

# Improve Employee Productivity by Applying Green Human Resources Management and Increasing Employee Job Satisfaction

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**Abstract.** This research aims to analyze the impact of applying green human resources management and increasing employee job satisfaction improving employee productivity. The research was conducted at the Institute for Development of Applied Nuclear Science and Technology with the employees as the research subject. The data used in this research are primary in form of a questionnaire and secondary data obtained from various scientific literature such as academic journals, digital books, and various documents from the organization. Multiple Linear Regression was used to analyze the respondents' answers with a total of 134 employees, and the hypotheses were tested using the t-test and f-test. The result shows that employee productivity was simultaneously positively and significantly affected by green human resources management and employee job satisfaction. Employee productivity was partially positively and significantly affected by green human resources management and employee job satisfaction, which means that employee productivity will improve by implementing the green human resources management and increasing employee job satisfaction. This research is expected to impact the improvement of employee productivity by implementing green human resources management to increase employee job satisfaction.

**Keywords:** Green Human Resources Management, Employee Job Satisfaction, Employee Productivity, Applied Nuclear Science and Technology

## 1. Introduction

Currently, many socialization activities regarding various knowledge for the community have been carried out by several organizations and bodies formed by the government to add insight and knowledge for the progress of Indonesia. In view of this, a work unit was formed which was under and directly responsible to the Deputy for Nuclear Science and Technology Application based on the Regulation of the Head of the National Nuclear Energy Agency, one of which was the institute for the development of applied nuclear science and technology in Bandung, this institution is tasked with carrying out government tasks in the field of research; development; and use of nuclear power. It can be said that in its technological readiness, the Institute for the Development of Applied Nuclear Science and Technology is directed to be able to contribute to improving the quality of nuclear science and technology [1]. Nuclear itself is a technology that involves reactions from atomic nuclei that can use and destroy. Therefore the Institute for the Development of Applied Nuclear Science and Technology requires technology with high safety standards so that in its science and technology activities it can take part in maintaining and creating

environmentally friendly technology for people's welfare and communities around the Bandung nuclear area. This will have an impact on national industrial quality standards accompanied by an increase in infrastructure and the role of its human resources. Human resources are the main source, of organizational assets, as an organizational driver, [2]human resources are defined as a strategy for designing, implementing and maintaining, and managing people for optimal business performance including development policies and processes to support the strategies that have been made. Therefore, superior human resources or employees can support organizational strategy. Organizations must manage human resources or their employees so that they continue to contribute and work well, in order to be able to support nuclear science and technology activities at the Institute for the Development of Applied Nuclear Science and Technology. Organizations must manage human resources or their employees so that they continue to contribute and work well, in order to be able to support nuclear science and technology activities at the Institute for the Development of Applied Nuclear Science and Technology.

One way is to increase the productivity of employees in the organization. Employee productivity is defined as an assessment of the value generated by individual employees in a certain period of time [3]. Productivity has a direct correlation with business results (both short-term and long-term) and without this correlation, an activity cannot be seen as productive. High or low productivity depends on the company's internal averages and where employees, teams, and departments are positioned according to these predetermined baselines. The success of the whole organization is related to the productivity of an efficient and effective workforce. Regardless of the business opportunity, investment, or strategic direction, a company takes execution and innovation on the ground depending on the people in the company. That's why companies are eager to increase employee productivity and help them do better in the workplace. The concept of employee productivity can vary widely, depending on the nature of a company's business and its organizational structure [3]. Employee productivity refers to the ability of employees to produce output within a certain time. This concept is very important for the sustainability of the company because high productivity can increase operational efficiency, reduce costs, and improve overall company performance. To increase employee productivity, companies can provide training and development, provide appropriate incentives, ensure a safe and healthy work environment, and ensure that employees have sufficient resources to complete their tasks effectively and efficiently.

Employee productivity can be increased through various organizational factors, including green human resource management. The responsibility of a company to protect the environment has attracted a lot of attention [4], to act in an environmentally responsible manner, more and more companies are demonstrating their commitment to "green management" by engaging in environmentally friendly activities. Investing human capital in environmental practices does not generally create short-term returns [5]. Green human resource management is an approach to human resource management that focuses on sustainable and environmentally friendly practices, with the aim of minimizing an organization's negative impact on the environment and maximizing long-term economic, social, and environmental benefits. Green human resource management practices include the recruitment and selection of competent and environmentally conscious employees, employee training and development that focuses on green skills, promotion of outstanding employees who uphold sustainable values, and performance management that considers the environmental impact of each employee's actions. Good green human resource management can increase employee productivity by promoting environmentally friendly practices in the workplace. This can create a healthier and safer work environment, increase employee motivation, reduce absenteeism and work stress, and improve the company's image in the eyes of the public. In addition, green human resource management can also help reduce operational costs and increase efficiency, which can positively impact company profits. Interest in green human resource management has increased in the last decade, with recognition as one possible strategy for green management practices that companies can adopt that can reduce their environmental "footprint" and make businesses more sustainable [6]. According to previous research

studies which states that if an organization can demonstrate evidence of how green human resource management practices can help achieve socially desirable “green goals” and provide co-benefits such as cost control, employee productivity, or talent acquisition, then by implementing green human capital can be an indicator to increase employee productivity [7].

In addition to implementing green human resource management, employee productivity can be increased through increased employee job satisfaction. Employee job satisfaction can be seen from the employee's own perception of the balance of workload, besides that the comparison of workload with colleagues and the alignment of employee roles affects their perception of employee job satisfaction, while the strength of the organization's staff affects the balance of employee workload [8]. Employee job satisfaction can also be interpreted as emotional, psychological, and physical conditions in which employees feel satisfied or dissatisfied with their jobs [9]. Job satisfaction can be influenced by various factors, such as working conditions, salary, recognition, work environment, career development opportunities, management support, and working relationships with colleagues and superiors can influence job satisfaction. High job satisfaction can increase employee motivation, performance, and retention, while low job satisfaction can lead to a decrease in motivation, productivity, and quality of work, as well as increase employee turnover. In other words, employee job satisfaction is also an overall evaluation of one's job preferences [10]. Employee job satisfaction is important for increasing employee productivity because employees who are satisfied with their jobs tend to be more motivated and passionate about carrying out their duties. Employees who are satisfied with their jobs also tend to be more focused, more creative, and more likely to work more efficiently and effectively. Conversely, employees who are dissatisfied with their jobs tend to be less motivated and less enthusiastic about carrying out their tasks, which can result in reduced productivity. Therefore, it is important for companies to pay attention to the factors that affect employee job satisfaction and take action to increase job satisfaction, to increase employee productivity, and performance. According to previous research studies, job-related stress is an important factor in job satisfaction [11]. When it functions as a motivator, work-related stress generates creativity and satisfaction and consequently dispels boredom and worldliness. Stress causes aggression and low job satisfaction when it functions as a negative factor, which is why this study supports the fact that employee satisfaction directly affects employee productivity. It is believed that there is a causal relationship between employee satisfaction and employee productivity. It answers the question of why organizations try to increase the satisfaction of their employees in various ways. Then, previous research whose results suggest that products, tools, processes, and policies can help increase productivity when implementing green human resource management practices and employee job satisfaction [12].

Based on the background of the problem, the main problems encountered in this study are how employee productivity, green human resource management, and employee job satisfaction at the Institute for the Development of Applied Nuclear Science and Technology; Is employee productivity partially affected by green human resource management at the Institute for Development of Applied Nuclear Science and Technology; Is employee productivity partially affected by employee job satisfaction at the Institute for Development of Applied Nuclear Science and Technology; and whether employee productivity is affected by green human resource management and employee job satisfaction at the Institute for Development of Applied Nuclear Science and Technology simultaneously.

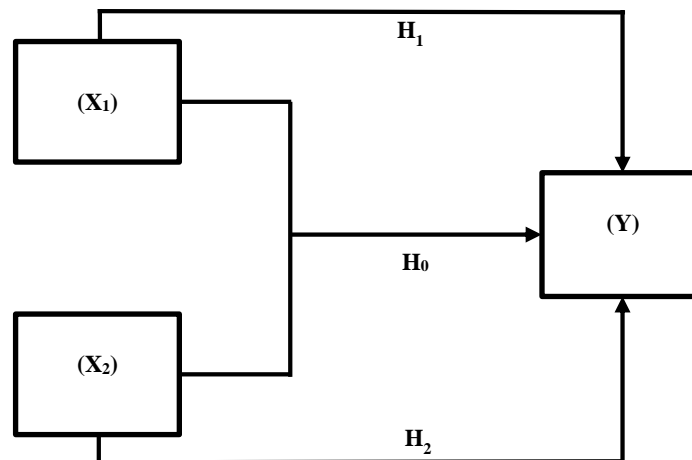
The main hypothesis obtained from this study is that employee productivity at the Institute for Development of Applied Nuclear Science and Technology is influenced by green human resource management and employee job satisfaction simultaneously, and the sub-hypothesis obtained from this research is employee productivity at Institute for Development of Applied Nuclear Science and Technology is partially influenced by green human resource management and employee productivity at the Institute for Development of Applied Nuclear Science and Technology is partially influenced by employee job satisfaction. This study aims to analyze the increase in employee productivity can be influenced by the

application of green human resources management and increased employee job satisfaction at the Institute for Development of Applied Nuclear Science and Technology partially or simultaneously.

## 2. Methodology

This research applied descriptive and verification methods with a quantitative approach. The descriptive analysis method was used to explain the variables of employee productivity, green human resource management, and employee job satisfaction, then a verification analysis was used to test employee productivity which is influenced by green human resource management and employee job satisfaction partially or simultaneously. The sample collection method used in this study was non-probability sampling with a saturated sampling technique (census), namely the entire population of employees at the Institute for the Development of Applied Nuclear Science and Technology as many as 134 respondents. Data obtained through interviews and questionnaires by testing the validity and reliability were processed using *Statistical Product and Service Solution (SPSS v.21) software*. This study uses the classical assumption test which consists of a normality test, multicollinearity test, and heteroscedasticity test as well as multiple linear regression analysis. Subsequent tests used partial and simultaneous correlation tests, partial and simultaneous determination tests, partial hypothesis testing (t-test), and simultaneous (F test).

Based on the literature review and studies from previous research, the variables used in this study are employee productivity as the dependent variable (dependent), green human resource management, and employee job satisfaction as independent variables (free). So that the research design formed is shown in Figure 1.



Source: Data processed by the author, 2023

**Figure 1.** Research Design

Based on the research model in Figure 1., the main hypothesis obtained from this study is that employee productivity at the Institute for the Development of Applied Nuclear Science and Technology is influenced by green human resource management and employee job satisfaction simultaneously.

As well as the sub-hypothesis obtained from this study namely productivity employees at the Institute for Development of Applied Nuclear Science and Technology are partially influenced by green human resource management and employee productivity at the Institute for Development of Applied Nuclear Science and Technology is partially influenced by employee job satisfaction.

From the research model shown in Figure 1., the operationalization of research variables in Table 1. is needed to determine the types, indicators, and scales of the variables involved in the research. Which are, so that testing the hypothesis with statistical tools can be done correctly according to the issue of improving employee productivity by applying green human resources management and increasing employee job satisfaction.

**Table 1.** Operationalization Variables of Employee Productivity, Green HRM, and Employee Job Satisfaction

Variable	Concept Variable	Indicator	Measure	Scale	Data Source
<b>Employee Productivity (Y)</b>	“The ability of employees to produce the desired output or work results efficiently and effectively within a certain time”. [13]	Time efficiency	1. Time target rate	<b>O R D I N A L</b>	<b>The employee of the Institute for the Development of Applied Nuclear Science and Technology</b>
		Work Quality	2. Time management level		
			3. Error rate		
		Skill upgrade	4. Consistency level		
			5. Work efficiency level		
		Team collaboration	6. Mastery level		
			7. Communication level		
		Performance measurement Conducive work environment Employee welfare [13]	8. Conflict level		
			9. Delay rate		
			10. Health Level		
			11. Security level		
			12. Comfort level		
			13. Salary increase rate		
			14. Promotion rate		
<b>Green HRM (X<sub>1</sub>)</b>	“An approach to human resource management that aims to integrate environmental sustainability into human resource management practices”. [14]	Employee participation in sustainability programs	1. Number of employees involved	<b>O R D I N A L</b>	<b>The employee of the Institute for the Development of Applied Nuclear Science and Technology</b>
			2. Employee engagement rate		
		Employee sustainability competency	3. The level of ability to implement the principles of sustainability		
			4. Sustainability training participation rate		
		Availability of sustainability information and training	5. Information access level		
			6. Training success rate		
		The effectiveness of the GHRM program	7. Degree of reduction of environmental impact		
			8. Resource saving rate		
		Management involvement and participation	9. Level of management commitment		
			10. Program development participation rate		
		Reducing waste and emissions	11. The rate of reduction of greenhouse gas emissions		
			12. The rate of use of recycled materials		
		Compliance with sustainability standards	13. International standard compliance level		
			14. Level of the fulfillment of sustainability targets		
		Cost reduction	15. Environmental risk cost reduction rate		
			16. Reputation fee reduction rate		

<b>Employee Job Satisfaction (X<sub>2</sub>)</b>	“A condition in which an employee feels satisfied and happy with his job and work environment. An employee who is satisfied with his job will feel happy and stimulated to do his job well”. [15]	Salary and incentives	1. Salary and incentive match sticks 2. Salary evaluation rates and incentives	<b>O R D I N A L</b>	<b>The employee of the Institute for the Development of Applied Nuclear Science and Technology</b>
		Work environment	3. Comfort level 4. Work facility level		
		Career and skill development opportunities	5. Level of learning opportunities 6. Level of development training program		
		Work culture	7. Inclusive policy level 8. The degree of diversity within the team		
		Task clarity	9. The level of clarity of work goals 10. Level of job responsibility		
		[15]			

Source: Data processed by the author, 2023

### 3. Results and Discussion

There is secondary (supporting) data obtained from the Sub-Division of Letters, Personnel, and Scientific Documentation at the Institute for the Development of Applied Nuclear Science and Technology, as material for literature study which provides information related to the phenomena studied which are presented in Table 2.

**Table 2.** Number of Employees of the Institute for the Development of Applied Nuclear Science and Technology

Period	Number of Employees
Quarter I	147
Quarter II	141
Quarter III	141
Quarter IV	134

Source: Employee data, 2022

**Table 3.** List of Employees in the Administrative Section of the Institute for the Development of Applied Nuclear Science and Technology (2022)

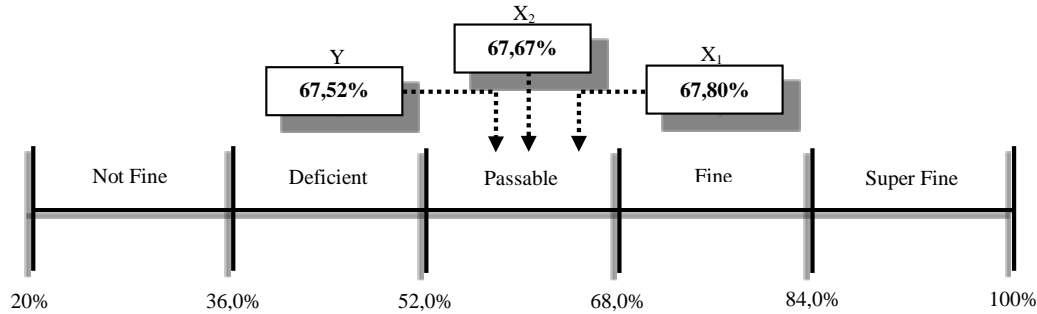
No.	Position	Employee
1	Administration Section	21
2	Field of Technophysics	21
3	Field of Signed Compounds and Radiometry	31
4	Reactor Field	19
5	K3 field	28
6	Nuclear Safeguard Unit	11
7	Quality Assurance Unit	3
<b>Total Employees</b>		<b>134</b>

Source: Employee data, 2022

From the problems identified, there are characteristics of respondents based on gender, age, education, marital status, employment status, and length of service. Then, based on the results of the questionnaire from 134 respondents, the results of the recapitulation of respondents' responses regarding the variables employee productivity, green human resources management, and employee job satisfaction are shown.

### Recapitulation of Respondents' Responses regarding Employee Productivity (Y), Green HRM (X<sub>1</sub>), and Employee Job Satisfaction (X<sub>2</sub>)

Figure 2 shows the results of the recapitulation of respondents' responses regarding employee productivity, green human resource management, and employee job satisfaction which are presented in the form of a continuum line.



Source: Data processed by the author, 2023

**Figure 2.** Employee Productivity (Y),  
Green HRM (X<sub>1</sub>), and Employee Job Satisfaction (X<sub>2</sub>) Continuum Line

Based on the results of the research in Figure 2., it is obtained that the percentage of the five indicators of employee productivity variables is the highest, namely the Time Efficiency indicator of 67.52%, and based on the continuum line is in the high category. Then, the percentage of the eight Green Human Resource Management variable indicators obtained from the highest, namely the Cost Reduction indicator of 67.80%, and based on the continuum line is in the high category. Also, the percentage of the five indicators of employee job satisfaction variables obtained from the highest, namely the Clarity of Tasks indicator of 67.67%; and based on the continuum line is in the high category.

### Multiple Linear Regression Analysis

There are multiple linear regression analysis test results shown in Table 4.

**Table 4.** Multiple Correlation Coefficient

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 <sup>a</sup>	.652	.647	2,393564

a. Predictors: (Constant), Job Satisfaction Employee (X<sub>2</sub>), Green HRM (X<sub>1</sub>)

b. Dependent Variable: Employee Productivity (Y)

Source: Data processed by the author, 2023

The results of the multiple linear regression analysis test in Table 4. show that the R-value is 0.808, where the relationship between employee productivity, green human resource management, and employee job satisfaction is quite strong. Likewise, the *R Square* value of 0.652 indicates that green human resource management and employee job satisfaction have a simultaneous effect on employee productivity by 0.652 or 65.2%, while the remaining 34.8% is influenced by other external variables not examined, namely performance employee. The R Square value of 65.2% indicates that the variables of green human resource management and employee job satisfaction are still strong in influencing employee productivity.

Then, shown in Table 5. the results of multiple linear regression analysis obtained from this study.

**Table 5.** Multiple Regression Coefficient

Model		Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.
		Unstandardized Coefficients				
		B	Std. Error	Beta		
1	(Constant)	5,171	1,905		2,715	,008
	Green HRM (X <sub>1</sub> )	,333	,038	,497	8,728	,000
	Job Satisfaction Employee (X <sub>2</sub> )	,545	,067	,459	8,068	,000

a. Dependent Variable: Employee Productivity (Y)

Source: Data processed by the author, 2023

The results of the multiple regression coefficient test in Table 5. show that based on a constant value of 5.171, it means that if the variable green human resource management and employee job satisfaction is 0 (zero) or there is no change, then it is predicted that the employee productivity variable will have a value of 5.171. Then, green human resource management of 0.333 means that if green human resource management increases by 1 or gets better, it is predicted that employee productivity will increase by 0.333. As well as, employee job satisfaction of 0.545 means that if employee job satisfaction increases by 1, it is predicted that employee productivity will increase by 0.545. Thus, it can be predicted that the better the green human resource management and employee job satisfaction, the better the employee productivity at the Institute for the Development of Applied Nuclear Science and Technology.

### Partial Hypothesis Testing (t-test)

There is also a partial hypothesis test (t-test) shown in table 5, which can be explained that the results of the partial hypothesis test (t) are shown by the  $t_{\text{count}}$  value for each green human resource management variable of 8.728 and employee job satisfaction of 9.068 and the Sig. of 0.000; then  $t_{\text{count}} > t_{\text{table}}$  green human resource management ( $8.728 > 1.978$ ), employee job satisfaction ( $9.068 > 1.978$ ) and Sig.  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted, meaning that partially the increase in employee productivity is significantly influenced by green human resource management and employee job satisfaction at the Institute for the Development of Applied Nuclear Science and Technology.

This means that implementing green human resource management is important and has an impact on increasing employee productivity, the impact is increasing employee health and welfare, because companies pay more attention to occupational health and safety, as well as a comfortable work environment; increased employee motivation and loyalty, because they feel they work in a company that pays attention to environmental and sustainability aspects; increased creativity and innovation, as the company encourages employees to develop continuous ideas and innovations; as well as increased operational efficiency because green human resource management often leads companies to make energy efficiency, waste reduction, and more efficient use of raw materials. This is in accordance with previous research which states that green human resource management has a positive and significant effect on employee productivity partially [7].

Then, increasing employee job satisfaction is important and has an impact on employee productivity at the Institute for the Development of Applied Nuclear Science and Technology, the impact is increasing employee motivation and commitment to the company, so that employees are more enthusiastic and more focused on doing their work; increased employee involvement in their work, so that employees are more engaged and participate more in increasing company productivity; increased quality of work, because employees who are satisfied with their jobs tend to be more enthusiastic and more conscientious in carrying out their tasks; increasing employee loyalty so that companies can retain employees who have the competence and skills needed to increase productivity; as well as increased operational efficiency, as employees who are satisfied with their jobs tend to be more innovative and more efficient in completing

their tasks. This is in accordance with previous research stated that employee job satisfaction has a positive and significant effect on employee productivity partially [11].

### Simultaneous Hypothesis Testing (Test F)

There is also simultaneous hypothesis testing (Test F) which is shown in Table 6.

**Table 6.** Test of Significance (Test F)

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1407,870	2	703,935	122,869	,000 <sup>b</sup>
	Residual	750,518	131	5,729		
	Total	2158,388	133			

a. Dependent Variable: Employee Productivity (Y)

b. Predictors: (Constant), Job Satisfaction Employee (X<sub>2</sub>), Green HRM (X<sub>1</sub>)

Source: Data processed by the author, 2023

The results of simultaneous hypothesis testing (F) in Table 6. are shown by the  $F_{\text{count}}$  value of 122.869 with a Sig value. of 0.000; then  $F_{\text{count}} > F_{\text{table}}$  ( $122.869 > 3.065$ ) and the value of Sig.  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_1$  is accepted, meaning that simultaneously the increase in employee productivity is significantly influenced by green human resource management and employee job satisfaction at the Institute for the Development of Applied Nuclear Science and Technology. This means that fulfilling green human resource management and increasing employee job satisfaction is important, as well as impacting employee productivity.

These impacts are increasing the health and welfare of employees so that employees feel comfortable and healthy in their work environment, this can increase employee job satisfaction and prevent unexpected work absences; increase employee motivation and commitment to the company, because the company pays attention to sustainability and employees feel involved in protecting the environment, this can increase job satisfaction and employee productivity; increased creativity and innovation, because the company encourages employees to develop sustainable ideas and innovations, this can increase job satisfaction and employee productivity; as well as increased operational efficiency, because green human resource management often directs companies to carry out energy efficiency, waste reduction, and more efficient use of raw materials, this can increase employee productivity and also minimize company costs.

This is in accordance with previous research which states that green human resource management and employee job satisfaction have a positive and significant effect on employee productivity simultaneously [12]. Which, the implementation of green human resource management and increasing employee job satisfaction can have a positive impact on increasing employee productivity, this will benefit the company in the long run because increased productivity can increase company profits and competitiveness.

## 4. Conclusion

Increasing employee productivity is significantly influenced by green human resource management and employee job satisfaction at the Institute for Development of Applied Nuclear Science and Technology simultaneously. Based on the results obtained, it is clear that implementing green human resource management and increasing employee job satisfaction is important, as well as having an impact on increasing employee productivity, namely by increasing employee health and welfare, so that employees feel comfortable and healthy in their work environment, this is can increase employee job satisfaction and prevent unexpected work absences; increase employee motivation and commitment to the company, because the company pays attention to sustainability and employees feel involved in protecting the environment, this can increase job satisfaction and employee productivity; increased creativity and innovation, because the company encourages employees to develop sustainable ideas and innovations, this

can increase job satisfaction and employee productivity; as well as increased operational efficiency, because green human resource management often directs companies to carry out energy efficiency, waste reduction, and more efficient use of raw materials, this can increase employee productivity and also minimize company costs. It is hoped that this research can create a sustainable and environmentally friendly corporate culture.

Companies need to educate employees about the benefits of green human resources and make the work environment a safe and healthy place; provide training and development to employees on the principles of green human resource management and sustainability. This will help employees understand the importance of protecting the environment and be able to apply it in their work; building reward and incentive systems that can motivate employees to participate in sustainable initiatives and create a better work environment; take concrete actions to increase employee job satisfaction, such as providing career opportunities and skills development, providing fair rewards, and paying attention to employee health and welfare; as well as evaluating green human resource initiatives and employee job satisfaction on a regular basis, so that continuous improvements and improvements can be made. By implementing these suggestions, organizations can create a sustainable and environmentally friendly work environment, as well as increase employee job satisfaction which can have a positive impact on employee productivity.

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