



Effect of Green Human Resource Management (GHRM) and Green Work Engagement on Employee Performance: Evidence from PERUMDA Tirta Mangkaluku, Palopo City

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ABSTRACT

Purpose: This study aims to determine how employee performance at PERUMDA Tirta Mangkaluku Kota Palopo is influenced by GHRM and Green Work Engagement (GWE). **Methodology:** This study uses a quantitative approach by collecting data through questionnaires. They involved 76 employees and used a basic random selection method. The data were analysed using SPSS version 24 and Multiple Linear Regression Analysis. **Results:** The results show that employee performance is positively and significantly influenced by GHRM and GWE. **Findings:** The study shows that Green Human Resource Management and Green Work Engagement both have a positive and important impact on how well employees perform. Partially, GHRM has been shown to boost employee performance, just like GWE has. At the same time, both variables strongly affect how well employees perform. The coefficient of determination, or R^2 , is 0.757, which means that 75.7% of the changes in employee performance can be explained by GHRM and GWE. **Novelty:** This study shows that Green Work Engagement really makes a difference in how well employees perform, which is different from Mering (2024), who said that Green Work Engagement doesn't have much impact on employee performance. **Originality:** This study adds real evidence by looking at how GHRM and GWE affect regional companies (PERUMDA), which hasn't been widely studied before. This study also helps show how using HR practices that focus on the environment connects to employees' willingness to work in a green way, which in turn affects their performance, especially in the public service sector. **Conclusions:** The study concludes that organizations should prioritize both GHRM implementation and the cultivation of green work engagement to optimize employee performance outcomes. **Type of Paper:** This paper is an empirical research paper.

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INTRODUCTION

In recent decades, environmental conservation has become a crucial issue, with almost all industrial sectors implementing procedures that support environmental sustainability. Most manufacturing companies strive to reduce waste generated during the production process and at the industrial product disposal stage. In the contemporary era, which is full of dynamics and global

demands, environmental issues have become an important component of business strategy. One innovative approach to improving the performance and function of human resources (HR) is Green Human Resource Management (GHRM), which places environmental considerations at the core of every organisational activity (Isrososiawan et al., 2021).

The problem in this study is that Green Human Resource Management (GHRM) has not been optimally implemented and the level of Green Work Engagement among employees is still low, which can hinder improvements in employee performance. As a regional clean water provider, PERUMDA Tirta Mangkaluku Kota Palopo requires a workforce system based on the environment and strong work participation so that employee performance can support the continuity and quality of the organisation's services.

Literature gap

Research on "The Effect of Green Human Resource Management (GHRM) and Green Work Engagement (GWE) on Employee Performance" is still very limited, especially in the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City. Therefore, this issue forms the basis of the research hypothesis to investigate the extent to which Green Human Resource Management (GHRM) and Green Work Engagement (GWE) influence employee performance (Idrus, 2024).

Research objectives

This study aims to determine the effect of Green Human Resource Management (GHRM) and Green Work Engagement (GWE) on employee performance at PERUMDA Tirta Mangkaluku in Palopo City. Various studies have shown that Green Human Resource Management (GHRM) has a significant effect on employee performance (Arviansyah and Saraswati, 2025). However, the results of a study by Mering (2024) show that Green Work Engagement (GWE) does not have a significant effect on employee performance. The above research results can be used as a basis for investigating whether Green Human Resource Management (GHRM) and Green Work Engagement (GWE) have a significant effect on employee performance, particularly at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City.

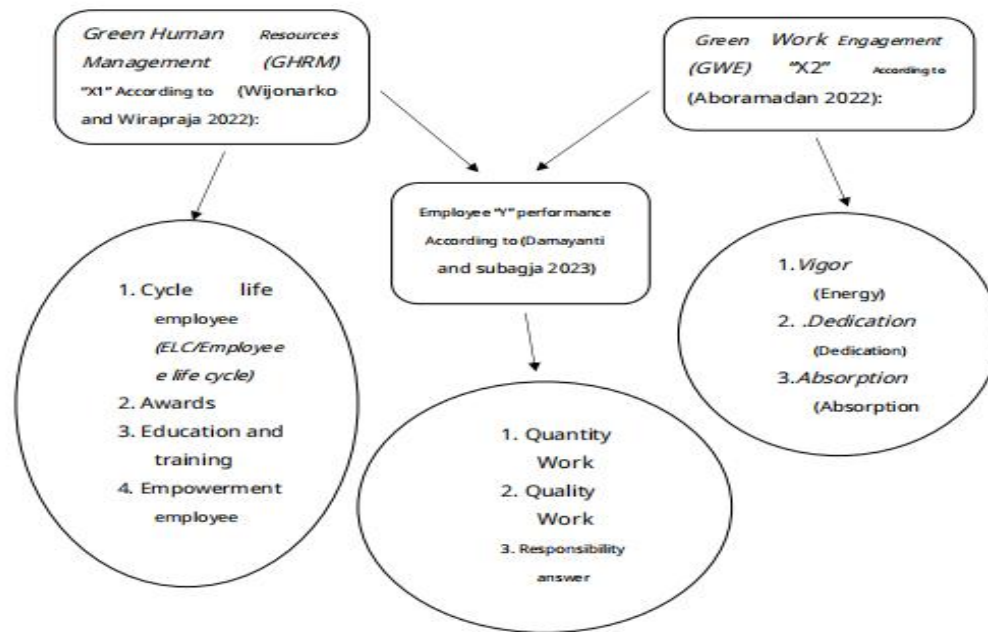
Contribution to theory

This study adds value to the development of human resource management science, particularly in terms of studies on Green Human Resource Management (GHRM) and Green Work Engagement. The results of this study are expected to add to the existing evidence regarding the impact of GHRM practices and the level of environmentally-based work engagement on employee performance. In addition, this study also expands the application of this theory in the context of regional public service companies, which has been under-discussed in the literature to date. Thus, this study can serve as a reference for future research.

Contribution to practice

The results of this study are expected to serve as a reference for the management of Perumda Tirta Mangkaluku Kota Palopo in formulating and implementing environmentally friendly human resource policies. The findings of this study can be used to improve employee performance by strengthening sustainable human resource management practices and increasing employee involvement in green activities, such as environmental training, the creation of a green work culture, and active participation in sustainability programmes. Furthermore, this research can also serve as a guide for other regional companies in implementing sustainable human resource management strategies.

Figure 1. Conceptual Framework



Research Hypothesis

Based on the literature review described above, the following hypothesis can be proposed:

- H1: It is suspected that Green Human Resource Management (GHRM) has a significant effect on employee performance at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City.
- H2: It is suspected that Green Work Engagement (GWE) has a significant effect on employee performance at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City.
- H3: It is suspected that Green Human Resource Management (GHRM) and Green Work Engagement (GWE) simultaneously affect employee performance at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City.

Green Human Resource Management (GHRM)

Green Human Resource Management, or GHRM, comes from the ideas, rules, and actions that companies use to take better care of the environment. It is also part of a human resource plan that helps turn workers into green employees—people who act in ways that are good for the environment. This helps the company reach its goals for sustainability. These goals include making the business more successful, helping employees feel more motivated, and improving the company's reputation. (Wijonarko and Wirapraja 2022). Developing, implementing and maintaining sustainability in systems aimed at raising environmental awareness among employees in organisations that implement green human resource management (GHRM). (Joshi, 2024)

Sustainable Human Resource Management (GHRM) is an important and key change in human resource management, with a focus on sustainability and long-term success, consumption, showing growth that leads to savings. This concept is an important basis for economic policy and sustainable human resource management. (Hassanein et al., 2024) Developing employees who are environmentally conscious, understand, appreciate, and implement environmentally friendly measures, and pursue environmentally friendly goals is very important. This should be an important part of determining business management policies and strategies in the tourism sector through green human resource management (GHRM), namely Sustainable Human Resource Management. (Uslu et al., 2023)

According to Nasrifa (2023), Green Human Resource Management (GHRM) is a new way of managing people and how work is done inside a company, where taking care of the environment is

the main focus for everything that is done. GHRM is part of all the work related to creating, putting into action, and keeping up sustainable systems, with the goal of promoting employee behavior that helps the environment. Arviansyah and Saraswati (2025) say this. Most of the work in a company is done by human resources, and their role is very important in making sure everything runs smoothly during the company's operations. (Saharuddin et al. 2019).

Based on the information given, it can be said that the idea of taking care of the environment is part of the company's policies and how it runs its business through something called Green Human Resource Management (GHRM). The goal is to develop workers who are environmentally aware, help the company do better in sustainability, and spread positive messages by acting in ways that are good for the environment. According to (Wijonarko and Wirapraja 2022), the main signs or ways to measure Green Human Resource Management (GHRM) include the whole journey of an employee's career, recognition through awards, learning and training, and giving employees more power and responsibility.

Green Work Engagement

GWE means being eager and excited to work on environmental and green projects with a sense of pride and inspiration. (Karatepe et al., 2022). Usman et al. (2023) say GWE is a positive and satisfying feeling about work that includes feeling strong, committed, fully involved, and very enthusiastic. (Putri & Nugroho, 2024)

According to Elshaer et al. in 2021, Green Work Engagement, or GWE, refers to the energy employees put into tasks that are connected to the environment, their willingness to put in effort in situations that involve the environment, and how much they focus on work that relates to the environment. Having this part of their job affects how much environmental awareness grows inside the company. (Susanto, 2023)

So, in short, Green Work Engagement, or GWE, is a positive kind of mental involvement where employees show enthusiasm, commitment, and energy when doing tasks that help protect the environment. GWE can help boost environmental awareness and improve how well people perform their work. According to Aboramadan (2022), the three main signs of GWE are: Vigor, which means having energy; Dedication, which is being committed; and Absorption, which refers to being fully focused.

Employee Performance

Employee performance depends on how motivated they are and their ability to do their work to the best of their ability. To help employees work at their best, employers should give them tasks that match their values and skills in the workplace (Manurung and Siagian, 2024). Employee performance is very important because it affects how well a company moves forward; if employees perform well, the company's goals are easier to reach. (Siamto et al. 2024). Employee performance shows how well and how efficiently someone does their job. (Darvishmotevali & Ali 2020). To reach a high level of performance, employees need to give their best and use their skills effectively, so that they can help the company reach its goals and make a positive impact on the company's growth. (Aisyah et al., 2019).

Based on the experts mentioned, it's clear that how well employees perform is a key part of making an organization successful. This shows how well and efficiently tasks are done. Employee performance is affected by their level of motivation, their skills and abilities, and how well their job responsibilities match what they can do. According to Damayanti and Subagja (2023), the main signs or indicators of employee performance include the amount of work they do, the quality of their work, how responsible they are, how well they work with others, and how proactive they are.

METHOD

Research Location and Time

In this study, the author selected Palopo City as the focus of the research. The research took place at the Regional Public Company (PERUMDA) Tirta Mangkaluku, located at Jalan Pong Simpín No. 14, Murante, Mungkajang District, Palopo City. The research started on the day the permit was granted and went on for about three months. The time was split into two parts: one month for collecting data and two months for processing the data, which also involved presenting the research findings.

Type of Research

The study used quantitative research, which means it relied on numerical data, like the number of employees in a company and other numbers related to the main topic. This method was chosen because it helps measure the variables in a clear and unbiased way, and it allows the data to be analyzed using statistical methods to find out how different factors are connected.

Research Population and Sample

In general, the population of this study includes all 316 employees working at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City. Population refers to all the people, objects, or subjects that are being studied, and they all share certain traits or characteristics. (Ondeng & Rahman, 2026). A sample is a part of the population or a group that represents the population, and it is used to collect data. The sample may represent the whole population or just a part of it, depending on the research goals and how the study is designed (Jailani et al. 2023). This study used a probability sampling method. This method involves selecting individuals at random from the population, without considering any specific groups, because every member of the population has an equal chance of being chosen. This approach is used when all members of the population are believed to have similar characteristics. (Subhaktiyasa, 2024)

The Slovin formula was used to figure out how many people to include in the study. This formula helps calculate the right number of people to survey or research when you know the total number of people in the group, but you haven't decided yet how big the sample needs to be to get accurate results.

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

Explanation:

n = Sample size

N = Population size

e = Margin of error (tolerable error level in decimals, e.g. 0.01 for 10%)

The sample size used is based on calculations using the Slovin formula, taking into account a tolerance of error of 10%, so that the accuracy level reaches 90% dengan menggunakan pengukuran kuesioner dengan Skala Likert 5,4,3,2,1.

Data Collection Techniques

Questionnaires

Questionnaires are tools used to gather data. They are made up of a list of written questions that are used in research to understand people's opinions, beliefs, feelings, or specific traits. These tools help collect information from people in a organized and consistent way.

Interview

An oral exchange of questions and answers between two or more people with the aim of obtaining reliable data, information, explanations, or opinions on a particular topic. The data used in this study was collected directly from journals and books that are related to the research topic. Also, some data was gathered from online media sources like websites.

RESULTS AND DISCUSSION

RESULTS

Validity testing is a process used to determine whether a questionnaire is valid or not. If the calculated *r* value is greater than the table *r* value, then the questionnaire is considered valid. The following are the results of the validity test:

Table 1. Validity test of the Green Human Resource Management variable (X1)

Question	r-count	r-table	Description
G1	0,693	0,226	Valid
G2	0,735	0,226	Valid
G3	0,781	0,226	Valid
G4	0,717	0,226	Valid
G5	0,805	0,226	Valid
G6	0,776	0,226	Valid
G7	0,848	0,226	Valid
G8	0,837	0,226	Valid

Source: Data processed using SPSS 24, 2025

Table 2. Validity test of the Green Work Engagement variable (X2)

Question	r-count	r-table	Description
GW1	0,814	0,226	Valid
GW2	0,887	0,226	Valid
GW3	0,868	0,226	Valid
GW4	0,870	0,226	Valid
GW5	0,786	0,226	Valid
GW6	0,912	0,226	Valid

Source: Data processed using SPSS 24, 2025

Table 3. Validity Test of Employee Performance Variable (Y)

Question	r-count	r-table	Description
K1	0,895	0,226	Valid
K2	0,856	0,226	Valid
K3	0,894	0,226	Valid
K4	0,864	0,226	Valid
K5	0,813	0,226	Valid

Source: Data processed using SPSS 24, 2025

Based on the results of the table above, it shows that all items of the Green Human Resource Management (GHRM), Green Work Engagement (GWE) and Employee Performance variables are valid because $r_{\text{Calculated}} > r_{\text{Table}}$ 0.226.

Table 4. Reliability Test

NO.	Variabel	r alpha	Reliability Value	Description
1.	Green Human Resource Management (GHRM)	0,900	0,60	Reliable
2.	Green Work Engagement	0,911	0,60	Reliable
3.	Employee Performance	0,909	0,60	Reliable

Source: Data processed using SPSS 24, 2025

Decision Making Method:

If $r_{\text{Alpha}} > 0.60$, then it is reliable.

If $r_{\text{Alpha}} < 0.60$, then it is not reliable.

Reliability testing is a way to check how well a tool, especially a questionnaire, gives the same results every time it's used to measure certain ideas or statements. It shows how consistently people answer the same questions when they are meant to measure the same thing.

Additionally, the reliability test results from SPSS version 24 show that the Green Human Resource Management (GHRM) X1 variable has a Cronbach's alpha value of 0.900, the Green Work Engagement X2 variable has a Cronbach's alpha value of 0.911, and the employee performance Y variable has a Cronbach's alpha value of 0.909. This means the questionnaire is reliable and valid because all the alpha values are above 0.60.

Data Analysis Techniques

Multiple Linear Regression Test Results

Here are the results from the Multiple Linear Regression Analysis. This analysis is used to see how the independent variables, Green Human Resource Management (GHRM) and Green Work Engagement (GWE), influence the dependent variable, Employee Performance:

Table 5. Multiple Linear Regression

Coefficients ^a					
Model	Unstandardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	5.214	1.259		4.143	.000
X1	.311	.080	.511	3.897	.000
X2	.256	.088	.382	2.914	.005

a. Dependent Variabel: Y

Source: Data processed using SPSS 24, 2025

Based on the table above, the following are the estimated results of the model obtained:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 5.214 + 0.311X_1 + 0.256X_2$$

These figures can be interpreted as follows:

1. The constant value of 5.214 indicates that if the independent variables *Green Human Resource Management (GHRM)* 0.311 (X1) and *Green Work Engagement* 0.256 (X2) remain constant or equal to zero, then Employee Performance (Y) will remain at a value of 5.214.
2. The regression coefficient of the *Green Human Resource Management (GHRM)* X1 variable of 0.311 indicates that every one-unit increase in the *Green Human Resource Management (GHRM)* variable will increase the Employee Performance (Y) value by 0.311 and vice versa.
3. The regression coefficient of the *Green Work Engagement (GWE)* variable X2 is 0.256, indicating that every one-unit increase in the *Green Work Engagement (GWE)* variable will increase the Employee Performance (Y) value by 0.256 and vice versa.

Hypothesis Test Results

The T-test is used to determine the partial effect of independent variables on dependent variables. If the significance value (sig) is < 0.05 or the t-value is $>$ the t-table value, it can be concluded that variable X has a significant effect on variable Y.

Table 6. T-test Statistics

Coefficients ^a						
Model		Unstandardized B	Coefficient s Std. Error	Standardized Coefficients Beta	t	Sig.
1. (Constant)		5.214	1.259		4.143	.000
X1		.311	.080	.511	3.897	.000
X2		.256	.088	.382	2.914	.005

a. Dependent Variabel: Y

Source: Data processed using SPSS 24, 2025

1. It can be seen that the t-test value in the sig table for the *Green Human Resource Management (GHRM)* X1 variable is $0.000 < 0.05$, while the calculated t value is $3.897 >$ the table t value of 1.993. This means that hypothesis H1 is accepted. Therefore, it can be concluded that the *Green Human Resource Management (GHRM)* variable has a significant effect on employee performance.
2. Based on the test results in the table, it can be seen that the t-test value in the sig column for the *Green Work Engagement (GWE)* X2 variable is $0.005, < 0.05$. Meanwhile, the t-value is $2.914 >$ t-table 1.993. This indicates that hypothesis H2 is accepted. Thus, it can be concluded that the *Green Work Engagement (GWE)* variable has a significant effect on employee performance.

The F-test is used to test several independent variables simultaneously to determine whether there is a significant effect of these variables on the dependent variable.

Table 7. F-test Statistics

ANOVA ^a						
Model		Sum Of Squares	df	Mean Square	F	Sig
1.	Regression	499.236	2	249.618	113.916	.000b
	Residual	159.962	73	2.191		
	Total	659.197	75			

a. Dependent Variabel: Y

b. Predictors: (Constant), X2, X1

Source: Data processed using SPSS 24, 2025

It can be seen from the table above that the calculated F value of 113.916 > F table 3.12. Thus, H3 is accepted and significant at $0.000 < 0.05$, so it can be concluded that Green Human Resource Management (GHRM) and Green Work Engagement simultaneously affect employee performance.

Results of the Coefficient of Determination Test (R^2)

The Coefficient of Determination Test is part of regression analysis that aims to determine how much of the change in the dependent variable, namely Employee Performance, can be explained by the independent variables consisting of Green Human Resource Management (GHRM) and Green Work Engagement (GWE).

Table 8. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-watson
1	0,87 ^a	.757	.751	1.48029	1.978

a. Predictors: (Constant), *Green Human Resource Management (GHRM)*, *Green Work Engagement*

b. Dependent variabel: *Employee Performance*

Source: Data processed using SPSS 24, 2025

Based on the table above, it can be seen that the coefficient of determination obtained is 0.757. This indicates that the influence of the *Green Human Resource Management (GHRM)* and *Green Work Engagement* variables on employee performance reaches 75.7%. Meanwhile, 24.3% of this influence comes from other variables that were not analysed in this study.

DISCUSSION

The Effect of Green Human Resource Management (GHRM) on Employee Performance

Based on statistical calculations, there is a positive and significant effect between Green Human Resource Management (GHRM) and employee performance at PERUMDA Tirta Mangkaluku Kota Palopo. This shows that by increasing the implementation of Green Human Resource Management (GHRM), there will be an increase in employee performance at the institution. These findings have been proven through partial statistical tests, so it can be concluded that Green Human Resource Management (GHRM) does indeed affect employee performance at PERUMDA Tirta Mangkaluku Kota Palopo. Thus, hypothesis H1 in this study is accepted. These results are in line with the research results of Arvinansyah and Saraswati (2025), Wijonarko and Wirapraja (2023), Afriyeni and Tiarawati (2024), Ali (2024), and Nasrifa (2023), who stated that Green Human Resource Management (GHRM) affects employee performance.

The effect of Green Work Engagement (GWE) on employee performance

Based on statistical calculations, there is a positive and significant effect of Green Work Engagement (GWE) on employee performance at PERUMDA Tirta Mangkaluku Kota Palopo. This indicates that increasing Green Work Engagement (GWE) will have a positive impact on employee performance in the institution. This conclusion is supported by the results of a partial test, so it can be concluded that Green Work Engagement (GWE) does indeed affect employee performance at PERUMDA Tirta Mangkaluku Kota Palopo. Therefore, the second hypothesis (H2) in this study is accepted.

These results are in line with the research results of Gusti & Nurhayati (2023), Gusti & Nurhayati (2022), Ali Gill (2023), Idrus (2024) which state that Green Work Engagement (GWE) affects Employee Performance, However, there are research results that are not in line with the results of Mering (2024), which states that Green Work Engagement (GWE) does not affect employee performance.

The simultaneous effect of Green Human Resource Management (GHRM) and Green Work Engagement (GWE) on employee performance

Based on the questionnaire distributed and completed by the respondents, the results indicate that Green Human Resource Management (GHRM) and Green Work Engagement (GWE) simultaneously influence employee performance at the Regional Public Company (PERUMDA) Tirta Mangkaluku in Palopo City. From the hypothesis testing conducted, it can be concluded that both variables have a significant influence. It can be seen that Green Human Resource Management (GHRM) and Green Work Engagement (GWE) have a strong influence on employee performance in a company. This can be seen from the results of the coefficient of determination (R^2) test, which was 0.757, meaning that the influence of GHRM and GWE on employee performance reached 75.7%.

Organisational implications for PERUMDA management

The implications of this study indicate that the management of PERUMDA Tirta Mangkaluku Kota Palopo needs to integrate the application of Green Human Resource Management (GHRM) regularly in managing human resources, especially in recruitment, training, and performance appraisal. In addition, it is necessary to improve Green Work Engagement (GWE) by creating a work environment that involves employees and focuses on sustainability. By consistently implementing GHRM and strengthening GWE, it is hoped that employee performance can be improved and the quality of services and organisational sustainability can be enhanced.

CONCLUSION

Based on the test results, *Green Human Resource Management (GHRM)* and *Green Work Engagement* have a positive and significant impact on employee performance at PERUMDA Tirta Mangkaluku Kota Palopo. Individually, *Green Human Resource Management (GHRM)* has a significant effect on employee performance sig. $0.000 < 0.05$ whereas calculated $t \ 3.897 > \text{table } t \ 1.993$, and *Green Work Engagement* also shows a positive and significant effect sig. $0.005 < 0.05$ whereas calculated $t \ 2.914 > \text{table } t \ 1.993$. Together, GHRM and GWE also significantly affect employee performance sig. $0.000 < 0.05$ whereas calculated $F \ 113.916 > \text{table } F \ 3.12$. The coefficient of determination (R^2) is 0.757, meaning that 75.7% of the variation in employee performance can be explained by these two variables, while the remaining 24.3% is influenced by other factors not considered in this study.

The recommendation given to PERUMDA Tirta Mangkaluku Kota Palopo is that the company needs to pay more attention to the implementation of Sustainable Human Resource Management (GHRM), especially in terms of recruiting employees, providing training, and evaluating work that focuses on the environment. Additionally, it is recommended that the company enhance Sustainable Work Engagement (GWE) by offering environmentally friendly rewards and involving employees in various activities that support the environment.

Recommendation for future researchers is that, as there is still a 24.3% influence from other factors that have not been studied in this research, future researchers can add new variables to better understand the impact of the implementation of Sustainable Human Resource Management (GHRM) and Sustainable Work Engagement (GWE) on employee performance or company performance and the organisation as a whole. The limitation of this study is that the variables studied are still limited, so they do not cover other factors that may influence the results of the study.

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