work ethic tend to actively develop their abilities through learning, training, and work experience. Strong engagement fosters a sense of responsibility and a desire to innovate, which is reflected in the increased knowledge, skills, and professional attitude of employees.
4. This study also found that *Green Human Resource Management* has a positive and significant effect on employee competence. Environment-based HR policies, such as green recruitment and training, create employees who are more aware of sustainability issues and responsive to work challenges. The implementation of GHRM has succeeded in increasing the capacity of knowledge, technical skills, and social responsibility values that enrich the competency dimension of employees at the Jember Regency Health Office.
5. The findings of the study show that employee competence has a positive and significant effect on performance. Employees with a high level of knowledge, skills, understanding, values, and social roles are able to work more professionally, accurately, and results-oriented. Competence is a key factor in realizing the effectiveness of work and quality health services and strengthening the image of the organization as *a reliable* public institution.
6. The results of the study show that employee competence mediates the influence of *employee engagement* on performance. High work attachment encourages the improvement of individual competence, both in terms of technical abilities and work behavior, which ultimately has implications for improving performance. In other words, the influence of *employee engagement* on performance becomes stronger when employees have good competence in carrying out organizational tasks.
7. Research proves that employee competence also plays an intervening variable in the relationship between GHRM and performance. The implementation of green HR policies not only has a direct impact on performance, but also increases employees' ability and awareness of sustainability principles. The competencies formed through the implementation of GHRM strengthen employee performance in providing efficient, environmentally friendly, and sustainable health development-oriented services.

Suggestions

Based on the results of this study, the following suggestions can be proposed:

1. Practical Advice

The Jember Regency Health Office is advised to immediately strengthen the employee development program based *on Green Human Resource Management* (GHRM) through intensive training in green skills such as B3 medical waste management, energy use efficiency, and the application of environmentally friendly

technology in health services; in addition, redesigning *recruitment* policies with environmental awareness criteria, a performance appraisal system based on green indicators, as well as reward and incentive schemes for employees who contribute to sustainable innovation to improve competence, work engagement, and employee performance optimally and sustainably.

2. Theoretical Suggestions

The researcher is then advised to expand the research model by including additional variables such as *organizational commitment, work environment, transformational leadership style*, or green organizational culture as intervening or moderator factors, considering that based on *the R-square* value obtained, competencies are only able to explain employee performance of 44.0% (moderate category) with the remaining 56.0% influenced by other constructs outside of the variables that researched, while GHRM only explained employee competence of 69.1% (moderate correlation) with the remaining 30.9% by external factors; In addition, conduct comparative research across other local government agencies in East Java using a *mixed methods approach* that combines quantitative SEM analysis and thematic qualitative analysis to gain a more comprehensive and in-depth understanding of the mechanism of the relationship between GHRM, employee competence, and organizational performance in the public service sector.

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