

Integration of Type Z Model with Green and Healthy Hospital Practices

Integration of Type Z
Model

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ABSTRACT

This study explores the application of William Ouchi's Type Z Model—a blend of Japanese and American management practices—within the Green and Healthy Hospital (GHH) framework at RSJD Dr. RM. Soedjarwadi, a psychiatric hospital in Indonesia. By integrating principles such as long-term orientation, participatory culture, continuous employee development, and strong leadership, the hospital improved organizational resilience and service quality while addressing environmental sustainability issues. Qualitative methods, through in-depth interviews and document analysis, were used to examine the alignment of Type Z Model principles with GHH goals, such as energy efficiency and waste management. Findings indicate that participatory decision-making fostered cohesive policies, ongoing training reduced staff turnover, and leadership supported systemic change. These collectively improved patient satisfaction and the institution's reputation. Despite challenges such as slow decision-making, the emphasis on trust and collaboration resulted in adaptive, values-based management. This case study serves as a potential blueprint for other healthcare institutions navigating complex operational and environmental demands. Further research is recommended to examine the adaptability of this model across healthcare contexts.

Keywords: Green and Healthy Hospital, Organizational Resilience, Participative Management, Sustainable Healthcare, Type Z Model

ABSTRAK

Studi ini mengeksplorasi penerapan Model Tipe Z William Ouchi—gabungan praktik manajemen Jepang dan Amerika—dalam kerangka Rumah Sakit Hijau dan Sehat (GHH) di RSJD Dr. RM. Soedjarwadi, sebuah rumah sakit jiwa di Indonesia. Dengan mengintegrasikan prinsip-prinsip seperti orientasi jangka panjang, budaya partisipatif, pengembangan karyawan berkelanjutan, dan kepemimpinan yang kuat, rumah sakit meningkatkan ketahanan organisasi

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dan kualitas layanan sambil menangani isu keberlanjutan lingkungan. Metode kualitatif, melalui wawancara mendalam dan analisis dokumen, digunakan untuk meneliti keselarasan prinsip Model Tipe Z dengan tujuan GHH, seperti efisiensi energi dan pengelolaan limbah. Temuan menunjukkan bahwa pengambilan keputusan partisipatif mendorong kebijakan yang kohesif, pelatihan berkelanjutan menurunkan pergantian staf, dan kepemimpinan mendukung perubahan sistemik. Hal ini secara kolektif meningkatkan kepuasan pasien dan reputasi institusi. Meskipun menghadapi tantangan seperti lambatnya proses keputusan, penekanan pada kepercayaan dan kolaborasi menghasilkan manajemen adaptif dan berbasis nilai. Studi kasus ini menjadi cetak biru potensial bagi lembaga kesehatan lain dalam menavigasi tuntutan operasional dan lingkungan yang kompleks. Penelitian lanjutan disarankan untuk mengkaji adaptabilitas model ini di berbagai konteks layanan kesehatan.

Kata kunci: Rumah Sakit Hijau dan Sehat, Ketahanan Organisasi, Manajemen Partisipatif, Pelayanan Kesehatan Berkelanjutan, Model Tipe Z

INTRODUCTION

Contemporary management is increasingly challenged to adapt to global transformations, technological advancements, and evolving organizational cultures. Among the emerging models gaining attention in this dynamic environment is the Type Z management model, originally developed by William Ouchi. This model represents a synthesis of Japanese and American management practices, aimed at enhancing productivity, fostering employee loyalty, and establishing long-term organizational stability (Fandika et al., 2024). Ouchi's Theory Z was proposed during a time when Japanese industries—particularly in automotive, steel, and electronics—were seen as outperforming their American counterparts. Their success was attributed not only to advanced technologies and efficient production systems but also to deeply embedded social and managerial values that emphasized teamwork, mutual trust, and employee well-being (Ouchi, 1981).

The Z-type model introduced a unique approach by incorporating participative decision-making, long-term employment, and a holistic concern for employees. It suggests that increased productivity stems more from organizational culture and managerial attitudes than purely technical or economic solutions (Gulick & Urwick, 1937; Ouchi, 1981). While Japanese companies often relied on consensus-based decision-making, which was slower, it allowed employees to be actively involved and develop a strong sense of ownership. In the American context, companies like Buick experimented with this model by dividing employees into work teams that were empowered to solve problems and participate in decision-making processes. The results were promising in terms of improved morale, teamwork, and productivity.

The key advantages of the Type Z model include job security, employee development, a participatory work environment, a strong focus on quality and customer satisfaction, and collaborative decision-making (Cleary, 2005; Gatewood et al., 2016; Wood et al., 2016; Fadda, 2019; Rupiwardani et al., 2022). However, the model is not without drawbacks. Challenges such as slower decision-making processes, rigid hierarchical structures due to seniority-based promotions, and potential obstacles to innovation and flexibility remain critical concerns. These limitations suggest that while the model has strengths, its implementation must be context-sensitive.

In recent years, there has been growing interest in applying the Type Z model beyond its traditional industrial settings, particularly in service-oriented sectors such as healthcare (Annura et al., 2022; Akinwale & Kuye, 2023; Nurfikri et al., 2024). Hospitals, as complex organizations with diverse stakeholder needs, could benefit from a model that promotes collaboration, long-term human resource development, and high-quality service delivery (Sadatsafavi et al., 2015; Arief et al., 2023). However, the application of the Type Z model in hospital management faces several problems, including the alignment of Japanese-American management values with local cultural and institutional norms, the

effectiveness of collective decision-making in fast-paced healthcare environments, and the ability to maintain organizational agility amidst policy and regulatory changes.

Despite the known theoretical benefits of Type Z management, there is a significant research gap regarding its practical application in healthcare institutions, especially in Indonesia. Alatas and Ayuningtyas (2019), Shaabani et al. (2020), Sutanto et al. (2020), Sisdyani et al. (2020), Widiyanto et al. (2021), Lee et al. (2023), Fatoki (2023), Rahman et al. (2024), Asmawati and Adisasmito (2024), Effendi et al. (2024) and Wang et al. (2025) have explored the implementation of green hospitals and sustainability-oriented management, there remains a lack of research examining how holistic and human-centered management models like Type Z can be adapted to hospital settings. This gap is particularly relevant considering the growing demand for more participative, resilient, and people-oriented management in public health services.

The primary aim of this research is to investigate the application of the Type Z model in hospital management, using Regional Mental Hospital (*Rumah Sakit Jiwa Daerah/RSJD*) Dr. RM. Soedjarwadi in Klaten, Central Java as a case study. This study seeks to identify which aspects of the Type Z model are most compatible with hospital operations, assess how Japanese-American management practices can be integrated into the Indonesian healthcare context, and evaluate the model's impact on employee effectiveness and service quality. Additionally, the study aims to formulate strategic recommendations for adapting the Type Z model in a way that accommodates the dynamic needs of modern hospital organizations.

By addressing this research gap, the study contributes both theoretically and practically. Academically, it enriches the discourse on contemporary management models suitable for healthcare systems. Practically, it offers hospital managers and policymakers a structured framework for implementing participatory and sustainable management strategies that prioritize human resources and long-term development, aligning with the challenges posed by globalization and the fourth industrial revolution.

LITERATURE REVIEW

Basic Concept and Theoretical Foundation of the Type Z Model

The Type Z Model, introduced by William Ouchi (1981), represents a synthesis of American (Theory A) and Japanese (Theory J) management styles. It emphasizes long-term employment, collective decision-making, and a participatory organizational culture. Unlike traditional Western models that prioritize short-term results and individual performance, the Type Z approach focuses on creating a sense of unity and shared purpose within an organization (Ouchi, 1981). Historical perspectives on administrative theory, such as those by Gulick and Urwick (1937), also contribute to the foundation of this model by supporting structured, yet human-centered organizational systems.

This theoretical framework emphasizes that organizational effectiveness increases when employees are involved in decision-making, have opportunities for long-term growth, and are treated as holistic individuals with interrelated personal and professional well-being. The Type Z model reflects a humanistic management approach that emphasizes trust, employee empowerment, and continuous organizational development (Cleary, 2005). The integration of Japanese cultural values such as consensus, loyalty, and shared responsibility into Western organizational practices suggests a shift toward participatory and value-based leadership in the face of complex and evolving organizational dynamics (Lutfi, 2018; Hasan, 2023; Muliawan & Ulum, 2025; Sari et al., 2025). This approach fosters employee engagement and commitment.

Key Elements, Strengths, and Limitations of the Type Z Model

The core elements of the Type Z Model include seven interrelated principles such as long-term employment, consensual decision-making, individual responsibility within collective contexts, gradual evaluation and promotion, broad career paths, informal control systems, and a holistic view of employees' well-being (Cleary, 2005; Gatewood et al., 2016). These elements foster high levels of loyalty, improve human resource quality,

and promote job satisfaction by emphasizing security, identity, and mutual accountability within the workplace.

Several studies suggest that the benefits of this model include increased employee commitment, stronger internal communication, and a robust organizational culture that supports quality and performance over the long term. However, some limitations are also noted. For instance, the consensus-driven decision-making process may slow down organizational responsiveness, and the reliance on seniority for promotion may hinder innovation and limit the motivation of younger or more dynamic employees (Cleary, 2005; Gatewood et al., 2016). Additionally, the preference for generalist career paths might not suit highly specialized fields where expertise is paramount. Despite these drawbacks, the model remains influential for organizations aiming to balance productivity with employee well-being. Its emphasis on internal harmony and long-term human capital development makes it particularly relevant in sectors that require sustainable performance, trust-based collaboration, and adaptive but consistent leadership structures.

Integration with Sustainability and Organizational Effectiveness

The values underpinning the Type Z Model—participation, trust, long-term development, and collective responsibility—have strong resonance with contemporary sustainability frameworks. When integrated with green and sustainable management principles, the Type Z approach supports environmental initiatives such as energy efficiency, waste reduction, and continuous staff education, particularly through leadership engagement and inclusive participation (Sutanto et al., 2020; Shaabani et al., 2020).

Organizational studies emphasize that top management's role and participatory culture are crucial for embedding environmental values into everyday practices (Alatas & Ayuningtyas, 2019). Moreover, the Theory of Planned Behavior has been used to link employee attitudes, perceived control, and behavioral intention in support of green policies (Kuslantasi et al., 2022). This suggests that for sustainable programs to succeed, employee perceptions, internal values, and organizational culture must be aligned. The Type Z Model's emphasis on long-term training and collective effort supports this alignment. Studies highlight the importance of ongoing human resource development as a pillar of organizational adaptability and performance. The model's participatory ethos enhances organizational effectiveness by creating synergy between management and staff across all levels, reinforcing mutual trust and coordinated action—critical components in achieving sustainable and resilient institutions.

RESEARCH METHOD

This study employs a qualitative descriptive approach, combining literature review and case study analysis to explore the implementation of the Type Z Model in hospital management. This method was chosen because it allows for an in-depth understanding of organizational culture, managerial dynamics, and the broader social context that shapes healthcare management practices. The research is exploratory in nature, aiming to comprehend complex managerial phenomena that cannot be adequately captured through quantitative methods. Qualitative research provides the necessary flexibility to interpret the meaning, structure, and patterns of organizational behavior, particularly in the context of the application of the Type Z Model within a healthcare institution. The study was conducted in a hospital setting that has adopted the Green and Healthy Hospital (GHH) framework into its operational management. Research participants included hospital leadership, healthcare professionals, and administrative staff who are actively involved in managerial decision-making and policy implementation. Data were collected from both primary and secondary sources. Primary data were obtained through in-depth interviews with key informants, including members of the hospital's management team, the head of human resources, and those involved in the GHH implementation unit. The interviews were conducted in a sequential and flexible manner

to allow a thorough exploration of relevant themes. Secondary data were obtained through document analysis, including internal hospital records such as vision and mission statements, strategic plans, performance reports, and green hospital implementation guidelines. The study also involved a comprehensive review of academic literature, including books, journal articles, and previous research relevant to the Type Z Model, hospital management, and green healthcare practices.

In this research, the primary instrument is the researcher, consistent with qualitative research principles. To support the data collection process, tools such as interview guides, observation sheets, and document checklists were used. The credibility of the data was ensured through triangulation of sources, by comparing data from interviews, observations, and documents to verify consistency. The data were analyzed using thematic analysis. This process included five stages: transcription of interview recordings, data reduction to identify relevant information, coding and categorization of emerging themes, construction of analytical narratives, and drawing conclusions. Thematic findings focused on aspects such as participative organizational culture, long-term orientation, collective decision-making, and employee development, all of which are key features of the Type Z Model. To enhance the trustworthiness of the research, strategies such as source and data triangulation, prolonged engagement in the field, member checking, and maintaining an audit trail were employed. These techniques ensure that the research findings are credible, transferable, and dependable.

RESULT

Strategic Integration of Type Z Model in Sustainable Health Service Management

This research evaluates the integration of the Type Z Model with the Green and Healthy Hospital (GHH) program at RSJD Dr. RM. Soedjarwadi, a psychiatric hospital in Indonesia. In this section, we discuss the critical dimensions of long-term orientation and sustainability, participative culture in decision making, sustainable employee development, service quality and patient satisfaction, challenges in decision making, and upper management support and organizational culture, which collectively shape the hospital's approach to sustainable healthcare. Through analysis of official documents and in-depth interviews with hospital officials, the study reveals that the consistent application of Type Z Model principles—emphasizing long-term orientation, participative culture, and employee development—has significantly enhanced organizational performance and service quality. The hospital's 2020–2025 strategic plan reflects a commitment to sustainability, embedding energy-saving measures, efficient water management, and resource conservation into its operations. This approach transcends mere policy, addressing global challenges like climate change, antibiotic resistance, and the rising prevalence of chronic diseases. Unlike reactive, profit-driven management models, the Type Z Model's focus on loyalty and sustainability strengthens RSJD's foundation, ensuring resilience in a dynamic healthcare landscape. By aligning environmental stewardship with quality care, the hospital sets a benchmark for sustainable healthcare institutions in Indonesia, where environmental and public health pressures increasingly converge.

A key strength of RSJD's management is its participative culture, where decision-making involves medical personnel, administrative staff, and cleaning crew. This inclusive process fosters holistic, adaptive policies that gain broad acceptance across the organization, mitigating the resistance and implementation failures often associated with top-down approaches in healthcare. By cultivating a sense of collective ownership, RSJD enhances policy execution and service effectiveness, ensuring decisions align with its mission and operational realities. This collaborative model strengthens organizational cohesion, enabling the hospital to navigate complex challenges with agility and unity. Employee development is another cornerstone of RSJD's strategy. Regular training programs enhance technical skills while instilling environmental awareness as a core institutional value. The Type Z Model views human resource development as a long-term investment, critical for preventing burnout, reducing turnover, and maintaining service

quality in a labor-intensive sector. In Indonesia's healthcare system, where retaining skilled medical personnel is a persistent challenge, this focus on continuous training and loyalty is both strategic and essential. By aligning staff with the hospital's sustainability goals, RSJD builds a resilient workforce capable of delivering consistent, high-quality care.

The integration of the Type Z Model with the GHH program has also elevated patient satisfaction, particularly in hospital comfort and cleanliness. This holistic approach prioritizes comprehensive care quality over purely medical outcomes, creating a patient-centered ecosystem. In the post-pandemic era, where public trust in healthcare institutions is vital, RSJD's commitment to sustainability, safety, and transparency provides a competitive advantage. Strategic management literature supports this, noting that values-driven service quality fosters greater patient loyalty and strengthens institutional reputation, positioning RSJD as a leader in Indonesia's healthcare sector. While collective decision-making enhances policy legitimacy, it can be time-consuming, particularly during crises. However, this deliberative process ensures decisions align with organizational values and conditions, avoiding the disorganization or resistance that hasty, uncoordinated actions can trigger in complex institutions like hospitals. The trade-off between decision speed and quality is a strategic balance, prioritizing sustainable outcomes over expediency. This approach mitigates long-term risks, ensuring policies reflect the hospital's core principles and operational needs.

Top management's commitment to the GHH program and their role in shaping a values-driven organizational culture embody Type Z Model principles. Leadership actively drives systemic change, embedding sustainability and inclusivity as collective values rather than administrative mandates. Change management literature emphasizes that successful transformation requires engaged leadership. At RSJD, upper management's involvement ensures the GHH program's principles are internalized, fostering a cohesive culture that supports long-term organizational goals. This leadership-driven approach has enabled RSJD to navigate environmental and operational complexities effectively. This showed that RSJD Dr. RM. Soedjarwadi's integration of the Type Z Model with the GHH program demonstrates a forward-thinking approach to healthcare management. By prioritizing sustainability, participatory decision-making, employee development, and patient satisfaction, the hospital addresses contemporary challenges while building a resilient, values-driven institution. This model offers valuable insights for healthcare organizations in Indonesia and beyond, showcasing how strategic alignment of environmental and operational goals can drive lasting impact in a rapidly evolving sector.

Implementing the Type Z Model at RSJD Dr. RM. Soedjarwadi: A Case Study in Sustainable Healthcare

RSJD Dr. RM. Soedjarwadi, a psychiatric hospital in Indonesia, exemplifies the integration of the Type Z Model with the Green and Healthy Hospital (GHH) program, aligning environmental sustainability with high-quality healthcare. This case study explores how the hospital's commitment to the Type Z Model's principles has transformed it into a benchmark for sustainable healthcare institutions.

The first aspect, Long-Term Orientation and Sustainability, is evident in the hospital's adoption of the GHH concept. As outlined on its website, RSJD Dr. RM. Soedjarwadi integrates energy efficiency, water conservation, waste management, and eco-friendly materials into its operations. These efforts address global challenges like climate change and environmental degradation, aligning with the Type Z Model's focus on sustainable social responsibility. Research by Sutanto et al. (2020) underscores the importance of balancing ecological, economic, social, and institutional dimensions in sustainable hospital management, which RSJD effectively implements through its 2020–2025 strategic plan.

The second aspect, Participative Culture in Decision Making, is reflected in the hospital's inclusive approach to environmental initiatives. Medical and non-medical staff

collaborate on projects like energy-saving campaigns and tree-planting drives, fostering collective decision-making. Alatas and Ayuningtyas (2019) highlight that stakeholder involvement is critical to the success of green hospital initiatives, and RSJD's inclusive decision-making processes enhance the legitimacy and effectiveness of its sustainability efforts, embodying the Type Z Model's collaborative ethos.

The third aspect, Sustainable Employee Development, is prioritized through continuous training to enhance employee competency in GHH practices. This aligns with the Type Z Model's focus on long-term employee growth. By equipping staff with the skills to implement sustainable practices, the hospital strengthens its organizational capacity and ensures the longevity of its environmental initiatives.

The fourth aspect, Service Quality and Patient Satisfaction, is enhanced by the hospital's commitment to a supportive, eco-friendly work environment. By integrating eco-friendly practices with patient-centered care, RSJD creates a healing environment that supports both patients and staff, reflecting the Type Z Model's holistic approach to organizational culture and care delivery. The fifth aspect, Challenges in Decision Making, involves navigating complex, multi-stakeholder processes. RSJD adopts a deliberative approach to ensure high-quality decisions, as emphasized by the Type Z Model. While this enhances legitimacy, it can pose challenges in balancing efficiency with thoroughness, requiring careful coordination.

The sixth aspect, Upper Management Support and Organizational Culture, drives RSJD's success. Top management provides strategic direction and fosters a culture of trust and mutual dependence, as supported by Shaabani et al. (2020). This leadership commitment ensures policies align with sustainability goals, reinforcing the Type Z Model's emphasis on organizational synergy. By integrating the Type Z Model with the GHH program, RSJD Dr. RM. Soedjarwadi sets a precedent for sustainable healthcare in Indonesia. Its focus on long-term orientation, stakeholder collaboration, employee development, patient-centered care, and strong leadership demonstrates how hospitals can address environmental and public health challenges while maintaining high service quality.

DISCUSSION

The integration of the Type Z Model with the Green and Healthy Hospital (GHH) program at RSJD Dr. RM. Soedjarwadi, a psychiatric hospital in Indonesia, exemplifies a holistic approach to sustainable healthcare management. This discussion examines how the Type Z Model's principles include long-term orientation and sustainability, participative culture in decision making, sustainable employee development, service quality, patient satisfaction, challenges in decision making, and upper management support and organizational culture—complement the GHH framework to address multidimensional economic, social, and environmental challenges.

The hospital's 2020–2025 strategic plan embeds energy efficiency, water conservation, waste management, and eco-friendly materials into its operations, addressing global challenges like climate change and resource depletion (Sutanto et al., 2020; Fadda, 2019; Akinwale & Kuye, 2023). Sutanto et al. (2020) identified six green hospital dimensions—ecology, economy, social, technology, environmental health, and institutional—comprising 42 attributes and 151 sub-attributes, highlighting the need for a multidimensional approach to sustainable hospital management. RSJD's commitment to these principles ensures resilience in a dynamic healthcare landscape, positioning it as a leader in environmentally conscious healthcare delivery (Kumari & Kumar, 2020; Annura et al., 2022; Aini et al., 2023; Sharda et al., 2024).

The second aspect, Participative Culture in Decision Making, is evident in RSJD's inclusive approach, involving medical personnel, administrative staff, and cleaning crews in sustainability initiatives like energy-saving campaigns and tree planting (Alatas & Ayuningtyas, 2019; Lee et al., 2023; Wang et al., 2025). Alatas and Ayuningtyas (2019) found that stakeholder involvement is critical for green hospital success, as seen in Regional Public Hospital (*Rumah Sakit Umum Daerah*/RSUD) R. Syamsudin, SH, where

participatory processes enhanced policy legitimacy. RSJD participative culture strengthens organizational cohesion, enabling agile navigation of complex challenges and aligning with the Type Z Model's collaborative ethos (Sahamir et al., 2019; Nuraini et al., 2022; Nuraini et al., 2022; Kuswati & Mulati, 2022).

The third aspect, Sustainable Employee Development, is a cornerstone of RSJD's strategy. Continuous training enhances technical skills and instills environmental awareness, aligning with the Type Z Model's view of human resource development as a long-term investment (Sisdyani et al., 2020; Arief et al., 2023). In Indonesia's healthcare sector, where retaining skilled personnel is challenging, this focus reduces burnout and turnover while maintaining service quality. Training fosters a workforce capable of implementing GHH practices, ensuring the longevity of sustainability initiatives (Widianto et al., 2021; Annura et al., 2022).

The fourth and fifth aspects, Service Quality and Patient Satisfaction, are elevated by RSJD's integration of eco-friendly practices with patient-centered care. The hospital's supportive environment improves comfort and cleanliness, enhancing patient experiences (Sadatsafavi et al., 2015; Harmuningsih & Saleky, 2017; Nur & Mufidah, 2023; Ngatindriatun et al., 2024; Sharda et al., 2024; Jayananda & Ekasari, 2024). Strategic management literature highlights that values-driven service quality fosters patient loyalty and strengthens institutional reputation (Azar et al., 2015; Mahrinasari et al., 2023). In the post-pandemic era, RSJD's commitment to sustainability and transparency provides a competitive advantage, as public trust in healthcare institutions is paramount (Alifiani et al., 2018; Taie, 2023; Aini et al., 2023; Mahrinasari et al., 2023).

The sixth aspect, Challenges in Decision Making, arises from RSJD's deliberative, multi-stakeholder processes. While inclusive decision-making enhances policy legitimacy, it can be time-consuming, particularly during crises (Azar et al., 2015; Intraruangsri & Mateekul, 2018; Marshal et al., 2021; Kuslantasi et al., 2022; Nur et al., 2023). The Type Z Model prioritizes decision quality over speed, ensuring alignment with organizational values (Akinwale & Kuye, 2023; Jayananda & Ekasari, 2024). This trade-off mitigates long-term risks, such as resistance or disorganization, by fostering policies that reflect operational realities (Harmuningsih & Saleky, 2017; Nuraini et al., 2022).

The seventh aspect, Upper Management Support and Organizational Culture, drives RSJD's success. Top management's commitment to the GHH program embeds sustainability as a core value, fostering a culture of trust and mutual dependence (Suwasono et al., 2013; Intraruangsri & Mateekul, 2018; Sahamir et al., 2019; Kumari & Kumar, 2020; Shaabani et al., 2020; Taie, 2023; Rahman et al., 2024; Ngatindriatun et al., 2024). Change management literature emphasizes that engaged leadership is essential for systemic transformation (Rupwardani et al., 2022; Wang et al., 2025). At RSJD, leadership provides strategic direction, ensuring policies align with environmental and operational goals (Suwasono et al., 2013; Marshal et al., 2021). The synergy between the Type Z Model and the GHH program demonstrates that public hospitals can integrate human and ecological values into a cohesive management framework. Unlike profit-driven models, this approach addresses multidimensional challenges, offering a scalable model for healthcare institutions globally (Wood et al., 2016; Alifiani et al., 2018; Kumari & Kumar, 2020).

CONCLUSION

The integration of the Type Z Model with the Green and Healthy Hospital (GHH) program at RSJD Dr. RM. Soedjarwadi showcases a forward-thinking approach to healthcare management, harmonizing human-centric and sustainable practices. This study highlights how the model's core principles—long-term orientation, participative culture, sustainable employee development, and robust leadership—bolster organizational resilience and elevate service quality in Indonesia's healthcare sector. By embedding energy efficiency, waste management, and eco-friendly practices, RSJD effectively addresses global challenges such as climate change while cultivating a collaborative environment that empowers staff and enhances patient satisfaction. The

participative culture fosters inclusive decision-making, ensuring policies are adaptive and widely accepted, which strengthens organizational cohesion. Continuous employee training reinforces technical skills and environmental awareness, reducing turnover and sustaining high-quality care in a labor-intensive field. Leadership's commitment to sustainability drives systemic change, embedding values of trust and mutual dependence. Despite challenges like slower decision-making due to consensus-driven processes, the model mitigates resistance and aligns with the GHH framework's goals, prioritizing long-term outcomes over expediency. This synergy offers a scalable blueprint for hospitals navigating complex environmental and operational demands. The success at RSJD underscores the potential of participatory, values-driven management to create resilient, patient-centered, and environmentally conscious healthcare institutions. Future research should focus on adapting the Type Z Model across diverse healthcare settings to address cultural and regulatory nuances, ensuring its flexibility and capacity for innovation. By balancing human and ecological priorities, this approach sets a precedent for sustainable healthcare management globally, demonstrating that hospitals can achieve operational excellence while contributing to broader societal and environmental goals.

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