



Effect of Green Human Resource Management and Green Leadership On Employee Performance at PERUMDA Tirta Mangkaluku, Palopo City

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How to Cite :

Mase, A. P., Kasran, M., Patra, I. K. (2026). Effect of Green Human Resource Management and Green Leadership On Employee Performance at PERUMDA Tirta Mangkaluku, Palopo City. *Bima Journal : Business, Management and Accounting Journal*, 7 (1) [713-726](https://doi.org/10.37638/bima.6.1.713-726). DOI: <https://doi.org/10.37638/bima.6.1.713-726>

ARTICLE HISTORY

Received [14, February 2026]

Revised [25, March 2026]

Accepted [20 June 2026]

KEYWORDS

Green Human Resource Management, Green Leadership, Employee Performance

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ABSTRACT

Purpose: This study aims to determine the effect of Green Human Resource Management and Green Leadership on employee performance at Perumda Tirta Mangkaluku, Palopo City. **Methodology:** This study uses a quantitative method, with a population of 316 employees and a sampling technique using the Slovin formula totaling 76 people and using the Simple Random Sampling technique. To collect data, a questionnaire with a Likert scale was used. Data analysis used multiple linear regression techniques with the help of SPSS software version 26. **Results:** The research shows that: (1) Green Human Resource Management has a significant influence on employee performance, (2) Green Leadership does not have a significant influence on employee performance, and (3) both variables, namely Green Human Resource Management and Green Leadership, together have a significant influence on employee performance. **Findings:** The findings confirm that GHRM is a key driver of performance, while Green Leadership alone does not significantly affect performance outcomes. **Novelty & Originality:** This study offers novelty by examining GHRM and Green Leadership in a regional water utility company in Palopo, a context rarely explored in prior research. **Conclusions:** This research shows that companies need to improve environmentally based human resource management practices to improve employee performance. **Type of Paper:** This paper is an empirical research paper.

INTRODUCTION

In today's era of globalization and uncertain environmental conditions, manufacturing companies face various complex challenges. Manufacturing companies must consider implementing environmentally friendly human resource management methods, as employees are a crucial factor in achieving sustainable and environmentally friendly operations (Afriyeni, 2024) . Corporate sustainability, also known as corporate sustainability, is crucial in organizational practices internationally. This is evident in the history of corporate sustainability, which focused solely on financial sustainability. By implementing appropriate policies that support sustainability and environmental sustainability, many companies now employ green workforce management (Ramadhan & Chaerul, 2023) .

Environmentally aware Human Resource Management can be implemented through the application of various HR functions, such as environmentally oriented recruitment and selection, job analysis and design that supports green practices, environmentally based training and development, and performance management that emphasizes sustainability principles. (Zurnali & Sujanto, 2020) . The implementation of Green Human Resource Management cannot run optimally without the support of leaders who are committed to environmental values. Leadership is the main foundation for the progress of an organization, because without effective leadership, it is very difficult to achieve the goals set by the organization (Farhan et al., 2023) . In this context, Green Leadership is a type of leadership that pays attention to the environment, is proactive, creative, and passionate for the benefit of all people and the universe. High-quality green leadership is one form of change in organizational leadership orientation that can improve employee performance, knowledge, competence, and motivation to achieve job satisfaction (Widiatmika, 2023) .

Based on research conducted by Nugraha et al (2024) revealed that Green Human Resource Management activities are significantly related to organizational sustainability performance. In addition, research by Supardi et al. (2025) also found that green human resource management, which encompasses four aspects: green training, green recruitment, green performance management, and green compensation, has an impact on the implementation of green human resources. However, there is also research conducted by Pujilestari et al. (2025) stated that Green Leadership has a negative impact on employee performance. Based on this description, the researcher is interested in knowing and analyzing the influence of Green Human Resource Management and Green Leadership. Good in a way partial and in a way simultaneous on employee performance at Perumda Tirta Mangkaluku, Palopo City.

Green Human Resource Management

According to Nugraha et al. (2024) , Green Human Resource Management (GHRM) is a human resource management method that seeks to incorporate environmental values into conventional HR management activities. One important goal is to introduce and encourage behavioral changes among employees to be more environmentally conscious, as such activities are not always easy to implement in the workplace.

Furthermore, according to Ramadhan & Chaerul (2023) , GHRM is an environmentally friendly and sustainable work practice designed to preserve the environment while supporting company operations. This practice is implemented through the implementation of various HR policies that address environmental aspects, from recruitment to performance management, thereby creating employees who are more aware of environmental issues in the workplace.

Meanwhile, according to Swetha (2020) Green Human Resource Management aims to create a workforce with a high level of environmental awareness. Workers who actively demonstrate environmentally friendly behavior in the workplace are called green employees, individuals who voluntarily play an active role in preserving the environment in their workplace.

Based on expert opinion, it can be concluded that green human resource management (GHRM) is a human resource management approach that not only focuses on improving employee performance but also prioritizes environmental sustainability. In their efforts to integrate environmental principles into various aspects of human resource management, from recruitment, training, evaluation, to compensation. Green Human Resource Management is considered a modern way of managing employees based on the principle of sustainability, which encourages collaboration between companies and employees to create a healthy, efficient, and environmentally conscious work environment.

The Green Human Resource Management (GHRM) variable in this study was measured by four dimensions namely green involvement, green recruitment and selection, green training, and green pay and rewards (GPR) (Jamal et al., 2021) .

Green Leadership

Green leadership, also known as environmental leadership, comes from the words "leadership" and "environment" (Constantinus et al., 2022) . According to Yusuf (2024) , green leadership is when a leader encourages organizational members to do things that benefit the environment. However, it can also refer to a company that produces products that are environmentally friendly and non-polluting. In other words, the term "green leadership" is used to describe a management style that prioritizes environmental sustainability.

Meanwhile, according to Pujilestari et al (2025) , environmentally friendly actions and green leadership are correlated. From a financial and environmental perspective, businesses that implement environmental leadership directly improve their performance because they adhere to their leaders' sustainability vision and goals, which shows that they pay attention to sustainability issues, which will help the company have a good reputation in the eyes of customers (Sherly & Murwaningsari, 2023) .

Based on the opinions above, green leadership is a type of leadership that encourages every member of an organization to engage in environmentally friendly practices. Company leaders prioritize operational success. They are also committed to implementing sustainability principles and an environmentally friendly work environment. One of the responsibilities of green leaders is to create an environmentally conscious organizational culture that improves business and environmental performance.

Based on research by Bass (1998) & Bass & Riggio (2005) , it was stated that Green Leadership is measured with four dimensions namely green idealized influence, green inspirational motivation, green intellectual stimulation, and green individualized consideration.

Employee performance

Employee performance can be defined as how well an employee completes their work, both in terms of quantity and quality of work produced. Furthermore, performance is also reflected in an employee's ability to carry out their duties technically, take initiative, be responsible, and establish good working relationships with others within the company (Widodo & Yandi, 2022) .

According to Mangkunegara in Tanjung et al (2021) Performance is the result of an employee's work, assessed based on the quality and quantity of work performed, in accordance with the tasks and responsibilities assigned to them. Employee performance is the result of each individual, impacting both physical and non-physical benefits. Performance is part of the process of achieving goals, assessed based on results and work methods (Arfandi & Kasran, 2023) .

Employee performance is crucial because the progress of an organization or company depends on its human resources (Haedar & Patra, 2023) . According to Silalahi et al. (2021) , employee performance is the quantity and quality of work results achieved by employees in carrying out their jobs, in accordance with applicable standards or regulations within the organization.

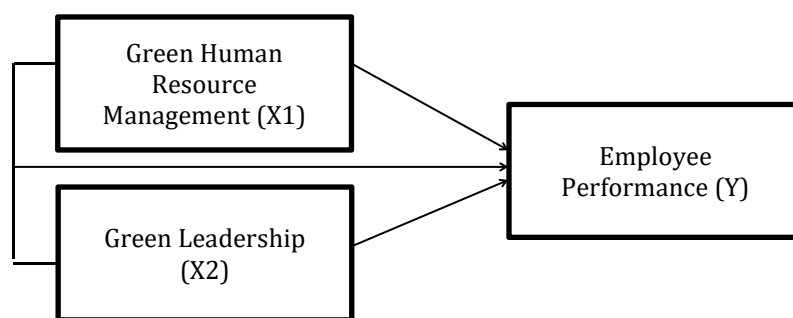
Based on the opinions of several experts above, it can be concluded that Employee performance is reflected in their attitude towards responsibility, initiative, and ability to cooperate with others in the company, which is demonstrated by the quality, quantity, effectiveness, and efficiency of work. Employee performance also shows how well tasks are completed, and is an important part of the organization's success in achieving its goals. According to Mathis & Jackson (2010), several indicators of employee performance include: quantity of output, quality of output, timeliness of output, presence at work, efficiency of work completed, and effectiveness of work completed.

Research Hypothesis

Based on the literature review explained previously, the research hypothesis can be formulated as follows:

- H₁** : Suspected of Green Human Resource Management has a significant influence on employee performance at Perumda Tirta Mangkaluku, Palopo City
- H₂** : It is suspected that Green Leadership has a significant influence on employee performance at Perumda Tirta Mangkaluku, Palopo City.
- H₃** : It is suspected that Green Human Resource Management and Green Leadership have a significant influence on simultaneous impact on employee performance at Perumda Tirta Mangkaluku, Palopo City .

Figure1. Framework Thinking



METHOD

Data Types and Sources

This research uses quantitative data, namely data in digital form that can be processed and analyzed using statistical applications. Two data sources are used: Secondary data, which comes from external sources and is obtained through external references, such as articles, journals, and other literature sources. Primary data, which is information from internal sources and is obtained directly through observation, interviews, or other data collection methods.

Research Time

This research was conducted from the date of issuance of the research permit. In this study, the author chose Palopo City as the object and location of the research, obtained from the Palopo City Central Statistics Agency. To clarify the scope of the research, this research was conducted from July 2025 to Now.

Research Location

The research implementation location for this research is at PT PERUMDA Tirta Mangkaluku, Palopo City, on Jl. Pongsimpin No. 14, Murante, Mungkajang District, Palopo City, South Sulawesi 91921.

Research Population

A population is all objects or subjects with specific properties and characteristics, which the researcher has determined as the research objective, to be analyzed and used as a reference in drawing conclusions. In this study, the population included all 316 employees at Perumda Tirta Mangkaluku in Palopo City.

Research Sample

A sample is a portion of the totality and characteristics of a population. In situations where the population is so broad that collecting data from the entire population is impossible due to time, cost, and resource constraints, researchers can use a sample drawn from that population. The sampling technique used in this study was Simple Random Sampling. This method involves randomly selecting a sample, where each member of the population has an equal chance of being selected as a respondent.

In this study, the sample size was determined using the Slovin formula. This formula is used to calculate the smallest sample size required when the characteristics or behavior of the population are not yet fully known (Arbi et al., 2022). The Slovin formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Information:

n = Minimum Sample Size

N = Population Size

e = Margin of Error (tolerable error level in decimal, for example 0.1 for 10%)

It is known that the number of employee population at Perumda Tirta Mangkaluku, Palopo City is 316 employees, so the number of samples is:

$$\begin{aligned} n &= \frac{316}{1 + 316(0,1)^2} \\ n &= \frac{316}{1 + 316(0,01)} \\ n &= \frac{316}{1 + 316} \\ n &= \frac{316}{4,16} \\ n &= 75,96 \\ n &= 76 \text{ sample as respondents} \end{aligned}$$

Data collection technique

Questionnaire

A questionnaire is a widely used research tool to collect data from individuals or groups. In this study, questionnaires were distributed to employees of Perumda Tirta Mangkaluku in Palopo City. Generally, the questionnaire contains questions and statements that represent all indicators of the research variables, using a Likert scale from 1 to 5.

Literature

Supporting data in this study was obtained directly from literature sources, such as journals and books relevant to the research topic. Additionally, data was collected from online media (websites).

Operational Definition

Operational definitions are used to avoid double interpretation, namely by providing limitations on the variables used in this study, namely:

1. Green Human Resource Management defined as a series practice management source Power human - oriented on environment Where organization integrate principles sustainability in the sourcing process Power human . Measurement referring to on theory about green human

resource management that was put forward by (Jamal et al., 2021) . Measurement done with questionnaire use scale Likert 5, 4, 3, 2, 1.

2. Green Leadership defined as environment-specific transformational leadership to apply transformational leadership in an environmental context. Measurement referring to on theory about Green Leadership put forward by (Bass, 1998) And (Bass & Riggio, 2005) . Measurement done with questionnaire use scale Likert 5, 4, 3, 2, 1.
3. Performance Employee good which means improving performance to achieve organizational goals . Measurement referring to on theory about performance employees who are put forward by (Mathis & Jackson, 2010) . Measurement done with questionnaire use scale Likert 5, 4, 3, 2, 1.

Research Instrument Test

Test Validity

Validity tests are used to measure the health and validity of a questionnaire . A questionnaire is considered valid if the questions and questionnaire are able to reveal what it is measuring.

Test Reliability

A reliability test is a tool for measuring a list of questionnaire questions that serve as indicators of the variables being studied. Reliability testing is performed on question items that are declared valid, using the Cronbach's Alpha reference value .

Technique Data analysis

Analysis Multiple Linear Regression

Analysis multiple linear regression is an equation model that explains connection One variables not free / *response* (Y) with two or more variables independent / *predictor* (X₁ , X₂). Multiple linear regression uses the assumption that there is a straight line or linear relationship between the dependent variable and each of its predictors to assess the influence of two or more independent variables on one dependent variable (Janie, 2021) .

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

Information:

Y = Employee Performance

X₁ = Green Human Resources Management

X₂ = Green Leadership

A = Constant

B₁ B₂ = Regression Coefficient

E = Error

Test Hypothesis

t-test (Partial)

To examine the estimated parameters of the regression model partially, the T-test is used. The goal is to determine whether the independent variable (X) significantly influences the dependent variable (Y) or whether the regression coefficients and constants used for the multiple linear regression model have been used correctly.

Simultaneous f- test

Independent variable testing is carried out to determine how each independent variable influences the dependent variable.

Coefficient Determination of R²

This test assesses the model's ability to explain variation in the dependent variable. A small R² value indicates that the independent variables are very limited in explaining variation in the dependent variable.

RESULTS AND DISCUSSION

RESULTS

Descriptive Statistics

Table 1. Characteristics Answer Respondents Employee Based on Type Sex

Gender	Amount	Percentage
Man	31	40.8%
Woman	45	59.2%
Total	76	100%

Source: Processed Data, 2025

Based on the table above, it can be seen that the respondents who filled out the questionnaire consisted of 45 women (59.2%) and 31 men (40.8%).

Table 2. Characteristics Answer Respondents Employee Based on Age

Age (Years)	Amount	Percentage
20-25	33	43%
25-35	27	35%
35-43	16	22%
Total	76	100%

Source: Processed Data, 2025

Based on the results of data processing on The above table, which displays the characteristics of respondents based on age, shows that 33 respondents (43%) were aged between 20 and 25 years, 27 respondents (35%) were aged 25–35 years, and 16 respondents (16%) were aged 35–43 years. Thus, it can be concluded that the majority of Perumda Tirta Mangkaluku employees in Palopo City are in the 20–25 year age range.

Research Instrument Test

Test Validity

According to Mahkotawati et al (2025) validity testing criteria are as follows:

1. If the calculated r value is greater than r table (two-sided test with a significance level of 0.05), then the instrument or each statement item has a significant correlation with the total score, so it can be said to be valid.
2. If the calculated r value is smaller than r table (two-sided test with a significance level of 0.05) or the calculated r value is negative, then the instrument or each statement item does not have a significant correlation with the total score, so it is said to be invalid.

Based on results test validity of green human resource management (X1), green leadership (X2) and performance employee obtained r-count value > r-table which is 0.226. All statement items in research instruments declared valid.

Reliability Test

According to Mahkotawati et al (2025) A questionnaire is considered reliable if the Cronbach's Alpha value is greater than 0.60. This indicates that the questionnaire is consistent and trustworthy. If

the Cronbach's Alpha value is less than 0.60, the questionnaire is considered unreliable or inconsistent.

Based on the results of the reliability test, the Cronbach's Alpha value was found to be 0.835 for variable X1, 0.884 for variable X2, and 0.945 for variable Y. All of these values exceed the minimum limit of 0.60. Therefore, this research instrument can be said to have a good level of reliability.

Technique Data analysis

Analysis Multiple Linear Regression

Table 3. Results Test Multiple Linear Regression

		Coefficients ^a				
		Unstandardized Coefficients		Standard Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	18,122	4,077		4,444	.000
	Green Human Resource Management	.743	.172	.524	4,326	.000
	Green Leadership	.256	.162	.192	1,586	.117

a. Dependent Variable : Performance Employee

Source: SPSS output data processed, 2025

Based on the table above, section B displays the constant values and multiple regression coefficients for each independent variable. From these values, the multiple linear regression model can be written as the following equation:

$$Y = 18.122 + 0.743X_1 + 0.256X_2 + e$$

Information:

Y = Employee Performance

X1 = Green Human Resource Management

X2 = Green Leadership

e = Error

The explanation of the constant values and regression coefficients in the table above can be described as follows:

1. The constant of 18.122 units indicates that when all independent variables are zero or non-existent, the basic value of employee performance is 18.122 units.
2. The Green Human Resource Management variable has a regression coefficient of 0.743 units, meaning that every one unit increase in this variable will increase employee performance by 0.743 units.
3. The Green Leadership variable has a regression coefficient of 0.256 units, meaning that if the variable increases by one unit, employee performance will increase by 0.256 units, assuming other variables remain unchanged.

Test Hypothesis

t-test (Partial)

This test was conducted to determine whether green human resource management and green leadership have an influence on employee performance at Perumda Tirta Mangkaluku, Palopo City, using a significance level of 0.05. According to Gultom & Sari (2023) decision-making criteria are determined as follows:

- If the calculated t-value is greater than the t-table, then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.
- If the calculated t-value is smaller than the t-table, then the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted.

Table 4. Results t- test (Partial)

		Coefficients ^a				
		Unstandardized Coefficients		Standard Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	18,122	4,077		4,444	.000
	Green Human Resource Management	.743	.172	.524	4,326	.000
	Green Leadership	.256	.162	.192	1,586	.117

b. Dependent Variable : Performance Employee

Source: SPSS output data processed, 2025

H₁ : The Influence of Green Human Resource Management on Employee Performance

The results of the first hypothesis test can be seen in table 4. The Green Human Resource Management variable (X_1) has a t-count value of 4.326. To determine the t-table value, the formula $df = n - k$ is used. It is known that the number of respondents (n) is 76 people and the number of independent variables (k) is 2, so $df = 76 - 2 = 74$. With a significance level of 5% or 0.05, the t-table value is 1.993. From these results, the t-count value of 4.326 is greater than the t-table of 1.993, and the significance value of 0.000 is less than 0.05. This finding indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, so it can be concluded that the Green Human Resource Management variable has a significant effect on employee performance.

H₂ : The Influence of Green Leadership on Employee Performance

The results of the second hypothesis test in table 4 show that the green leadership variable (X_2) has a t-count value of 1.586. To determine the t-table value, the formula $df = n - k$ is used. It is known that the number of respondents is 76 people and there are 2 independent variables, so $df = 76 - 2 = 74$. With a significance level of 5% or 0.05, the t-table value is 1.993. From these results, the t-count value of 1.586 is smaller than the t-table of 1.993, and the significance value of 0.117 is greater than 0.05. This indicates that the null hypothesis (H_0) is accepted and the alternative hypothesis (H_a) is rejected. Thus, it can be concluded that green leadership does not have a significant effect on employee performance.

Simultaneous f- test

To find out whether each independent variable simultaneously influences the dependent variable significantly This test aims to determine whether the independent variables simultaneously influence the dependent variable. In this study, a significance level of 5% or 0.05 is used. The calculated F-value will be compared with the F-table value based on certain rules. If the significance value (Sig.) is smaller than 0.05, then variables X1 and X2 together have a significant effect on variable Y. However, if the significance value is greater than 0.05, then variables X1 and X2 do not have a significant effect simultaneously on variable Y. According to Knight (2022) decision-making criteria in this test:

- If the F-count is greater than the F-table, then the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted.
- If the F-count is smaller than the F-table, then H0 is accepted and Ha is rejected, so that the independent variable does not have a significant influence simultaneously on the dependent variable.

Table 5. Results Simultaneous F Test

		Anova ^a				
Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	1489,760	2	744,880	30,247	.000 ^b
	Residual	1797.767	73	24,627		
	Total	3287,526	75			

a. Dependent Variable : Performance Employee

Predictors: (Constant), Green Leadership, Green Human Resource Management

Source: SPSS output data processed, 2025

H₃ : The Influence of Green Human Resource Management and Green Leadership on Employee Performance

The results of the simultaneous test can be seen in Table 5. The calculated F-value of 30.247 is greater than the F-table of 3.12, and the significance value of 0.000 is less than 0.05. These results indicate that the hypothesis zero (H0) is rejected And alternative hypothesis (Ha) is accepted . With Thus , the variables green human resource management and green leadership simultaneously have a significant influence on employee performance.

R² Determination Coefficient Test

For know how much big influence variables independent to variables dependent . In other words, the coefficient determination used For measure how much big influence variables independent researched to variables dependent (Mustain et al., 2023) .

Table 6. Results Test Coefficient Determination

Model	Model Summary			
	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.673 ^a	.453	.438	4,963

a. Predictors: (Contant), Green Leadership, Green Human Resource Management

Source: SPSS output data processed, 2025

Based on Table 6 , the R Square coefficient (R^2) is 0.453. This means that the two independent variables, namely green human resource management and green leadership, are able to explain 45.3% of the variation in the dependent variable, namely employee performance. Meanwhile, the remaining 54.7% is influenced by other factors not included in the variables examined in this study.

DISCUSSION

The Influence of Green Human Resource Management on Employee Performance at Perumda Tirta Mangkaluku, Palopo City

Based on the results of the t-test, the calculated t-value was 4.326, which was greater than the t-table of 1.993, and the significance value was 0.000, which was smaller than 0.05. Thus, it can be concluded that partially the Green Human Resource Management variable has a significant effect on employee performance at Perumda Tirta Mangkaluku, Palopo City. This shows that the implementation of Green Human Resource Management practices in improving employee performance has been successfully implemented, such as involving employees in environmental programs, environmentally friendly recruitment, environmentally based training, and awards for employees who support environmental practices and policies.

The results of this study align with research conducted by Nurmadani & Waskito (2025) , which showed that Green Human Resource Management has a positive and tangible impact on employee performance. This occurs because Green Human Resource Management practices strive to select and develop employees by instilling values that care about the environment. Thus, employees are more likely to demonstrate environmentally friendly attitudes, which ultimately can improve overall company performance . These results are reinforced by Kurniawan et al. (2024) , who showed that organizations that effectively implement green human resource management practices tend to have better environmental performance.

The Influence of Green Leadership on Employee Performance at Perumda Tirta Mangkaluku, Palopo City

Based on the results of the t-test, the calculated t-value was 1.586, which was smaller than the t-table of 1.993, and the significance value was 0.117, which was greater than 0.05. Therefore, partially the Green Leadership variable did not have a significant effect on employee performance at Perumda Tirta Mangkaluku, Palopo City. The results of this study indicate that the implementation of green leadership at Perumda Tirta Mangkaluku, Palopo City has not been fully felt by all employees. This is caused by the results of the questionnaire on statement items P1, P2, and P3 regarding leaders being role models in protecting the environment, leaders consistently behaving in an environmentally friendly manner, and leaders encouraging environmental care. These three items obtained an average value of 3 (three), which indicates that the implementation of Green Leadership has not been maximally felt by employees, so it has not been able to provide a real influence on improving performance.

The results of this study align with research conducted by Bayu (2025) , which showed that green transformational leadership had no significant effect on employee performance at the Bima City Environmental Agency (DLH). This study explained that green transformational leadership still lacks motivation for employees in environmental management and that leaders' attitudes are still less sensitive to environmental changes.

The Influence of Green Human Resource Management and Green Leadership on Employee Performance at Perumda Tirta Mangkaluku, Palopo City

Based on the results of the F test, the calculated F value was 30.247, which was greater than the F table of 3.12, and the significance value was 0.000, which was smaller than 0.05. Therefore, it

can be concluded that simultaneously the variables Green Human Resource Management and Green Leadership have a significant influence on employee performance at Perumda Tirta Mangkaluku, Palopo City.

These results indicate that although Green Leadership did not significantly impact employee performance partially, when tested simultaneously with Green Human Resource Management, both significantly impacted employee performance. This suggests that the effective implementation of Green Human Resource Management will be even more effective when supported by environmentally-oriented leadership (Green Leadership).

CONCLUSION

Based on the results of the research conducted, it can be concluded that first, Green Human Resource Management has a significant impact on employee performance at Perumda Tirta Mangkaluku, Palopo City. This indicates that the implementation of Green Human Resource Management practices in improving employee performance has been successful. Second, Green Leadership does not have a significant influence on employee performance at Perumda Tirta Mangkaluku, Palopo City. This indicates that the implementation of green leadership has not been optimally felt by employees, so it has not been able to provide a real influence on improving performance. And third, Green Human Resource Management and Green Leadership have a significant influence simultaneously on Employee Performance at Perumda Tirta Mangkaluku, Palopo City. The implementation of good Green Human Resource Management will be more optimal if supported by environmentally oriented leadership (Green Leadership).

This study has several limitations that need to be considered for further research. First, this study was only conducted on one object, namely Perumda Tirta Mangkaluku in Palopo City, so the results cannot be generalized to other companies with different characteristics. Second, the data used in this study were obtained through questionnaires, so the results are highly dependent on the honesty and understanding of respondents in answering each statement. Third, the variables used in this study are limited to Green Human Resource Management and Green Leadership, so it does not fully describe other factors that may affect employee performance. The implications of this study indicate that companies need to improve environmentally-based human resource management practices to improve employee performance.

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