

The Impact of Green Human Resources Management on Employee Productivity at PAM Tirta Mangkaluku in Palopo City

Qhesya Septian¹, Saharuddin², Rifqa Ayu Dasila³
Universitas Muhammadiyah Palopo^{1,2,3}

qhesyaseptian@gmail.com¹, saharuddin@umpalopo.ac.id², rifqaayudasila@umpalopo.ac.id³

Abstract

The Green Human Resources Management (GHRM) theory in the public sector, which has received limited scholarly attention, effectively supports PAM Tirta Mangkaluku in developing HR policies that enhance productivity and environmental sustainability while promoting a socially responsible workplace culture in line with the Sustainable Development Goals (SDGs). This study aims to examine the impact of Green Human Resources Management on staff productivity at PAM Tirta Mangkaluku in Palopo City. This research utilizes a quantitative methodology through the causal-associative technique. The study population comprises 134 individuals, with sampling conducted using the Slovin formula. The employed data analysis approaches include instrument validation, classical assumption testing, simple linear regression, and hypothesis testing. The findings demonstrate that Green Human Resources Management positively influences employee productivity, albeit to a limited extent. This study shows that Green Human Resources Management enhances employee productivity through green training; however, its effect is somewhat constrained and requires integration with additional human resources management strategies.

Keyword: Green Human Resources Management, Employee Productivity

INTRODUCTION

In the contemporary organizational landscape, sustainability has emerged as a crucial problem that transcends environmental considerations to include human resource management.

Green Human Resources Management involves the application of sustainability principles in HRM processes, such as eco-friendly recruitment, ecology-oriented training, environmentally conscious performance evaluations, and incentive systems that encourage environmentally responsible behavior. These practices aim not only to reduce negative environmental impacts but also to improve the organization's overall performance, including employee productivity. However, although Green Human Resources Management has been widely discussed in the literature, its

implementation in the public utility sectors such as water supply companies in Indonesia remains limited, resulting in various gaps both theoretically and practically (Ali et al., 2024)

In the context of drinking water utilities, such as PAM Tirta Mangkaluku in Palopo City, workforce productivity is crucial to ensuring operational efficiency and sustainable service delivery. However, preliminary data indicates that employee performance in this sector is often hindered by low environmental awareness and limited implementation of Green Human Resources Management practices, which can impact the efficiency of water resource management (Haeruddin & Wardhana, 2023)

The adoption of Green Human Resources Management can mitigate resource waste, enhance operational efficiency, and bolster

employees' dedication to the organization's sustainability objectives. Nonetheless, in several public companies in Indonesia, particularly in Palopo, the implementation of Green Human Resources Management remains constrained, and its relationship with employee productivity has not been thoroughly examined. This highlights the need to understand how GHRM can be effectively applied in the public sector to support employee productivity and environmental sustainability (Haeruddin & Wardhana, 2023)

This study employs the Resource-Based View (RBV) theory as its principal framework to elucidate the influence of Green Human Resources Management on employee productivity. The Resource-Based View (RBV) hypothesis was initially proposed by Barney in 1991 and has emerged as a crucial framework in strategic management. The Resource-Based View (RBV) posits that not all resources can generate a sustainable competitive advantage. Resources that satisfy the four characteristics of VRIN—Valuable, Rare, Imperfectly Imitable, and Non-substitutable—are essential for establishing a sustainable competitive advantage (Barney, 1991).

The core of this theory states that a company's competitive advantage is not determined solely by external factors such as market conditions, but rather stems from the internal resources owned and managed by the company itself (Sulistiawan, 2024)

Prior research indicates that adopting Green Human Resource Management (GHRM) positively influences productivity, worker satisfaction, and organizational performance. For example, HR policies that support

sustainability have been shown to increase awareness of sustainability, strengthen employee participation, and boost productivity (Jeane et al., 2023)

In addition, dimensions of Green Human Resources Management such as sustainable recruitment, sustainable performance management, and sustainable participation show a significant positive relationship with work performance, with sustainable participation being the strongest factor in boosting productivity (Devi, 2024)

Thanks to growing public awareness of environmental issues, as well as pressure from the government and other stakeholders, companies are now taking environmental issues more seriously than ever before. Motivated by this awareness and pressure, organizations are compelled to adopt green human resource management (GHRM) strategies. Nonetheless, prior research reveals a lack of empirical studies examining the correlation between GHRM, productivity, and long-term sustainability in regional organizations, where the adoption of GHRM is frequently hindered by costs and employee resistance (Sadeghi et al., 2022).

This study uses the Resource-Based View (RBV) theory as its primary foundation. This theory was developed by Barney in 1991. It posits that a company's competitive advantage is not solely determined by external factors, such as industry conditions or market position. Rather, that advantage stems from internal resources owned and managed by the company itself. RBV posits that valuable, rare, imitable, and non-substitutable (VRIN) resources serve as the source of an organization's competitive advantage (Barney, 1991)

Within the framework of Green Human Resources Management, the Resource-Based View (RBV) hypothesis offers a compelling rationale for how environmentally sustainable human resource practices can enhance employee productivity (Chang et al., 2024).

Green Human Resources Management is a corporate approach that incorporates environmental considerations into diverse human resource management practices. This encompasses recruiting environmentally conscious personnel, providing training on sustainable practices, assessing performance based on environmental contributions, and incentivizing eco-friendly behavior (Chowdhury et al., 2025).

Investing in human resource development, such as green training, creates green human capital that competitors cannot easily replicate, thereby potentially boosting productivity in a sustainable manner. A number of empirical studies support the application of the Resource-Based View (RBV) theory in the context of Green HRM, including in Indonesia. A study conducted by Sulistiawan in 2024 states that by using the Resource-Based View (RBV) as one of its theoretical foundations, the study found that the main barriers stem from a lack of an eco-friendly culture within the company, a lack of trust in the benefits of green practices, and limitations in employees' ability to adapt (Sulistiawan, 2024)

Another study by Chang in 2025 involving 433 small and medium-sized manufacturing companies also confirmed that Green HRM has a positive impact on the achievement of sustainable development goals. In this study, Green HRM is viewed as a strategic resource

that drives a company's sustainable performance (Chang et al., 2024)

Green Human Resource Management (GHRM) is a methodology that incorporates environmental considerations into traditional human resource management procedures. Green Human Resource Management includes eco-conscious recruitment, environmental training, sustainability-oriented performance evaluations, and incentives that promote environmentally friendly behaviors. GHRM is defined as an effort to raise employees' environmental awareness and support the organization's goals in achieving sustainability. This practice not only contributes to reducing the organization's environmental impact but also improves overall operational efficiency (Alketbi et al., 2024)

Green Human Resources Management is the integration of environmental considerations into human resources policies, encompassing sustainable recruitment, environmentally conscious training, eco-friendly performance management, and sustainable remuneration practices. The implementation of Green Human Resources Management not only supports environmental sustainability but also has the potential to increase employee loyalty, engagement, and productivity (Jeane et al., 2023)

Long-term issues are often caused by environmental threats such as ecosystem damage, air pollution, and mining waste. Social conflicts and social risks related to public health are also major concerns. In such situations, Sustainability Risk Analysis becomes crucial for identifying and preventing risks that could threaten business continuity. Green Human

Resources Management (GHRM) which involves applying eco-friendly principles to human resources management is one approach that can support the management of these risks (Agustina, 2025)

Research indicates that Green Human Resources Management can influence employee behavior by increasing engagement and commitment to environmentally friendly values (Yang & Li, 2023)

Employee productivity is defined as the extent to which the results achieved by employees relate to the inputs used, such as time, effort, and resources. Productivity encompasses both quantitative dimensions (such as the amount of work completed) and qualitative dimensions (such as innovation and work quality). Factors influencing productivity include motivation, skills, and opportunities for growth. In the era of sustainability, employee performance is increasingly linked to environmentally friendly behavior, where employees who care about the environment tend to be more effective and creative (Khan et al., 2022)

Employee productivity is a key indicator of an organization's success as it reflects how effectively and efficiently employees complete tasks. Productivity is measured not only by the quantity of work output but also by quality, timeliness, and optimal resource utilization (Wahyu et al., 2026)

Employee productivity is defined as the ratio of output to resources used. Factors influencing productivity include skills, motivation, work environment, and company policies. The implementation of Green Human Resources Management can accelerate the

creation of an efficient, healthy, and environmentally friendly work environment, which in turn contributes to increased productivity (Devi, 2024)

Previous studies have shown that the implementation of Human Resources Management practices focused on sustainability can increase productivity by enhancing employee participation (Islam et al., 2025)

Previous research has demonstrated that training has a significant positive impact on employee productivity. This implies that improvements in the quality and frequency of training will be accompanied by a proportional increase in work productivity. The implications of these findings emphasize the importance of companies continuing to invest in training programs to enhance employee quality and competitiveness (Salju, 2023)

Prior research indicates that work motivation variables derived from Maslow's hierarchy of needs (physiological, safety, social, esteem, and self-actualization) jointly exert a favorable and significant impact on employee productivity. Among these five factors, physiological needs have been shown to be the most dominant variable influencing employee productivity. This finding indicates that meeting employees' basic needs is the primary foundation for building productivity, which can then be further developed to support Green HR programs within the company (Adil et al 2020)

Based on an in-depth literature review, a significant research gap has been identified: no study has specifically examined the impact of Green Human Resources Management (GHRM) on employee productivity within the unique context of a Public Water Supply Company

(PDAM) as a Regionally Owned Enterprise (BUMD), particularly at PAM Tirta Mangkaluku in Palopo City. Research on Green Human Resources Management (GHRM) in Indonesia rarely uses Resource-Based View (RBV) as the sole theoretical foundation. Most previous studies have relied on the AMO theory, which requires three components ability, motivation, and opportunity to operate simultaneously. Additionally, prior research has primarily focused on environmental performance rather than employee productivity.

From a practical standpoint, this study is expected to provide concrete benefits in the form of a roadmap for the management of PAM Tirta Mangkaluku in implementing sustainable HR practices to improve operational efficiency, reduce costs, and build a green image, which the Palopo City Government can ultimately use as a model for other regionally-owned enterprises.

This study presents an innovation by analyzing the correlation between Green Human Resources Management and employee productivity within the specific context of PAM Tirta Mangkaluku, a drinking water provider in Palopo City, Indonesia. Unlike previous research that has focused on the private sector or industry, this study addresses a gap by examining the public sector, which faces operational challenges (water loss, raw water supply, and customer complaints) that require budgetary support for infrastructure

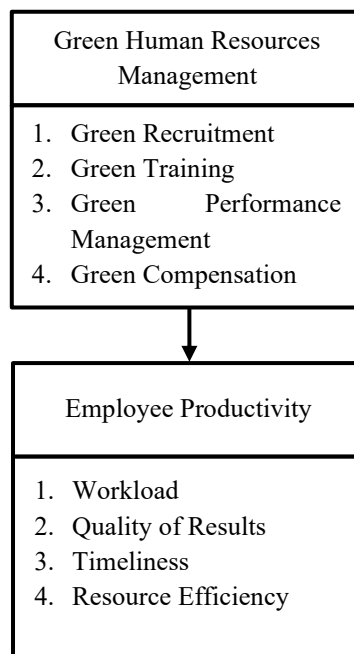
improvements (Ativa, 2025). This study will apply a quantitative methodology to evaluate the direct influence of Green Human Resources Management on employee productivity, a topic that has been little explored in previous research. This study will contribute novel insights to the literature on Green Human Resources Management, focusing on the Indonesian local context and the public service sector.

This study will apply a quantitative methodology to evaluate the direct influence of Green Human Resources Management on employee productivity, a topic that has been little explored in previous research.

Based on existing theories and previous research, this study emphasizes that the implementation of Green Human Resources Management at PAM Tirta Mangkaluku in Palopo City can increase employee productivity. The conceptual framework is structured as follows:

- Independent Variables (X): Green Human Resources Management (green recruitment, green training, green performance management, green compensation).
- Dependent Variable (Y): Employee Productivity (work quantity, quality of output, timeliness, resource efficiency).

Relationship: The better the implementation of GHRM, the higher the level of employee productivity.



Source: Research Variables and Indicators

Figure 1. Conceptual Framework

The research hypothesis is formulated as follows, based on the interrelationships among the variables and the underlying theory:

Green Human Resource Management (GHRM) positively and significantly influences staff productivity at PAM Tirta Mangkaluku in Palopo City.

METHOD

This research utilizes a quantitative methodology through the causal-associative technique. The causal-associative method is used to determine the impact of one variable (the independent variable) on another (the dependent variable). The operational variables in this study include the independent variable Green Human Resources Management, measured through the indicators of green recruitment, green training, green performance management, and green compensation. The dependent

variable, employee productivity, is measured through the indicators of work quantity, quality of results, timeliness, and resource efficiency.

The methodology employed for data collection in this study was a questionnaire. The questionnaire was administered directly to participants on a 1–5 Likert scale, with 1 indicating Strongly Disagree, 2 Disagree, 3 Neutral, 4 Agree, and 5 Strongly Agree. Data analysis was conducted utilizing SPSS software. The employed data analysis techniques included instrument validation, classical assumption testing, simple linear regression, and t-tests.

Sample Size: Using the Slovin formula for a precision (e) of 10% (0.1).

$$n = N / (1 + N(e)^2)$$

$$n = 134 / (1 + 134(0,1)^2)$$

$$n = 134 / (1 + 134*0,01)$$

$$n = 134 / (1 + 1,34)$$

$$n = 134 / 2,34$$

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n = 57,26 ≈ 58

gender is as follows: there were 33 female respondents (56.90%), while there were 25 male respondents (43.10%).

RESULTS AND DISCUSSION

Based on demographic data collected through a questionnaire, the distribution of respondents by

Tabel 1. Percentage of Respondents

Gender	Number	Percentage
Women	33	56,90%
Men	25	43,10%
TOTAL	58	100%

Source: Data processed using SPSS 2025

Data Quality Test

Tabel 2. Validity and reliability Test Results

Instrument Code	Calculated R	Table R	Notes	Cronbach's Alpha Value	Notes
GHRM (X)					
X1	0,559	0,254	Valid	0,746	Reliabel
X2	0,524	0,254	Valid		
X3	0,826	0,254	Valid		
X4	0,608	0,254	Valid		
X5	0,527	0,254	Valid		
X6	0,591	0,254	Valid		
X7	0,751	0,254	Valid		
X8	0,462	0,254	Valid		
Employee Productivity (Y)					
Y1	0,676	0,254	Valid	0,725	Reliabel
Y2	0,477	0,254	Valid		
Y3	0,673	0,254	Valid		
Y4	0,565	0,254	Valid		
Y5	0,647	0,254	Valid		
Y6	0,573	0,254	Valid		
Y7	0,722	0,254	Valid		
Y8	0,493	0,254	Valid		

Source: Data processed using SPSS 2025

The results of the validity test using the Pearson Product-Moment correlation method

indicate that all indicators for the variables of Green Human Resources Management and

employee productivity have significant and positive correlation coefficients at a significance level of 0.05. Therefore, the research instrument is valid and reliable in measuring the constructs under study and is suitable for further data analysis.

Based on the table above, both Cronbach's alpha values for the Green Human Resources

Test of Classical Assumptions

Tabel 3. Normality Test Results
Kolmogorov-Smirnov Test

Kolmogorov-Smirnov	Unstandardized Residuals
N	58
Asymp.Sig. (2-ekor)	,068c,d

Source: Data processed using SPSS 2025

The Kolmogorov–Smirnov normality test yielded an Asymp. Sig. (2-tailed) value of 0.068 for the case and control groups, exceeding the significance threshold of 0.05. This signal suggests that the residual data in this study follow a normal distribution. Given that the

Management (X) and Employee Productivity (Y) variables are greater than 0.70. The research instrument is consistently and reliably able to measure the constructs under study, making it suitable for further data analysis.

regression model's normality assumption is satisfied, it is appropriate to conduct hypothesis testing using this model for subsequent analyses.

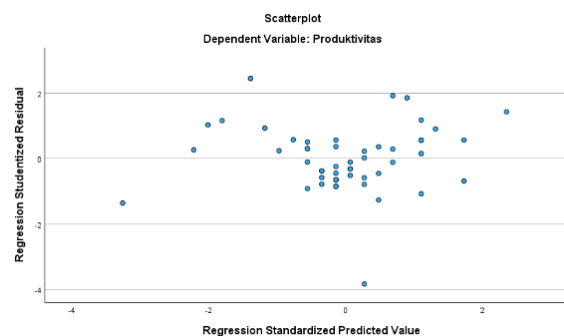


Figure 2. Results of the Heteroscedasticity Test

Source: Data processed using SPSS 2025

Based on the heteroscedasticity test above using a scatterplot, the residual points are randomly distributed above and below the zero line. In other words, there is no specific pattern that can be systematically identified in the

residual points. Based on these results, no signs of Spearman's heteroscedasticity were found in the model. Therefore, the assumption of homoscedasticity is deemed to be met, and the results of the regression analysis regarding the

effect of Green Human Resources Management variables on employee productivity can be interpreted.

Tabel 4. Results of the Multicollinearity Test

Variable	Tolerance	VIF
GHRM	1,000	1,000

Source: Data processed using SPSS 2025

A tolerance value of 1.000 indicates the absence of strong correlation among the independent variables. A common threshold is that the tolerance value must be greater than 0.1 or 0.2; furthermore, a VIF value of 1.000 indicates that the predictor variables are not correlated with one another, which is ideal. A commonly used rule of thumb is that the VIF value must be less than 10 (some sources

suggest below 5) to indicate the absence of multicollinearity issues. Since the Tolerance value (1.000) is greater than 0.1 and the VIF value (1.000) is less than 10, it can be concluded that there is no multicollinearity issue in this regression model. The regression model meets the classical assumption of freedom from multicollinearity.

Simple Linear Regression Analysis

Tabel 5. Regression Analysis Results

Employee Productivity = $\alpha + \beta_1\text{GHRM} + \varepsilon$			
	Coefficient	t-Statistic	Sig
Constant	20,248	5,463	<,001
GHRM	0,344	2,512	0,015
N = 58			
R ² = .101			
Adj. R ² = .085			
The dependent variable is Employee Productivity and the independent variable is GHRM (<i>Green Human Resources Management</i>)			
* significance of $\alpha = 0.05$			

Source: Data processed using SPSS 2025

The constant value of 20.248 indicates that if Green Human Resources Management is equal to zero or remains unchanged, employee productivity stands at 20.248 units. Meanwhile, the regression coefficient of 0.344 indicates a positive relationship between Green Human Resources Management and employee productivity. This means that a one-unit increase in Green Human Resources Management will increase employee productivity by 0.344 units, assuming all other factors outside the model remain constant.

The t-test yielded a significance value of 0.015, which is less than the significance level of 0.05. This signifies that Green Human Resources Management exerts a favorable and substantial impact on staff productivity. The regression coefficient of 0.344 indicates that greater application of Green Human Resources Management will be associated with increased employee productivity. Thus, the hypothesis stating that Green Human Resources Management affects employee productivity can be accepted.

The t-test yielded a significance value of 0.015, which is less than the significance level of 0.05.

Discussion

The study's findings demonstrate that Green Human Resources Management positively and significantly influences employee productivity. The primary determinant of the Green Human Resources Management variable is green training, as demonstrated by the validity test results, which show that green training has the highest validity score. This suggests that, within the organizational context of the study, green

training is the strongest element of GHRM that reflects the construct of Green Human Resources Management.

Theoretically, these findings support the Resource-Based View (RBV) theory, which states that investing in the development of green human capital—in this case, environmental competencies through training—creates strategic value that is reflected in increased productivity. In other words, green training is a valuable investment in human capital for companies because it leads to improved employee efficiency and effectiveness.

This study is consistent with Agustina's 2025 study of mining companies in South Kalimantan, in which green training was identified as the most dominant factor in sustainability risk mitigation, with the highest path coefficient compared to other dimensions of Green Human Resources Management (Agustina, 2025)

In practical terms, these findings suggest that company management needs to continue developing and strengthening green training programs as a long-term investment in green human capital. Companies also need to gradually establish other support systems, such as green performance-based incentives and the creation of broader opportunities for employee participation in sustainability activities. Research shows that compensation linked to environmental performance has the strongest impact on green innovation, surpassing even training and recruitment (Bindeeba et al., 2025). Therefore, once green training is underway, companies need to consider developing green incentive systems to maximize the impact on productivity.

CONCLUSION

Green Human Resources Management (GHRM) positively and significantly influences staff productivity at PAM Tirta Mangkaluku in Palopo City. The effect is modest, suggesting that employee productivity is affected by environmentally sustainable human resource management techniques and additional factors not accounted for in this study's variables. Consequently, Green Human Resources Management functions as an ancillary element in enhancing staff efficiency, rather than being the exclusive determinant of it. Green training is one of the most dominant indicators of GHRM, suggesting that sustainable workplace management, as well as enhancing employees' knowledge and awareness of environmental concerns, are crucial components in boosting work productivity.

Based on the research findings and the researcher's considerations, several recommendations can be made. First, the management of PAM Tirta Mangkaluku in Palopo City is advised to implement Green Human Resources Management in a more structured and sustainable manner, particularly with regard to green training, as this indicator has proven to be the most significant factor in supporting employee productivity. Additionally, the organization should integrate Green Human Resources Management practices with other management policies, such as performance appraisal systems, reward programs, and the implementation of a work environment that supports sustainability. Second, employees are encouraged to actively participate in every green human resources management program and policy implemented

by the company, particularly those related to training and eco-friendly activities, to enhance environmental awareness and sustainably improve work productivity. Third, for future researchers, given that the influence of Green Human Resources Management in this study is positive but relatively small, it is recommended to include additional variables that may affect employee productivity, such as work motivation, leadership, organizational culture, or the work environment. Furthermore, to obtain more comprehensive results, future researchers may employ different research methods or expand the scope of their study.

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Septian¹, Saharuddin², Dasila³,
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