



Effect Of Green HRM And Work Environment On Job Satisfaction: Evidence From PERUMDA Tirta Mangkaluku Palopo, Indonesia

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ABSTRACT

Purpose: This Study Aims To Analyze The Influence Of Green Human Resource Management And Employee Work Environment On Job Satisfaction At Perumda Tirta Mangkaluku, Palopo City. The Problem Raised Is How Ghrm Practices And Work Environment Conditions Can Contribute To Increasing Job Satisfaction. **Methodology:** This Study Uses a Quantitative Method With a Multiple Linear Regression Approach. Data Were Obtained Through Distributing Questionnaires To 76 Respondents, Then Analyzed Using Spss. **Results:** The Results Of This Study Indicate That The Research Instrument Is Valid And Reliable. The Classical Assumption Test Has Been Met, This Shows That Ghrm Has a Positive And Significant Effect On Job Satisfaction With a T-Count Value Of 4.153 > 1.993 And a Significance Of 0.000 < 0.05. Likewise, The Work Environment Has a Positive And Significant Effect With a T-Count Value Of 3.068 > 1.993 And a Significance Of 0.003 < 0.05. Simultaneously, Both Independent Variables Significantly Influence Job Satisfaction, With An F Value Of 40.318 > F Table 3.1239, And a Significance Level Of 0.000. The Coefficient Of Determination Shows That Ghrm And Work Environment Explain 52.5% Of Job Satisfaction, While The Remaining 47.5% Is Influenced By Factors Outside The Research Model. **Findings:** The Findings Confirm That Both Ghrm And Work Environment Are Critical Determinants Of Job Satisfaction, With Ghrm Emerging As The More Dominant Factor. **Novelty & Originality:** The Novelty Of This Study Lies In Its Focus On Ghrm Implementation Within a Regional Water Utility Company In Palopo City, a Context Rarely Examined In Prior Research. Its Originality Emerges From The Simultaneous Testing Of Ghrm And Work Environment In The Indonesian State-Owned Enterprise Sector. **Conclusions:** The Study Concludes That Enhancing Ghrm Practices And Improving Work Environment Conditions Are Essential Strategies For Increasing Employee Job Satisfaction. **Type Of Paper:** This Paper Is An Empirical Research Paper.

INTRODUCTION

Human resources are an important factor for an organization, both public and private organizations in the world, because human resources are an important thing to realize the organization's success in achieving its goals. (Aditya 2015) In recent years, attention to environmental issues has increased, due to global awareness of climate change, environmental degradation, and the importance of efficient and responsible management of natural resources.

(Tobing et al., 2024)Corporate sustainability is a broad concept that addresses not only ecological issues, but also social responsibility and the integration of economic activities with concern for the natural and social environment. (Darmawan et al., 2022)This has encouraged companies to start implementing more environmentally friendly working methods in various areas, including employee management. This approach is called Green Human Resource Management (GHRM). (Molina et al. 2021)

GHRM is employee management that emphasizes activities that help protect the environment, such as recruiting environmentally conscious individuals, providing training on the importance of environmental protection in saving the environment.(Tensa 2025)from hazardous waste and create work policies that reduce negative impacts on the earth. However, many companies, especially in regional areas, still do not realize the importance of implementing GHRM. According to(Kurniawan et al., 2024)This often occurs due to a lack of understanding of the long-term benefits of implementing GHRM, as well as an excessive focus on financial aspects and short-term work results.

Implementing GHRM not only has a positive impact on the environment but can also increase employee job satisfaction. Employees who engage in activities that support the environment tend to feel more proud, motivated, and happy in the workplace.(Runturambi et al., 2022)Study(Kurniawan et al., 2024)also showed that GHRM and the work environment have a positive and significant influence on job satisfaction. This means that combining sustainable HR practices with a comfortable work environment can foster loyalty and high morale among employees.

At the Tirta Mangkaluku Regional Public Company (PERUMDA) in Palopo City, which provides public services related to clean water, employees play a crucial role. Job satisfaction is a crucial factor influencing overall organizational performance and outcomes. However, research examining the relationship between GHRM, the work environment, and job satisfaction in regional companies is still limited.

Therefore, this study aims to determine the effect of green human resource management (GHRM) and the work environment on employee job satisfaction at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City. This research is expected to provide scientific benefits and serve as a reference in formulating more sustainable human resource management strategies, focusing on employee welfare, and being environmentally friendly.

Green human resource management (GHRM)

According to(Fitria et al., 2024)Green resource management is a company policy that manages human resources sustainably, while still considering environmental aspects to ensure environmental sustainability throughout the company's operations. The role of sustainable development is increasingly important, making environmental issues part of a company's vision, mission, and policies across various areas, including human resource management.

According to(Isrososiawan et al., 2021)Green Human Resource Management (GHRM) is a new way of managing employee capabilities and roles within a company, placing the environment as the primary foundation for all policies and actions taken. GHRM is defined as a role that combines all activities involved in building, implementing, and managing environmentally friendly systems, with the aim of increasing employee awareness and interest in environmental issues.

According to(Brace, 2022)Green Human Resource Management (GHM) is a method of managing employees that focuses on the sustainable use of company resources and avoids the use of resources that can harm the environment. Green HR Management consists of two main components: environmentally friendly employee management practices and efforts to preserve company knowledge and resources.

Based on previous researchers' explanations, Sustainable Human Resource Management, also known as Green HRM, is a method of employee management that incorporates

environmentally friendly principles into a company's policies, actions, and work processes. The goal is to create an environmentally friendly work environment, increase employee awareness of environmental issues, and help achieve sustainable organizational goals. The following are indicators of Green Human Resource Management (GHRM):(Wijonarko 2022)namely: 1. employees, 2. awards, 3. education, and 4. employee empowerment training.

Employee work environment

The physical work environment is one of the important requirements that enable people to perform their jobs effectively under specified conditions.(Rorong, 2022)With these requirements, the awareness that company activities can have a negative impact on the social and physical environment around the company's location has made a number of companies feel it is important to organize social activities.(Usman, 2022)

According to(Mdhilalose, 2024)The work environment includes the physical elements within an office building, such as equipment and layout, as well as the conditions in which employees work. The work environment also includes external factors that affect the organization, such as the sector or activity associated with the organization's location of operation, as well as local traditions and regulations.

According to(Lelo, 2024) The physical work environment encompasses the various facilities and resources needed to maintain employee health and comfort. These facilities include the workplace, the building, a comfortable atmosphere with temperatures that are neither too hot nor too cold, constant air flow, adequate lighting, adequate workspace, and seating that does not obstruct movement on the floor or the passage of visitors.

according to(Humanities, Ehass, and Pimpong 2023) The work environment encompasses everything around employees and where they work, which influences how they perform their tasks. This includes conditions both outside and inside the workplace, which can impact employee morale and, thus, their productivity. There is a close relationship between employee morale and the physical conditions of the workplace.

Based on the opinions of previous researchers, it can be concluded that the work environment encompasses various aspects surrounding employees, which influence how they carry out and complete assigned tasks in a particular field. Therefore, research on the work environment focuses more on how employees feel safe, comfortable, calm, and satisfied in completing their work in the workplace.(Nurhandayani, 2024). Work environment indicators, according to(Juliani, 2024)namely: 1. Lighting/Light, 2. Air, 3. Noise, 4. Bad smell, 5. Security.

Job satisfaction

An explanation of job satisfaction needs to be preceded by an affirmation that the The problem of job satisfaction is not a simple matter because satisfaction has various meanings. Job satisfaction according to(Andreas, 2022).

According to(Muwanguzi, 2022)Job satisfaction is complex and involves a variety of emotional feelings that make a person feel happy or positive at work. Job satisfaction also encompasses how a person feels about their job and their emotional reactions to the task. It can be seen that, like other emotional assessments, job satisfaction arises from a variety of feelings related to the nature of the job itself, such as how a person feels about their work environment.

According to(Thiagaraj, 2017)Job satisfaction impacts various aspects such as productivity, employee turnover, attendance, safety, stress levels, unionization, and other issues. It's crucial for employees to remain enthusiastic about their work. They should feel engaged and enthusiastic about completing tasks. The tasks assigned should be meaningful so that their efforts can have a positive and beneficial impact on both the company and themselves.

According to(Keyla et al. 2023) Job satisfaction reflects a person's level of satisfaction with their job, work environment, relationships with coworkers, rewards received during their

employment, and other factors. Furthermore, job satisfaction also influences employee morale, performance, and retention within an organization or company.

According to previous researchers' theories, job satisfaction arises from how a person evaluates their own work, based on their personal expectations, needs, and values. Job satisfaction is also described as a person's positive feeling that their work will fulfill their desired values.(Mudrik 2021)If a person's work and feelings align with their expectations and needs, they will feel happy and satisfied. Factors such as salary, working conditions, relationships with coworkers and superiors, and career development opportunities can all influence a person's level of job satisfaction. Job satisfaction indicators according to(R. Wayne Mondy, 2015)as follows: 1. Job, 2. Salary, 3. Boss, 4. Co-workers, 5. Promotion.

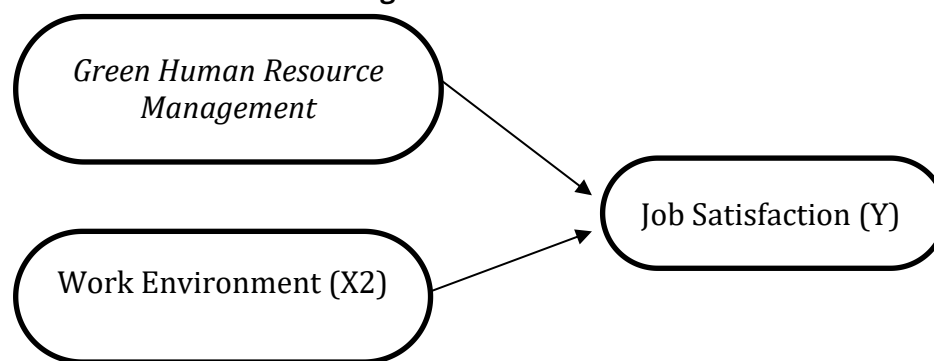
Research hypothesis

Based on the literature review that has been concluded above, the following hypothesis can be proposed:

H1: It is suspected that Green Human Resource Management (Green HR) has an influence on job satisfaction at the Regional Public Company (PERUMDA) Tirta Mangkaluku, Palopo City.

H2: It is suspected that the employee work environment influences employee job satisfaction at the Regional Public Company (PERUMDA) Tirta Mangkaluku, Palopo City.

Figure 1. Research Frame work



METHOD

Analysis Method

Research Time and Research Location

This research was conducted since the date of issuance of the research permit, lasting more than 1 month. Research and data processing, including presentation in the form of articles and sustainable guidelines, have been carried out. The author chose Palopo City as the subject and location of the research. This research was conducted at the Regional Public Company (PERUMDA) Tirta Mangkaluku, Palopo City, located at Jl. Pongsimpin No. 14, Murante, Mungkajang District, Palopo City, South Sulawesi 91921, Indonesia. The minimum wage and inflation rate were determined using data from the Central Statistics Agency of Palopo City.

Research Population

Population is a general area consisting of objects or subjects with certain characteristics, which are determined by researchers to be analyzed and conclusions drawn.(Subhaktiyasa, 2024)The general population in this study includes all employees of the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City, totaling 316 people.

Research Sample

A sample is a subset of the entire population that shares similar characteristics. If a population is too large and researchers cannot collect all members due to limited funds, manpower, or time, they can draw a sample from that population. Simple random sampling is one sampling method within probability-based sampling techniques.

Each person in the population group has an equal chance of being selected as a sample and does not influence each other. This means that the selection of one person does not affect the likelihood of being selected by another person. The sample in this study was calculated using the Slovin formula. The Slovin formula is a way to determine how many samples are needed from a population, especially when the population size is known, but the number of samples needed for research or survey results is unclear for accurate results. The results of data processing using the Slovin formula with a significance level of 10% can be obtained research sample results of 76 people from a population of 316 people.

Data collection technique a list of questions

A questionnaire is a tool used to collect data by writing a series of questions. The goal is to obtain information in an orderly and organized manner from respondents. This tool is often used in research, surveys, or assessments to obtain data regarding the opinions, attitudes, perceptions, or specific characteristics of an individual or group.

Documentation

Data was collected using documentation techniques. Documentation is a method of collecting data by examining documents, such as organizational charts.

Literature

The data used to support this research was collected directly, such as from journals and books related to the research. Additionally, data was also collected from online media (websites).

RESULTS AND DISCUSSION

RESULTS

Validity test

The validity test is used to determine the level of correlation between each statement item and the overall statement for each variable, namely green human resource management (GHRM) (X1), employee work environment (X2), and job satisfaction (Y), as follows:

Table 1. Validity Test of GHRM Variable (X1)

Question	r-count	r-table	Information
G1	0.546	0.226	Legitimate
G2	0.694	0.226	Legitimate
G3	0.586	0.226	Legitimate
G4	0.716	0.226	Legitimate
G5	0.699	0.226	Legitimate
G6	0.700	0.226	Legitimate
Group of seven	0.739	0.226	Legitimate
Group of eight	0.819	0.226	Legitimate

Data source: SPSS version 26 output, 2025

To assess the validity of the instrument on the GHRM variable (X1), a product moment correlation analysis was conducted on 76 respondents and a significance level of 0.05. From the product moment critical value table, the r table value was obtained at 0.226. This means that if the correlation value of the question value is greater than 0.226, then the value is considered valid. Based on the analysis results shown in table 1, all statements on the GHRM system variable instrument (X1) have a correlation value above 0.226. Thus, it can be concluded that the eight statement values in this variable are valid and suitable for use as a measuring tool in this study.

Table 2. Validity Test of Work Environment Variable (X2)

Question	r-count	r-table	Information
L1	0.541	0.226	Legitimate
L2	0.740	0.226	Legitimate
L3	0.755	0.226	Legitimate
L4	0.776	0.226	Legitimate
L5	0.673	0.226	Legitimate

Data source: SPSS version 26 output, 2025

To evaluate the validity of the instrument on the employee work environment variable (X2), the analysis method used was product moment correlation with a total of 76 respondents and a significance level of 0.05. Based on the product moment critical value table, the r table value was obtained at 0.226. This means that if the correlation value of each question is greater than 0.226, then the value is said to be valid. Based on the analysis results shown in table 2, all statements on the employee work environment variable instrument (X2) have correlation values above 0.226. Thus, it can be concluded that the five statements on this variable have valid values and are suitable for use as measuring tools in this study.

Table 3. Validity Test of Job Satisfaction Variable (Y)

Question	r-count	r-table	Information
K1	0.712	0.226	Legitimate
K2	0.738	0.226	Legitimate
K3	0.770	0.226	Legitimate
K4	0.666	0.226	Legitimate
K5	0.718	0.226	Legitimate

Data source: SPSS version 26 output, 2025

To examine the validity of the job satisfaction (Y) measuring instrument, a product-moment correlation analysis method was used with 76 respondents and a significance level of 0.05. From the product-moment critical value table, an r value of 0.226 was obtained. This means that if the correlation value for each question is greater than 0.226, then the question is considered valid. The analysis results in Table 3 show that all statements in the job satisfaction (Y) variable instrument have a correlation value greater than 0.226. Thus, it can be concluded that the five statements in this variable are valid and can be used as a measuring instrument in this study.

Reliability Test

Reliability is an indicator that shows the extent to which a tool, particularly a questionnaire, is able to produce consistent results when used to measure a particular construct. Reliability reflects the extent to which respondents' answers are consistent across items designed to measure the same variable or construct.

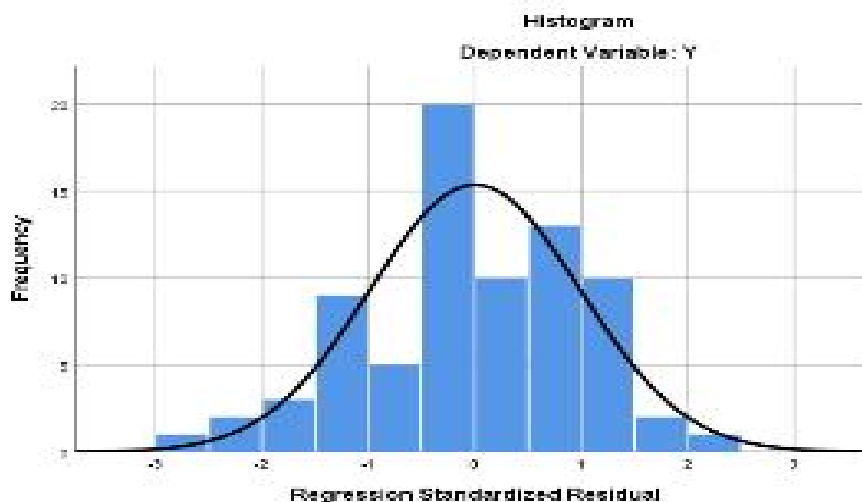
The results of the reliability test tested using SPSS version 26 were the Cronbach's alpha value of the green human resource management (GHRM) variable (X1) of 0.843, the Cronbach's alpha value of the employee work environment variable (X2) of 0.734, and the Cronbach's alpha value of the job satisfaction variable (Y) of 0.762. This proves that the questionnaire is reliable because the α value is greater than 0.60.

Classical assumption test

Normality test

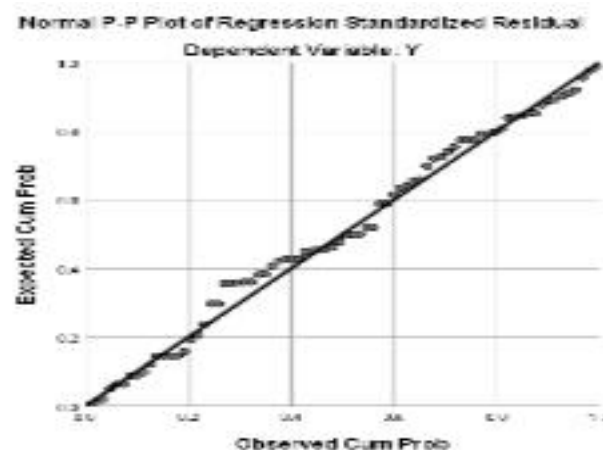
Normality Test: This test aims to determine whether the residual data (the difference between actual and predicted values) is normally distributed. Residual normality is important because many statistical tests assume that residuals are normally distributed.

Figure 2. Histogram regressions standardized residuals



Data source: SPSS version 26 output, 2025

To determine whether the residuals from the regression model are normally distributed, a histogram analysis was performed on the residuals that had been converted to standard form. Figure 2 above shows the histogram pattern of the standardized residuals, with the black curved line representing the normal distribution curve. The figure shows that the residual distribution resembles a normal curve, meaning it has a symmetrical bell-shaped shape. The mean of the residuals is close to zero and the standard deviation is close to 2, indicating that the residuals have been well standardized. Furthermore, the shape of the residual distribution that resembles a normal curve proves that the assumption of normality has been met.

Figure 3. p-plot

Data source: SPSS version 26 output

In addition to using a histogram, residual normality testing was also performed using a p-plot of the standardized residuals. This p-plot compares the cumulative probabilities obtained from the actual residual data. The graph shows that the residual points are distributed close to and follow the diagonal line. This indicates a near-normal distribution, as the points do not deviate significantly from the diagonal line, and the distribution pattern of the points does not show systematic deviations. In other words, this graph supports the results of the previous histogram, namely that the residuals in this regression model are normally distributed, and the assumption of normality has been met.

Based on the results of SPSS 26 using the Kolmogorov-Smirnov normality test, a 2-tailed Sig. value of 0.186 was obtained, which is greater than 0.05. From these results, it can be concluded that the residual data is normally distributed. Thus, the classical assumption of normality in linear regression has been met, making this model suitable for further analysis.

Multicollinearity test

The multicollinearity test is used to check whether there is a very close relationship between independent variables. If there is a high level of multicollinearity, the estimated regression coefficients can be unclear and inconsistent.

Table 4. Multicollinearity Test

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.128	1.861		2.218	.030		
	VAR00001	.299	.072	.454	4.153	.000	.544	1.838
	VAR00002	.306	.100	.336	3.068	.003	.544	1.838

a. Dependent Variable: VAR00003

Data source: SPSS version 26 output, 2025

The test results show that the tolerance value for GHRM and employee work environment is $0.0544 > 0.10$, and the VIF value is $1.838 < 0.10$. This indicates that there is no multivariate correlation in the regression model, so the independent variables are suitable for use.

Autocorrelation test

The autocorrelation test is a way to check whether the residuals from one observation are related to the residuals from another observation, especially in data that is sequential in time.

Table 5. Autocorrelation Test

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.724 ^a	.525	.512	1.70910	1.791

a. Predictors: (Constant), VAR00002, VAR00001
b. Dependent Variable: VAR00003

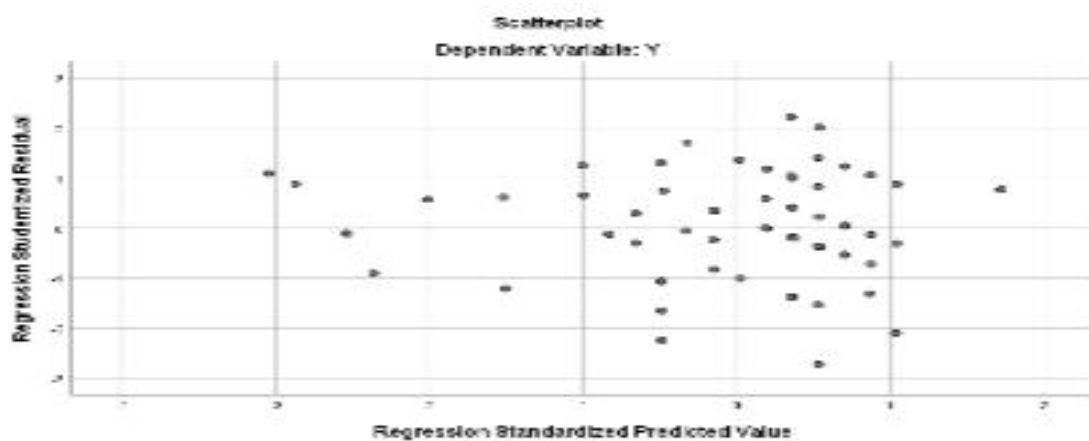
Data source: SPSS version 26 output, 2025

Based on the SPSS output in Table 5, the Durbin-Watson value is 1.791. This value is in the range of 1.5 to 2.5, thus concluding that there is no autocorrelation in the regression model.

Heteroscedasticity test

The heteroscedasticity test is used to check whether the residual variation has a constant value (homoscedasticity) or changes (heteroscedasticity).

Table 6. Heteroscedasticity test



Data source: SPSS version 26 output

The scatterplot results indicate that the regression model does not experience heteroscedasticity, as the residuals are randomly distributed and do not form a specific pattern. This strengthens the model's reliability in terms of the consistency of the residual variance.

Multiple linear regression test

Multiple regression analysis is a statistical method used to understand the relationship between one influencing variable and two or more other variables. This method can also be used to estimate the value of the influenced variables. Multiple regression analysis belongs to a broader group of regression analyses, such as linear regression and nonlinear regression.

$$Y = a + B_1 X_1 + B_2 X_2 + e$$

Information:

Y = Job satisfaction

X1 = Green human resource management (GHRM)

X2 = Work environment

a = Constant

B1, B2 = coefficients

e = error

Based on the data obtained from the results and processed into a computer calculation model using the SPSS 26 program, it can be seen in the following table.

Based on table 4 above, the following model estimation results can be made: $Y = 4.128 + 0.299X_1 + 0.306X_2$

The interpretation of the above model is:

1. The value of a (constant) is 4.128, meaning that if the GHRM variable (X_1) and employee work environment (X_2) are considered non-existent or have a value of 0, then job satisfaction (Y) is 4.128 units.
2. The GHRM coefficient value (b_1) is 0.299. This means that every increase in the GHRM variable (X_1) will increase job satisfaction by 0.299.
3. The employee work environment coefficient value (b_2) is 0.306. This means that each employee work environment variable (X_2) will increase job satisfaction by 0.306 units.

Hypothesis testing

Statistical T Test

It is known that the calculated t value for the GHRM variable (X_1) is 4.153 and the calculated t value for the employee work environment variable (X_2) is 3.068. To determine the t table value, we look at the available t table. Df is obtained by subtracting the number of data from the number of research variables, namely 76 minus 3 equals 73. The significance level used is 0.05. By looking at the t table, the t table value is 1.993.

The GHRM t-value (4.153) is greater than the t-table (1.993) and the significance level of 0.000 is less than 0.05, so the hypothesis is accepted. This indicates that the GHRM variable does have a significant influence on job satisfaction. In addition, the employee work environment t-value (3.068) is also greater than the t-table (1.993) and the significance level of 0.000 is less than 0.05, so the hypothesis is also accepted. This means that the employee work environment has a positive influence on job satisfaction.

F-test statistics

The results of the estimation model show the influence of independent variables on employee performance. To determine whether all variables simultaneously have a significant influence, an F-test can be performed.

Table 7. F-test Statistics

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	235.541	2	117.771	40.318	.000 ^b
	Residual	213.235	73	2.921		
	Total	448.776	75			

a. Dependent Variable: VAR00003

b. Predictors: (Constant), VAR00002, VAR00001

Data source: SPSS version 26 output, 2025

Based on the results in Table 7 above, the calculated F value is 40.318, greater than the F table value of 3.1239. Furthermore, the significance value (p-value) obtained is 0.000. Since the significance value is less than 0.05 (i.e., 0.000), it can be concluded that the results of this study have a high level of significance.

Test of coefficient of determination

Based on the data obtained, it was processed through a calculation model using SPSS 26, as can be seen in the following table. As can be seen in Table 5 above, the R-squared coefficient is

0.525, or 52.5%. This means that the GHRM and employee work environment variables can explain 52.5% of job satisfaction. The remaining 47.5% (100% - 52.5%) is explained by other variables not included in this research model.

DISCUSSION

The Influence of Green Human Resource Management (GHRM) (X1) on Job Satisfaction (Y)

Based on the results of the multiple linear regression analysis shown in the table above, it is known that the GHRM variable has a t-value of 4.153, greater than the t-table of 1.993, with a significance level of $0.000 < 0.05$. This indicates that GHRM has a positive and significant effect on employee job satisfaction at Perumda Tirta Mangkaluku, Palopo City. This means that the first hypothesis in this study has been accepted or is valid.

The results of this study are also in line with previous research conducted by (Kurniawan et al., 2024), (Wijonarko, 2022), (Rizki et al., 2025), (Runturambi et al., 2022), which shows that GHRM practices contribute positively to increased job satisfaction. Effectively implemented GHRM practices, such as training, recruitment, and security, as well as performance evaluations that consider environmental aspects, can increase employee loyalty, work enthusiasm, and positive perceptions of the company.

However, in research (Ronzon et al., 2025) stated that GHRM did not have a significant influence on job satisfaction. This occurred because employees tended not to associate GHRM with personal aspects such as job satisfaction, recognition, or career development, which are core components of job satisfaction.

The Influence of Employee Work Environment (X2) on Job Satisfaction (Y)

From the regression test results in Table 9, the t-value for the employee work environment variable is 3.068, which is also greater than 1.993, with a significance value of $0.003 < 0.05$. This indicates that the employee work environment has a significant influence on job satisfaction. Thus, the second hypothesis of this study is also accepted and valid.

The results of this study are also in line with previous research put forward by (Hurricane Irma, 2020), (Lelo, 2024), (Nurhandayani, 2024), (Refi Dwi, et al. 2024) which shows that the influence of the work environment on job satisfaction has a significant effect, meaning that the proposed hypothesis can be accepted at PT. Matahari Department Store tbk Brilyan Plaza Kendari.

A good work environment, from a physical perspective (cleanliness), fosters a supportive and pleasant work atmosphere. This directly impacts employee comfort and job satisfaction. Hygiene and motivational factors contribute to job satisfaction, with the work environment being a crucial factor in creating satisfaction.

However, in research (Fabanyo et al., 2023) The work environment does not significantly influence job satisfaction. This indicates that the work environment is unable to effectively increase employee satisfaction. A poor work environment creates an uncomfortable working atmosphere, which leads to employee dissatisfaction.

CONCLUSION

Green Human Resource Management (GHRM) has a positive and significant impact on employee job satisfaction. Some GHRM practices, such as environmentally focused training and evaluation, can improve employee morale and loyalty to the company. The work environment also significantly influences employee job satisfaction. A comfortable, clean, and supportive work environment provides a sense of security and well-being for employees.

GHRM and the work environment significantly contribute to employee job satisfaction at Perumda Tirta Mangkaluku, Palopo City, with an influence reaching 52.5%. This indicates that both factors are important in creating employee job satisfaction. This finding is in line with several previous studies, but differs from the results of this study.(Ronzon et al., 2025)And(Fabanyo et al., 2023)which shows that these two variables do not always have a significant influence on job satisfaction, depending on the organizational context and employee perceptions of the policies implemented.

Based on the research findings, it can be concluded that green human resource management (GHRM) has a positive impact. Based on these findings, companies are advised to continue improving GHRM implementation, for example by providing sustainability-focused training and recruitment processes that consider environmental aspects. Furthermore, creating a comfortable work environment, both physically and socially, is crucial for improving employee well-being and productivity. Companies should also conduct regular evaluations of job satisfaction levels to incorporate other variables and obtain more comprehensive results.

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