

## The Influence of Green Human Resource Management and Work Environment on Employee Performance at the Palopo City Environmental Agency

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**Abstract:** The sustainable implementation of Green Human Resource Management and a good working environment are very important in supporting the running of organizational tasks and activities, especially in local government agencies. This study aims to determine the influence of Green Human Resource Management and the Work Environment on the performance of employees at the Palopo City Environmental Service, both partially and simultaneously. This type of research is quantitative. The data collection method was carried out through filling out a 1-5 point Likert scale questionnaire and then testing was carried out using the SPSS application. The population in this study consisted of 143 employees, while the sample number was 59 respondents determined using the Slovin formula. The analysis techniques used include validity test, reliability test, descriptive analysis, multiple linear regression analysis, t test, f test and determination coefficient test. The results of this study show that: 1) there is a positive and significant influence of Green Human Resource Management on employee performance, 2) there is a positive but insignificant influence of the work environment on employee performance, and 3) simultaneously, Green Human Resource Management and the work environment affect employee performance at the Palopo City Environmental Office. The implications of the results of this study show that increasing the implementation of Green Human Resource Management must be a priority in the HR management policy at the Environment Agency, because it has been proven to be able to improve employee performance in a sustainable manner.

### Introduction

Climate change and environmental damage are two interrelated global issues that pose a major challenge to humanity in the 21st century. Its impact has been felt in various parts of the world, endangering the survival of humans, ecosystems, and the planet earth (Abdilllah et al. 2024). One of the consequences of climate change is the increasing frequency of natural disasters (Yulianti et al. 2022). In addition, environmental pollution is also a serious problem faced by all living things on earth, the increase in population and advances in science and technology encourage the establishment of various industries to meet human needs (Sompotan et al. 2022). This condition demands real efforts in more sustainable environmental management.

The role of the government as an implementing element of regional autonomy of the Environment Agency is tasked with exercising authority in the environmental sector in accordance with the principle of autonomy and assistance duties (Syahril 2023). In particular, the Palopo City Environment Agency is an implementing element of the local government that has the main task of carrying out regional authority in the fields of settlements, public works, regional autonomy development, and other areas under authority (Sella et al. 2022). This is also affirmed in Palopo Mayor Regulation Number 16 of 2024 concerning the Position, Organizational Structure, Duties and Functions, and Work Procedures of the Palopo City Environmental Service (Palopo 2024). In environmental management efforts, the role of human resources is very important because environmental problems require not only technical knowledge, but also managerial skills, leadership, and ethical awareness (Palin et al. 2025). One of the important things that organizations need to pay attention to related to the role of human resources is the application of fairness in compensating (Kasran et al. 2021), which is also part of GHRM's policy in encouraging employee performance in a sustainable manner. In the midst of the issue of increasing environmental damage due to the production process, Green Human Resource Management (GHRM) is needed to minimize these conditions (Sariafriza et al. 2024).

The implementation of Green Human Resource Management (GHRM) is an innovative approach in human resource management that places environmental aspects as the basis of organizational policies (Isrososiawan et al. 2021). GHRM not only aims to improve work efficiency, but also instill sustainability value in employee behavior (Fitria et al. 2024). Previous research has shown that GHRM has a positive impact on employee performance, both directly and through environmentally friendly work behavior (Listyarayani, 2025). In addition to GHRM, the work environment also plays an important role in increasing employee motivation and productivity. A comfortable and supportive work environment will encourage loyalty and optimal performance (Irma et al. 2020). In addition, research by Nurhidayah et al (2023) found that the work environment has a significant impact on employee performance.

Although many studies prove the positive influence of Green Human Resource Management and the Work Environment on employee performance, research in local government agencies, especially the Palopo City Environmental Agency, is still limited. Most studies only examine a few variables or with a different approach, such as the research of Yusuf (2021) and Yuliani & Suprayoga (2022). This research is important because the Environmental Service is one of the government agencies within the scope of Palopo City which aims to overcome various environmental problems in Palopo City. In carrying out its duties, the Environmental Service has developed various strategies as an effort to realize sustainable environmental management. (Insyirah et al. 2022). Currently, the implementation of Green Human Resource Management and the creation of a sustainable work environment are becoming a global trend as a strategy to influence environmentally friendly behavior by

employees in the workplace (Runturambi et al. 2022). This indicates a research gap because there has not been a comprehensive study on the influence of Green Human Resource Management and Work Environment simultaneously on Employee Performance at the Palopo City Environmental Service.

Although numerous studies have shown that Green Human Resource Management (GHRM) and the work environment influence employee performance, the majority of existing studies have focused on the private sector or manufacturing industry. Research in the public sector, particularly in local government institutions characterized by bureaucracy and formal work systems, remains limited. Furthermore, the results of previous studies have shown inconsistent findings, particularly regarding the impact of the work environment on employee performance. Therefore, the innovation of this study is to simultaneously examine the impact of Green Human Resource Management and workplace conditions on employee performance in the context of local government institutions, specifically the Palopo City Environmental Agency, which has strategic responsibility for environmental management. It is hoped that the results of this study can provide academic contributions in enriching studies on Green Human Resource Management and the work environment in government agencies.

### Green Human Resource Management

Green Human Resource Management (GHRM) is a policy in organizations that focuses on sustainable human resource management by utilizing environmental aspects to preserve nature in company activities (Fitria 2024). Green Human Resource Management is defined as involvement in all activities that include the development, implementation, and maintenance of sustainable strategies, with the aim of forming company employees who care and are friendly to the environment (Suyantiningsih et al. 2025). Green Human Resource Management (Green HRM) is a concept that emphasizes the importance of HR management practices that focus on environmental sustainability (Fadhil et al. 2025). From several existing definitions, the author concludes that GHRM is a Human Resource management effort that incorporates environmentally friendly principles into policies and work practices to create employees who care about environmental sustainability.

According to Dumont et al (2016) the indicators of Green Human Resource Management are as follows:

1. Green Recruitment and Selection

The company considers the environmental aspect in the recruitment process by prioritizing prospective employees who have concern and commitment to environmental sustainability.

2. Green Training and Development

The company provides training on eco-friendly work practices so that employees have awareness and the ability to apply sustainability principles in their work.

3. Green Performance Management

In performance appraisals, companies include environmental aspects so that employees are assessed on the results of their work and their contribution to environmental sustainability goals.

4. Green Pay and Reward

The company provides rewards or incentives to employees who behave environmentally friendly so that they are motivated to achieve the company's environmental sustainability targets. environment so that they are motivated to achieve the company's environmental sustainability targets.

## Work environment

The work environment encompasses all aspects around employees that can affect their performance, both in physical and non-physical form. This has an important role in creating a sense of security and satisfaction during work (Lestari & Herianto, 2024). The work environment is part of the external power of attribution theory, as it is important for companies to pay attention so that employees can feel safe and comfortable while doing their jobs (Nurhidayah et al. 2023). The Work Environment is all aspects related to physical and psychological conditions that can affect employees, both directly and indirectly (Nurhandayani 2024). From a number of definitions that have been explained, the author concludes that the work environment includes everything that is around employees, both physical and non-physical that affects the comfort, sense of security and work spirit of employees in carrying out their duties.

According to Manao (2022), the indicators used as a benchmark for the work environment are as follows:

1. Employee relationships are how employees interact with each other both in working together and communicating. If the relationship is good, the working atmosphere will be more comfortable.
2. Noise level is how much noise or noise interference there is in the workplace. High noise can interfere with concentration, while quiet conditions make work more focused.
3. Work rules are rules that apply in the workplace. These rules help create discipline and order.
4. Lighting is the light that is available in the workplace both from lights and sunlight. Adequate lighting makes the job easier and reduces eye fatigue.
5. Air circulation is the flow of air in the workroom. Fresh and smooth air makes employees healthier and more comfortable.
6. Safety is a condition that guarantees employees to avoid danger or risk of work accidents. A safe work environment makes employees more resilient.
7. Workplace decoration is the arrangement, color, and design in the office. Good decoration makes the work atmosphere more attractive, fun, and can increase work morale.

## Employee Performance

Employee performance is the result of the work accomplished by an individual according to his or her role or duties in an organization at a certain period. Performance measurement is based on values or standards that have been set by the organization (Marta et al. 2025). Employee performance is the foundation for understanding and evaluating individual performance in the organizational environment. This concept includes an assessment of the extent to which employees contribute and achieve achievements in supporting the achievement of organizational goals, as well as their ability to carry out predetermined tasks and responsibilities (Lestari, 2023). Employee performance is the result of work produced or shown by employees in accordance with instructions, functions, and tasks based on knowledge, attitudes, and skills in carrying out applicable work (Nurhayati et al. 2020). Performance also includes the results achieved by a person, both quality and quantity in an organization according to the responsibilities given to them (Banne et al. 2023). Based on these definitions, the author concludes that employee performance is the level of success of

employees in carrying out their duties and responsibilities in accordance with the standards that have been set by the organization to achieve predetermined goals.

According to Mathis & Jackson (2018) employee criteria can differ depending on the type of work performed. However, there are some common measures that are often used to assess performance, namely:

1. Quantity of Output how much work an employee can complete in a given time.
2. Quality of Output how well the work is produced, measured by its accuracy, neatness, and suitability.
3. Timeliness of Output how quickly an employee completes their work within the specified timeframe.
4. Presence/Attendance on the Job how diligently and disciplined an employee is in carrying out their duties.
5. *Efficiency of Work Completed* how well an employee uses time and resources to complete their work.
6. Effectiveness of Work Completed the extent to which the work accomplished achieves the expected goals.

### Conceptual Framework

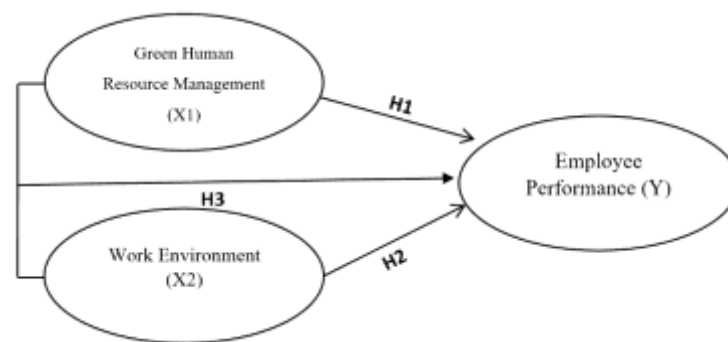


Figure 1. Conceptual Framework

### Hypothesis

H<sub>1</sub> : It is suspected that Green Human Resource Management (X1) has an influence on Employee Performance (Y) at the Palopo City Environmental Service..

H<sub>2</sub> : It is suspected that the Work Environment (X2) has an influence on Employee Performance (Y) at the Palopo City Environmental Service.

H<sub>3</sub>: It is suspected that Green Human Resource Management (X1) and Work Environment (X2) have a simultaneous influence on Employee Performance (Y) at the Palopo City Environmental Service.

### Research Method

Research method section contains research design, population and sample, measurement, data collection techniques, research models, and data analysis techniques. Explanation about the theory used shall not be included in this section. Authors are requested to avoid giving too lengthy or too detailed explanation about the concepts and terms used as part of research method. All mathematical or statistical formulas must be written using equation feature.

For qualitative research, hypotheses formulation may not be necessary. Instead, the author who uses qualitative approach is requested to explain the theory in use to build research instrument and discuss the research result

The type of research used is quantitative research with an associative approach (Explanatory Research). This research was conducted at the Palopo City Environmental Service, located at Jl. Samiun No. 6, Amasangan, South Wara District. The population of this study included 143 employees. The sample size was determined using the Slovin formula with a 10% error tolerance, resulting in 59 respondents.

The data used consisted of primary data obtained from a questionnaire distributed using a 1-5-point Likert scale, secondary data taken from previous research, relevant journals and articles, and interviews conducted to obtain additional information. Instrument testing included validity testing using the Pearson Product Moment method and reliability testing using Cronbach's Alpha. Data analysis was conducted using SPSS, including descriptive analysis to describe the characteristics of respondents and multiple linear regression analysis with the equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

Description:

Y = Employee Performance

X<sub>1</sub> = Green Human Resource Management

X<sub>2</sub> = Work Environment

β<sub>1</sub>, β<sub>2</sub> = Regression coefficient (the magnitude of the influence of X on Y)

α = Constant (the value of Y when X<sub>1</sub> and X<sub>2</sub> = 0)

e = Error (other factors outside the model)

Hypothesis testing is conducted using a t-test for partial effects, an f-test for simultaneous effects, and the coefficient of determination (R<sup>2</sup>) to determine the magnitude of the influence of the independent variables on the dependent variable.

## Result and Discussion

### Respondent Characteristics

Table 1. Respondent Identification

| Characteristics  | Category  | Frekuensi | Persentase |
|------------------|-----------|-----------|------------|
| Gender           | Man       | 34        | 58%        |
|                  | Woman     | 25        | 42%        |
|                  | Total     | 59        | 100%       |
| Age              | 20-30 yrs | 15        | 25%        |
|                  | 31-40 yrs | 29        | 50%        |
|                  | > 41 yrs  | 15        | 25%        |
|                  | Total     | 59        | 100%       |
| Years of Service | 1-3 yrs   | 15        | 25%        |
|                  | 4-6 yrs   | 19        | 32%        |
|                  | >6 yrs    | 25        | 43%        |
|                  | Total     | 59        | 100%       |

Source: SPSS Output Data Processing, 2025

Based on Table 1 above, the majority of respondents consisted of 34 men (58%) and 25 women (42%). The 31-40 age group constituted the largest group, with 29 people (50%). This indicates that some employees are of productive age. Meanwhile, those with more

than 6 years of service constituted the largest group, with 25 people (43%), indicating that most employees have considerable work experience.

### Validity Test

Table 2. Validity Test Result

| Variable                        | Indicator | r count | r table<br>(df = 57) | Sig.  | Description |
|---------------------------------|-----------|---------|----------------------|-------|-------------|
| Green Human Resource Management | GHRM1     | 0,759   | 0,256                | 0,000 | Valid       |
|                                 | GHRM2     | 0,816   | 0,256                | 0,000 | Valid       |
|                                 | GHRM3     | 0,539   | 0,256                | 0,000 | Valid       |
|                                 | GHRM4     | 0,540   | 0,256                | 0,000 | Valid       |
|                                 | GHRM5     | 0,834   | 0,256                | 0,000 | Valid       |
|                                 | GHRM6     | 0,859   | 0,256                | 0,000 | Valid       |
|                                 | GHRM7     | 0,889   | 0,256                | 0,000 | Valid       |
|                                 | GHRM8     | 0,861   | 0,256                | 0,000 | Valid       |
| Work Environment (X2)           | LK1       | 0,822   | 0,256                | 0,000 | Valid       |
|                                 | LK2       | 0,844   | 0,256                | 0,000 | Valid       |
|                                 | LK3       | 0,645   | 0,256                | 0,000 | Valid       |
|                                 | LK4       | 0,776   | 0,256                | 0,000 | Valid       |
|                                 | LK5       | 0,633   | 0,256                | 0,000 | Valid       |
|                                 | LK6       | 0,856   | 0,256                | 0,000 | Valid       |
|                                 | LK7       | 0,712   | 0,256                | 0,000 | Valid       |
| Employee Performance (Y)        | KP1       | 0,890   | 0,256                | 0,000 | Valid       |
|                                 | KP2       | 0,929   | 0,256                | 0,000 | Valid       |
|                                 | KP3       | 0,502   | 0,256                | 0,000 | Valid       |
|                                 | KP4       | 0,794   | 0,256                | 0,000 | Valid       |
|                                 | KP5       | 0,897   | 0,256                | 0,000 | Valid       |
|                                 | KP6       | 0,912   | 0,256                | 0,000 | Valid       |

Source: SPSS Output Data Processing, 2025

Based on table 2 presented above, the validity test results show that all items in the Green Human Resource Management (X1), Work Environment (X2) and Employee Performance (Y) variables are considered valid because the calculated R value is  $> R$  table (0,256) and the significance is  $< 0.05$ . The assessment criteria use a degree of freedom (df) =  $n - 2$ , with a sample size of 59 respondents, resulting in  $df = 57$  and an R table value of 0.256. Statement items are declared valid if the calculated R value is  $> R$  table and the significance value is below 0,05. Based on these results, all statement items in the research instrument are declared valid.

### Reliability Test

Table 3. Reliability Test Result

| Variable                        | Cronbah's alpha | Role of thumb | Description |
|---------------------------------|-----------------|---------------|-------------|
| Green Human Resource Management | 0,902           | 0,60          | Reliabel    |
| Work Environment                | 0,877           | 0,60          | Reliabel    |
| Employee Performance            | 0,905           | 0,60          | Reliabel    |

Source: SPSS Output Data Processing, 2025

The table shows that all variables obtained a Cronbach's Alpha value > 0.60, thus being considered reliable. Therefore, all research variables have good reliability because the Cronbach's Alpha value exceeds 0,60.

### Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Test Results

| Model |                                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|-------|--------------------------------------|-----------------------------|------------|---------------------------|-------|-------|
|       |                                      | B                           | Std. Error | Beta                      |       |       |
| 1     | (Constant)                           | 8,643                       | 3,500      | -                         | 2,470 | 0,017 |
|       | Green Human Resource Management (X1) | 0,403                       | 0,112      | 0,523                     | 3,587 | 0,001 |
|       | Work Environment (X2)                | 0,132                       | 0,149      | 0,129                     | 0,883 | 0,381 |

Source: SPSS Output Data Processing, 2025

The resulting regression equation is:

$$Y = 8,643 + 0,403 X_1 + 0,132 X_2 + e$$

From this equation, it can be explained that:

1. The constant (a) of 8,643 indicates that if both the Green Human Resource Management (X<sub>1</sub>) and Work Environment (X<sub>2</sub>) variables are equal to zero, then Employee Performance (Y) will increase by 8,643 unit.
2. The Green Human Resource Management regression coefficient (b<sub>1</sub>) of 0,403 indicates that a one-unit increase in the Green Human Resource Management variable will result in a 0,403 increase in Employee Performance.
3. The Work Environment regression coefficient (b<sub>2</sub>) of 0,132 indicates that every one-unit increase in the Work Environment variable will result in a 0,132 increase in Employee Performance.

Therefore, it can be concluded that the Green Human Resource Management variable (X<sub>1</sub>) has a positive and significant impact on employee performance and the Work Environment variable (X<sub>2</sub>) also has a positive but not significant impact on employee performance at the Palopo City Environmental Service.

### T Test (Partial)

Table 5. T Test Results

| Model |                                      | Unstandardized Coefficients |            | Standardized Coefficients | t     | t tabel | Sig.  |
|-------|--------------------------------------|-----------------------------|------------|---------------------------|-------|---------|-------|
|       |                                      | B                           | Std. Error | Beta                      |       |         |       |
| 1     | (Constant)                           | 8,643                       | 3,500      | -                         | 2,470 | -       | 0,017 |
|       | Green Human Resource Management (X1) | 0,403                       | 0,112      | 0,523                     | 3,587 | 1,673   | 0,001 |
|       | Work Environment (X2)                | 0,132                       | 0,149      | 0,129                     | 0,883 | 1,673   | 0,381 |

Source: SPSS Output Data Processing, 2025

Based on the table above, it can be explained that:

1. The calculated T value for the Green Human Resource Management (X<sub>1</sub>) variable is 3,587, greater than the T table value of 1,673, with a significance level of 0.001, less than 0.05.

- Therefore, it can be concluded that Green Human Resource Management (X1) has a significant impact on Employee Performance (Y) at the Palopo City Environmental Service.
2. The calculated T value for the Work Environment (X2) variable is 0,883, less than the T table value of 1,673, with a significance level of 0,381, greater than 0,05. This means that the work environment does not have a significant effect on employee performance (Y). However, the effect remains positive because the coefficient (B) value of 0,132 is greater than 0. This means that a comfortable and supportive work environment can improve employee performance, but this effect is not yet strong enough to be statistically significant.

### *F Test (Simultaneous)*

Table 6. F Test Results

| model        | Sum of Squares | df | Mean Square | F      | Sig.               |
|--------------|----------------|----|-------------|--------|--------------------|
| 1 Regression | 171,396        | 2  | 85,698      | 17,378 | 0,000 <sup>b</sup> |
| Residual     | 276,164        | 56 | 4,931       |        |                    |
| Total        | 447,559        | 58 |             |        |                    |

Source: SPSS Output Data Processing, 2025

Referring to the table above, the F count value (17,378) is greater than F table (3,162) with a significance level of 0,000 less than 0,05 so it can be concluded that Green Human Resource Management (X1) and Work Environment (X2) simultaneously have a significant effect on Employee Performance (Y) at the Palopo City Environmental Service.

### *Coefficient of Determination Test*

Table 7. Results of the Coefficient of Determination Test

| Model | R                  | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|--------------------|----------|-------------------|----------------------------|
| 1     | 0,619 <sup>a</sup> | 0,383    | 0,361             | 2,221                      |

Source: SPSS Output Data Processing, 2025

In the table above, the coefficient of determination test is used to assess the extent to which the Green Human Resource Management (X1) and Work Environment (X2) variables are able to explain changes that occur in Employee Performance (Y). According to the results of SPSS, the Adjusted R Square value reached 0,361 or (36,1%), indicating that the two variables studied influenced employee performance by 36,1%, while the remaining (63,9%) was influenced by other factors not analyzed in this study.

### *Discussion*

#### The Impact of Green Human Resource Management on Employee Performance

Based on the t-test analysis, the calculated t-value was 3,587 with a significance level of  $0,001 < 0,05$ , indicating that Green Human Resource Management has a positive and significant impact on employee performance at the Palopo City Environmental Agency. In other words, the better the implementation of GHRM within the agency, the higher the employee performance.

These results align with several previous studies, such as those conducted by (Ali et al. 2024; Arviansyah et al. 2025; Faiqurrohman et al. 2024), which show that GHRM can increase

employee motivation, productivity, and work effectiveness by cultivating environmentally friendly behaviors. The application of GHRM principles helps employees understand the importance of sustainability and fosters commitment to performing their duties more optimally. Theoretically, these results can be explained using the Resource-Based View (RBV) approach, which posits that strategic human resource management provides a competitive advantage for an organization. The implementation of GHRM supports the formation of environmentally conscious work behaviors, increases employee engagement, and strengthens commitment to the organization. In the context of local government agencies such as the Palopo City Environmental Agency, the implementation of GHRM is becoming increasingly important because it aligns with the organization's duties and functions, which focus on environmental sustainability. Thus, GHRM not only improves individual performance but also strengthens the alignment of values between the organization and its employees.

#### The Influence of Work Environment on Employee Performance

The t-test results indicate that the Work Environment variable (X2) has a calculated t-value of 0,883, with a significance level of  $0,381 > 0,05$ . The regression coefficient (B) for the work environment variable is 0,132, which is greater than 0, indicating that any improvement in the work environment tends to be followed by an increase in employee performance. This means that the work environment has a positive but insignificant influence on employee performance. Conceptually, the results of this study can be understood through the characteristics of public sector organizations, which have relatively stable, procedural, and regulatory work systems. In local government agencies such as the Palopo City Environmental Agency, operational standards and task allocation have been formally established, so employee performance is more influenced by policy, leadership, and managerial systems than by the physical factors of the work environment.

This finding does not fully align with research by (Yunus et al. 2025) and (Ahmad et al. 2022), which states that a supportive work environment can improve employee motivation and performance. However, the results of this study align with findings (Kumala et al. 2024) that suggest that in some organizations, the work environment does not significantly impact employee performance, although its influence remains positive. This may be because employee performance is more influenced by other factors such as motivation, sense of responsibility, and commitment to the task. Furthermore, the environment in government agencies is generally stable and uniform, so its impact on performance is not significant. Therefore, while the work environment plays a significant role in creating a sense of security for employees, its impact on improving performance is not significant in the context of government agencies.

#### The Simultaneous Effect of Green Human Resource Management and Work Environment on Employee Performance

The F-analysis results showed a calculated F-value of  $17.378 > F\text{-table } 3.162$ , with a significance value of  $0.000 < 0.05$ . These results indicate that Green Human Resource Management and the work environment, together, have a significant impact on employee performance. This means that although the work environment is not partially significant, when combined with GHRM, both variables contribute positively to improved performance. The Adjusted  $R^2$  value of 0.361 indicates that 36.1% of the variation in employee performance can be explained by these two variables, while the remaining 63.9% is influenced by other factors not analyzed in this study.

These findings indicate that effective GHRM implementation and a supportive work environment can complement each other in improving employee performance. This is consistent with the findings of (Trang 2025) and (Rahmadani et al. 2025), who stated that GHRM and a positive work environment can encourage positive behavior and improve overall performance. Overall, these findings underscore the importance of an environmentally friendly HR management approach in the context of government agencies, particularly the Palopo City Environmental Agency. The simultaneous implementation of GHRM and a supportive work environment significantly improves employee performance while supporting efforts to achieve sustainable environmental management.

### **Conclusion**

Based on the data analysis and discussion of the research entitled "The Influence of Green Human Resource Management and the Work Environment on Employee Performance at the Palopo City Environmental Agency," it can be concluded that Green Human Resource Management has a positive and significant impact on employee performance. The better the implementation of Green Human Resource Management practices, the higher the employee's work output. Consequently, agencies need to pay attention to Green Human Resource Management practices, as they have been shown to be a significant factor in improving performance. Furthermore, the work environment also has a positive, albeit insignificant, impact on employee performance. In other words, a good work environment does provide a positive boost to performance, but its influence is not strong enough to produce significant performance improvements. Consequently, improving the work environment is still necessary but should not be the primary driver of performance. Collectively, Green Human Resource Management and the Work Environment have a positive and significant impact on employee performance, so their simultaneous implementation can drive performance improvement within the agency. Consequently, the combined implementation of these two aspects can support performance improvement, and agencies need to manage them in an integrated manner.

### **Recommendations**

The Palopo City Environmental Agency is recommended to strengthen the implementation of GHRM through training, development programs, and awards for employees who demonstrate environmentally friendly behavior, given that GHRM has been shown to significantly impact performance. Agency leaders also need to improve the quality of the work environment, particularly aspects of comfort, safety, and employee relations, although the effects are not significant because the work environment still provides positive incentives for performance. Furthermore, future research could add other variables such as motivation, job satisfaction, and organizational commitment to broaden the understanding of the factors influencing employee performance.

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