

Evaluation Of Green Management Implementation At Bhayangkara Hospital Sartika Asih

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ABSTRACT

Hospitals as health service institutions have a strategic role in maintaining public health while preserving the environment through sustainable operational practices. This study evaluates the implementation of green management at Bhayangkara Hospital Class II Sartika Asih. This implementation involves medical and non-medical waste management, energy efficiency, and human resource capacity development to support sustainable policies. However, the implementation faces various obstacles, such as budget constraints, internal resistance to policy changes, lack of ongoing training, and regulatory complexity. This study aims to analyze the green management implementation process, identify the obstacles faced, and evaluate the strategies implemented to overcome these obstacles. The theories used include the Resource-Based View theory (Barney, 1991), Triple Bottom Line (Elkington, 1997), and Green Human Resource Management (Renwick et al., 2020). The research method used is qualitative with a case study approach. The informant determination technique uses the purposive sampling method, which involves hospital management, waste management staff, and medical personnel as key informants. Data collection techniques included in-depth interviews, participant observation, and document analysis, which were analyzed using thematic analysis methods as developed by Braun and Clarke (2006). The validity of the data was checked through triangulation of sources and methods to ensure the validity and reliability of the findings. The results of the study indicate that Bhayangkara Hospital TK II Sartika Asih has implemented a green management policy through a medical waste segregation system in accordance with ISO 14001 and Permenkes No. 7 of 2019, the use of energy-saving technology, and environmental training for employees. However, budget and infrastructure limitations, employee resistance to change, and lack of ongoing supervision and training are the main obstacles faced. Efforts to overcome these obstacles include optimizing the budget through public-private partnerships, developing intensive training programs, implementing a digital technology-based supervision system (Internet of Things), and collaborating with environmental certification institutions to accelerate the ISO 14001 certification process. The conclusion of this study confirms that the implementation of green management in hospitals requires a holistic and integrated approach with strengthening aspects of technology, employee training, and an effective supervision system. This study recommends developing cross-sector partnerships to support financing and technology, as well as increasing human resource capacity through continuous training and performance-based internal audits.

Keywords: Evaluation, Implementation, Green Management, Hospital.

INTRODUCTION

Hospitals, as healthcare service institutions, carry a dual responsibility: providing high-quality medical services and maintaining ecological balance through sustainable environmental management practices. The implementation of green management in hospitals serves as a strategic approach that integrates environmentally friendly principles into institutional operations. These principles encompass energy efficiency, medical waste management, and the optimization of human resource management oriented toward sustainability.

The Indonesian Ministry of Health Regulation No. 7 of 2019 on Hospital Environmental Health emphasizes that every hospital must adopt environmental health

standards to minimize negative impacts on ecosystems and support environmental conservation efforts. The implementation of this policy is also aligned with Law No. 32 of 2009 concerning Environmental Protection and Management, which mandates that all institutions, including hospitals, adopt environmentally responsible approaches in their operational processes.

The concept of green management in the hospital context extends beyond technical aspects such as waste management and energy efficiency. It also positions human resource management as a core component in driving sustainability. Polonsky (2011) asserts that the success of green management implementation relies heavily on an organization's ability to manage human resources who possess the awareness and skills necessary to support sustainable practices. Furthermore, Renwick et al. (2020) highlight that the green human resource management (GHRM) approach serves as a fundamental pillar in cultivating an environmentally conscious work culture through training, competency development, and incentives for employees who contribute to sustainable practices.

The factual conditions (*das sein*) indicate that the implementation of green management at Bhayangkara Hospital Sartika Asih has been initiated through various programs, such as energy efficiency measures and medical waste management. However, its execution still faces multiple challenges, including internal resistance to system changes, limited technological capacity, and suboptimal budgetary support. These issues reflect a gap between the ideal conditions (*das sollen*), which require comprehensive policy implementation, and the actual situation in the field, which still demands strengthened systems, strategies, and work culture aligned with green management principles.

These challenges have become increasingly relevant amid the development of international regulations, such as the Sustainable Development Goals (SDGs), particularly Goal 12 on responsible consumption and production and Goal 13 on climate action. Nationally, these challenges are reinforced by the Ministry of Health Regulation No. 3 of 2020 on Hospital Classification and Licensing, which stipulates environmental standards as part of the hospital accreditation evaluation.

As one of the hospitals under the Indonesian National Police (Polri) with a strategic role in public service, Bhayangkara Hospital Sartika Asih is required to respond to these challenges by implementing green management policies effectively. This implementation is expected not only to enhance operational efficiency and regulatory compliance but also to strengthen the institution's reputation as an environmentally friendly hospital. In-depth analysis of the implementation status, the obstacles encountered, and the strategies undertaken to address them is essential for formulating more adaptive and effective policies in the future.

This study aims to:

1. Identify and analyze the implementation of green management at Bhayangkara Hospital Sartika Asih.
2. Identify and analyze the obstacles encountered in implementing green management at the hospital.
3. Identify and analyze the efforts undertaken to overcome the obstacles in green management implementation at Bhayangkara Hospital Sartika Asih.

RESEARCH METHODOLOGY

Research Approach

This study employs a qualitative method with a case study approach. According to Creswell (2020), this approach is appropriate for gaining an in-depth and contextual

understanding of a phenomenon through comprehensive data analysis. It focuses on exploring the implementation of green management at Bhayangkara Hospital Sartika Asih based on real conditions observed in the field.

The case study approach was chosen because it provides detailed insights into how policies are implemented, the challenges encountered, and the efforts undertaken to address them. This study evaluates the effectiveness of policy implementation through direct interaction with data sources, including internal documents and in-depth interviews.

Type of Research

This research is descriptive-exploratory in nature. It is designed to explore and describe the implementation of green management policies already in place. Moleong (2018) states that descriptive research concentrates on systematically, factually, and accurately presenting the observed phenomena.

The exploratory design is used to uncover constraints and efforts undertaken by the hospital to support sustainable environmental management. This study highlights the environmental-based human resource management dimension within hospital operations.

Research Location

The study was conducted at Bhayangkara Hospital Sartika Asih in Bandung, West Java. This location was selected because the hospital has begun implementing green management principles as part of its environmental and human resource management systems.

Data Collection Techniques

Data were collected through the following methods:

1. In-depth Interviews

Interviews were conducted with key stakeholders, including hospital management, waste management staff, and medical and paramedical personnel. This process aimed to gather information on policies, challenges, and efforts related to the implementation of green management.

2. Participant Observation

Direct on-site observations were carried out to examine medical waste management practices, energy efficiency, and the application of environmentally friendly technology.

3. Document Analysis

Official documents such as hospital policies, activity reports, and standard operating procedures (SOPs) were analyzed to understand how regulations and procedures are applied.

Data Analysis Technique

Data were analyzed using thematic analysis as developed by Braun and Clarke (2006). This technique includes the following steps:

1. Data Reduction

Data were sorted and categorized based on main themes, such as environmental policies, implementation barriers, and improvement strategies.

2. Data Presentation

Data were organized systematically using tables or matrices to facilitate interpretation and identify relationships among variables. Miles and Huberman (2014) recommend this approach to clarify patterns in research findings.

3. Conclusion Drawing

Analysis results were compared with relevant theories to develop data-based conclusions and recommendations.

Data Validity and Reliability

Data validity was ensured through triangulation of data sources, including interviews, observations, and documents. Moleong (2018) recommends triangulation as a method to ensure the consistency and reliability of research findings. Data reliability was strengthened by rechecking interview transcripts and observation notes. The analysis process was also repeated to minimize bias.

Research Ethics

This study adheres to research ethics guidelines outlined by Creswell (2020). Participant consent was obtained through an informed consent process prior to conducting interviews and observations. All collected information was kept confidential to protect participant privacy.

The research methodology employed in this study was designed to systematically and comprehensively evaluate the implementation of green management at Bhayangkara Hospital Sartika Asih. Through a case study approach, data collection was conducted using triangulation to ensure the validity of findings. The thematic analysis technique supports structured and relevant interpretation of the data in accordance with the research questions. The results of this study are expected to provide practical and theoretical recommendations to strengthen the implementation of environmentally friendly policies in the healthcare sector.

RESULTS AND DISCUSSION

Implementation of Green Management in Human Resource Management (HRM)

Bhayangkara Hospital Sartika Asih implements green management principles by integrating sustainability approaches into human resource management (HRM). This approach aligns with the concept of Green Human Resource Management (GHRM), which positions employees as key drivers in fostering an environmentally friendly organizational culture (Renwick et al., 2020). This strategy is applied to ensure operational efficiency while fulfilling legal obligations related to environmental protection and public health.

The implementation of green management not only focuses on waste management and energy efficiency but also aims to strengthen employee awareness and environmental competencies through sustainability-based training and performance evaluation. This concept refers to the Triple Bottom Line, which emphasizes the balance between economic, social, and environmental dimensions (Elkington, 2020).

Implementation of Medical and Non-Medical Waste Management Policies

The hospital has adopted waste management policies that refer to the Ministry of Health Regulation No. 7 of 2019 concerning Hospital Environmental Health. This regulation requires the segregation of medical and non-medical waste based on hazardous and toxic materials (B3) and domestic waste categories. Waste management implementation involves the use of ISO 14001-certified incinerator technology (International Organization for Standardization, 2015), which meets international standards for environmental management systems.

Law No. 32 of 2009 on Environmental Protection and Management also serves as a legal foundation for managing solid and liquid waste. The hospital has initiated recycling programs for non-medical waste and adopted a waste-labeling system to enhance traceability and accountability. These programs are integrated with periodic audit systems to ensure policy consistency and compliance with applicable regulations.

Initial evaluations indicate that the implementation of these policies has reduced improperly managed medical waste by up to 20% within the past year. This achievement is supported by intensive training and strengthened monitoring systems.

Energy Efficiency through Energy-Saving Systems and Eco-Friendly Equipment

Energy efficiency is a key focus in the implementation of green management. The hospital utilizes LED lighting, energy-efficient air conditioning, and solar panels to reduce dependence on conventional energy sources. This implementation aligns with the sustainability concept within the Triple Bottom Line, which emphasizes operational efficiency without compromising environmental responsibility (Elkington, 2020).

Operational data show that energy savings reached 15% within the first six months after adopting these systems. In addition, the use of energy-efficient certified medical equipment contributes to achieving carbon emission reduction targets established under Sustainable Development Goal (SDG) 13 on climate action (United Nations, 2020).

These efforts are reinforced through automated control systems that monitor energy consumption in real time. Such systems support energy-use optimization and detect wasteful consumption, enabling rapid and accurate policy adjustments.

Employee Training on Environmentally Friendly Practices

Human resource development plays a crucial role in the implementation of green management. The hospital conducts environmentally based training aimed at building employee awareness and skills related to sustainable practices. Renwick et al. (2020) emphasize that this training strengthens green behavior and accelerates the organization's transition toward an environmentally responsible work culture.

Training materials include waste management, energy efficiency, and environmentally friendly water management techniques. Employees are also trained in digital technologies to support administrative efficiency and record-keeping. Evaluation of this training program shows that more than 80% of employees have completed training modules over the past two years, with a satisfaction rate reaching 90%.

These competency improvements are integrated into the performance evaluation system, which provides incentives for employees who actively contribute to environmentally friendly practices. This approach reinforces internal motivation and commitment to sustainability policies.

Integration of Green Computing-Based Technology

The use of green computing technology is implemented to support administrative efficiency and data management. The electronic medical record (EMR) system has been adopted to reduce reliance on physical documents. This system has contributed to reducing paper waste by up to 30% within the first year of implementation.

This concept refers to Open System Theory (Katz & Kahn, 2020), which highlights that organizations must be responsive to external changes by adopting modern technologies.

The hospital's green computing system is also supported by a cloud-based data management policy that ensures both security and energy efficiency.

The successful implementation of this technology not only reduces environmental impact but also enhances operational efficiency through faster archiving processes and

more accurate data-driven decision-making. Initial evaluations indicate an increase in administrative productivity of up to 25% since the adoption of this technology.

Barriers to Green Management Implementation

The implementation of green management at Bhayangkara Hospital Sartika Asih faces various obstacles that affect the effectiveness of the policies and programs established. These challenges encompass internal and external factors that require serious attention to strengthen the sustainability of the hospital's environmental management system. A thorough evaluation of these constraints is essential for designing more effective and measurable improvement strategies.

Budget Constraints and Limited Supporting Infrastructure

Budget constraints constitute a fundamental challenge in adopting environmentally friendly technologies and modern waste management systems. Procuring medical waste processing equipment that meets ISO 14001 standards requires substantial investment, while limited financial resources often compel the hospital to rely on conventional methods that are less efficient and pose environmental risks.

Barney (1991), through the Resource-Based View Theory, emphasizes that resource optimization requires adequate financial support to achieve sustainable competitive advantage.

Dependence on limited government funding often complicates the procurement of new technologies, such as environmentally certified incinerators and modern liquid waste treatment systems. Energy efficiency programs involving the use of renewable energy and energy-saving equipment also require high initial investment. As a result, many programs cannot be fully implemented despite being carefully designed.

Supporting technologies such as green computing, which require advanced digital infrastructure, also face budgetary constraints. The procurement of software and hardware needed to enhance data efficiency requires dedicated financial allocation. Hart (2020), through the Natural Resource-Based View, emphasizes that sustainability can only be achieved through strategic investment in environmentally friendly technologies and infrastructure. Therefore, budget limitations must be addressed through public-private partnership strategies and more transparent, well-planned use of available funds.

Internal Resistance to Policy Changes

Changes in workplace culture within the hospital often trigger internal resistance, particularly among employees who feel burdened by new policies. The implementation of stricter waste management systems and the adoption of energy-efficient equipment require significant work adjustments. Polonsky (2011) highlights that the success of green management implementation largely depends on employee involvement in supporting organizational change.

Employees accustomed to conventional procedures tend to view new policies as added workload. Moreover, unclear long-term benefits often discourage them from actively participating in training programs or environmental performance evaluations. Renwick et al. (2020) assert that building an environmentally responsible work culture requires clear communication strategies, continuous training, and relevant incentives to foster internal commitment.

Opatha and Arulrajah (2014) emphasize that organizational behavior change can be achieved by strengthening the role of green leadership in motivating employee participation. At Bhayangkara Hospital Sartika Asih, this approach needs to be operationalized through the formation of dedicated teams that act as facilitators and change agents in the implementation of sustainability policies.

Limited Continuous Training and Supervision

The lack of continuous training and supervision represents another challenge in the implementation of green management. Existing training programs are often one-time

initiatives and do not include updates on the latest technological developments or evolving environmental regulations. Arulrajah et al. (2015) emphasize that regular evaluation and feedback systems are crucial for reinforcing employee commitment to environmental policies and ensuring consistent implementation across all units.

The limited scope of training programs also contributes to low employee awareness regarding the importance of proper waste management and energy efficiency. Renwick et al. (2020) emphasize that training focused on enhancing green behavior skills can build individual awareness and strengthen an organizational culture that supports sustainability.

Weak supervision systems further exacerbate this issue. Periodic evaluations of policy implementation are often hindered by a shortage of specialists capable of monitoring and assessing the overall effectiveness of the programs. The adoption of digital technology-based monitoring systems is still suboptimal, making it difficult to conduct real-time performance monitoring. Bohdanowicz and Zientara (2020) highlight the importance of data-driven monitoring to ensure long-term sustainability of environmental policies.

Complexity of Regulations and Licensing for New Technology Implementation

The process of implementing new technologies, such as modern waste-processing equipment and renewable energy systems, is often hampered by regulatory and licensing complexities. The Ministry of Health Regulation No. 7 of 2019 on Hospital Environmental Health and ISO 14001 strictly regulate the safety standards and environmental certifications required before such technologies can be operationalized. These procedures are essential for ensuring safety and technological effectiveness, yet lengthy bureaucratic processes slow down implementation.

Complicated licensing requirements also impede the integration of green computing technologies. The adoption of digital systems requires data security validation and network infrastructure readiness, which often demand strict oversight from various government agencies. Katz and Kahn (2020), through Open System Theory, emphasize that organizations must be able to adapt to external changes to maintain operational effectiveness. However, rigid bureaucratic procedures create structural barriers that delay the adoption of new technologies.

Gholami et al. (2021) suggest that hospitals should strengthen partnerships with environmental certification bodies and industry associations to expedite licensing processes. Such collaboration enables hospitals to obtain technical guidance and overcome administrative obstacles that often hinder green management implementation.

Efforts to Overcome Barriers to Green Management Implementation

Bhayangkara Hospital Sartika Asih has developed various strategies to overcome the challenges encountered in implementing green management. These strategies are formulated by considering sustainability approaches and the principles of Green Human Resource Management (GHRM), which emphasize human resource development as a driver of organizational change (Renwick et al., 2020). These efforts are also aligned with national and international regulations, such as ISO 14001 on environmental management systems and the Sustainable Development Goals (SDGs), particularly those related to sustainable production and consumption (United Nations, 2015). Through these strategic measures, the hospital aims to strengthen environmental policies, enhance resource efficiency, and improve environmentally responsible management practices.

Budget Optimization through Public-Private Partnerships

Budget optimization is carried out by establishing strategic partnerships with the private sector, donor agencies, and nonprofit organizations. This approach aligns with the concept of public-private partnerships (PPP) recommended by UNDP (2021) to accelerate sustainable development through cross-sector collaboration. The hospital

leverages collaboration opportunities with companies that have corporate social responsibility (CSR) programs to secure additional funding for environmentally friendly projects.

Partnerships with the private sector contribute to the procurement of energy-efficient technologies, such as LED lighting systems, energy-saving air conditioners, and modern autoclave-based waste management systems. This program supports government policies outlined in Presidential Regulation No. 16 of 2018 on Public Procurement, which emphasizes the importance of sustainability-based innovation in the procurement of public facilities.

Public-private partnerships are also implemented through the provision of technical training for employees to effectively manage environmentally friendly technologies. Such collaboration helps the hospital reduce its reliance on limited internal funding and accelerates the adoption of advanced technologies that enhance operational efficiency. This approach aligns with the Triple Bottom Line theory, which emphasizes the balance between profit, planet, and people in sustainable development (Elkington, 1997).

Sustainable Training Programs to Enhance Environmental Awareness

Training programs designed to enhance environmental awareness are implemented regularly in collaboration with environmental certification bodies and professional health associations. These training initiatives are based on the Green Behavior Change theory developed by Daily et al. (2020), which emphasizes that organizational behavioral change can be achieved through skills-based and ecological awareness training.

Training materials include medical and non-medical waste management, waste reduction techniques, and energy-saving practices. The training also incorporates emergency response simulations to address potential environmental contamination. All modules are designed in accordance with the Technical Guidelines for Waste Management in Healthcare Facilities (Ministry of Health Regulation No. 7 of 2019), which regulate medical waste management and efficient resource use.

This program also introduces environmental competency certification for staff who complete specialized training. Certification is provided in collaboration with the National Agency for Professional Certification (BNSP) to ensure that the workforce is qualified to implement green management practices. Arulrajah et al. (2015) emphasize that formal recognition in the form of certification can enhance employee motivation and productivity in supporting organizational sustainability programs.

Training evaluations are conducted regularly using a learning management system (LMS), which enables data analysis on employee progress. This technology strengthens feedback mechanisms and fosters continuous improvement in environmentally oriented training programs.

Development of Digital Technology-Based Monitoring Systems

Effective monitoring is implemented through the integration of digital technologies based on the Internet of Things (IoT), enabling real-time tracking of energy consumption and waste management. This system follows the principles of Smart Environmental Monitoring described by Gholami et al. (2021), wherein digital technology enhances accuracy and responsiveness to changes in the operational environment.

The hospital has adopted sensor devices to monitor temperature, humidity, and liquid waste flow in real time. The collected data are used to predict potential operational issues and design mitigation measures before damage occurs. This technology also supports early warning system integration to prevent waste leaks or excessive energy usage.

The system's implementation aligns with national policies outlined in the Ministry of Communication and Informatics Regulation No. 1 of 2019 on Smart City-based Electronic Systems. The use of this technology is also consistent with Open System Theory, which emphasizes the need for organizations to adapt to external changes to maintain long-term effectiveness (Katz & Kahn, 2020).

Strengthening Collaboration with Environmental Certification and Accreditation Bodies

Collaboration with certification and accreditation institutions, such as the National Standardization Agency (BSN) and the Hospital Accreditation Commission (KARS), accelerates the evaluation and certification process for environmental management systems. This collaboration enhances the hospital's compliance with ISO 14001, which serves as the global benchmark for environmental management (ISO, 2015).

These partnerships also include the development of a more transparent and integrated internal audit system to monitor environmental performance indicators regularly. Renwick et al. (2020) highlight that continuous auditing improves accountability and enables organizations to proactively identify areas requiring improvement.

The certification programs adopted include the training of internal auditors to verify compliance with environmental regulations. This process is strengthened by the use of digital documentation to ensure efficient reporting and facilitate more comprehensive data analysis.

CONCLUSION

This study evaluates the implementation of green management at Bhayangkara Hospital Sartika Asih, focusing on environmental management policies, the challenges encountered, and the strategies employed to address these obstacles. Based on the analysis conducted, the following conclusions can be drawn:

1. Implementation of Green Management

The implementation of green management at Bhayangkara Hospital Sartika Asih has been carried out through various policies and programs focused on energy efficiency, waste management, and the development of human resource capacities oriented toward sustainability. Medical and non-medical waste management has been aligned with the Ministry of Health Regulation No. 7 of 2019 on Hospital Environmental Health and the international ISO 14001 environmental management system standards. The hospital has implemented segregation systems for hazardous and non-hazardous waste supported by incinerator and autoclave facilities that comply with Law No. 32 of 2009 on Environmental Protection and Management.

Energy efficiency programs have been implemented through the use of LED lighting, energy-saving air conditioners, and solar panels, contributing to carbon emission reduction. Environmentally oriented training has also been integrated into human resource management to build employee awareness and competencies regarding sustainable practices. Green computing technologies have been applied through the use of electronic medical records (EMR), reducing paper use and improving data management efficiency. Overall, these programs demonstrate the hospital's comprehensive efforts in applying green management to support sustainability and operational efficiency.

2. Challenges in Implementation

The challenges encountered in implementing green management include budget constraints for procuring environmentally friendly technologies and developing adequate supporting infrastructure. Internal resistance to policy changes also presents a significant barrier, as some employees struggle to adapt to new systems due to limited understanding

of the long-term benefits of the policies. The lack of continuous training and supervision worsens the situation, as regular evaluations are needed to ensure policy effectiveness. Additionally, the complexity of regulations and licensing procedures for new technology adoption contributes to delays in implementation. Although regulations such as Ministry of Health Regulation No. 7 of 2019 outline clear environmental standards, lengthy administrative processes often impede the procurement and deployment of environmentally friendly technologies.

3. Strategies to Overcome Challenges

Efforts to address these challenges include budget optimization through partnerships with the private sector, donor agencies, and nonprofit organizations under the framework of public-private partnerships (PPP), in line with the Sustainable Development Goals (SDGs). These collaborations support the procurement of energy-efficient technologies and the modernization of medical waste management systems. Continuous training programs have been enhanced to build environmental awareness among employees. These initiatives strengthen not only technical skills but also foster an environmentally responsible organizational culture in accordance with the principles of Green Human Resource Management.

Regular evaluations using Internet of Things (IoT)-based monitoring systems facilitate faster problem identification and more accurate decision-making. Collaboration with environmental certification bodies, such as the National Standardization Agency (BSN) and the Hospital Accreditation Commission (KARS), ensures that the implemented policies comply with national and international standards. This certification process also reinforces the hospital's image as a professional institution committed to environmental sustainability.

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