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Correspondence*:

grace.sitompul@unai.edu

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The Influence of Green Human Resource Management and Job Training on Employee Work Productivity with Work Motivation as a Mediating Variable at PT Astronacci International

Mila Oktavia Sirait¹, Grace Orlyn Sitompul^{1*}, Judith Tagal Gallena Sinaga¹

¹Universitas Advent Indonesia, Indonesia

Abstract

This study investigates the influence of Green Human Resource Management and job training on employee work productivity, with work motivation as a mediating variable. The sampling technique was based on Cohen's table, and from a population of 107, a total of 82 respondents were selected according to the table's provisions. To test the hypotheses, the Partial Least Squares (PLS) method was employed in this research. The results show that Green Human Resource Management has a positive and significant contribution to increasing employee work motivation. Moreover, it also has a significant and positive effect on employee work productivity. Work motivation, in turn, has a positive and significant influence on employee work productivity. On the other hand, job training was found to have a positive and significant effect on enhancing work motivation, but no significant effect on employee work productivity. Green Human Resource Management has a positive and significant influence on employee work productivity through work motivation, and job training also has a positive and significant influence on employee work productivity through work motivation.

Keyword: Green Human Resource Management; Job Training; Employee Work Productivity; Work Motivation.



Introduction

In today's global era, corporate activities undoubtedly require human resources to carry out operations. According to (1) every activity within a company relies heavily on the strategic role of human resources, both individually and in groups. Human resources are a strategic asset that companies desperately need. As explained by (2) when they possess the abilities, skills, and positive attitudes that can increase work productivity within a company, their role becomes crucial in supporting the company's success.

Employee productivity is fundamental to both success and ongoing durability of a company's overall performance. Productive staff members are crucial for achieving company goals. As stated by (3) staff productivity plays a vital role in an organization. A company's success is often closely linked to fluctuations in employee productivity. High work productivity from employees can provide various significant benefits. Based on the opinion of (4) that work productivity has benefits, namely improving performance to optimize productivity and efficiency, increasing quality standards in carrying out tasks, creating competitive advantages for companies or individuals with optimal productivity levels. Optimal productivity will ultimately produce more maximum and real output in increasing the ability to compete.

Of course, in a company there will be problems with employee work productivity which often becomes a major problem for the company and will become an obstacle when trying to improve performance and operational efficiency in the organization. As reported in (5) that in Indonesia this decline in employee productivity often occurs. This condition occurs because workers or employees feel that their rights are not given fairly by the company. Furthermore, reported by (6) The decline in employee productivity still occurs every company faces this work productivity problem at certain times the productivity of a staff employee's performance tends to decline, so that it can result in a decline in company performance, the company tends to experience a large decline if not addressed properly.

Companies can adopt Green HRM to boost productivity by promoting environmental awareness and sustainable practices. by (7) explain that companies can apply green HRM to boost productivity and fulfill their responsibility to preserve a sustainable environment. As stated by (8) Green HRM practices help create a sustainable work environment that boosts employee productivity.

Companies strive to achieve success by improving employee productivity. One key factor in this effort is the implementation of job training to optimize results. According to (9) job training significantly influences productivity because it can develop employee competencies and skills through actions aimed at improving a person's abilities, knowledge, experience, or attitudes. Referring to the opinion of (10) job training is an effort deliberately designed to improve the quality of human resources and becomes an element that helps determine the level of employee work productivity in a company.

In addition to green human resource management and training programs that can drive increased employee performance and productivity, another factor is work motivation. According to (11) research, work motivation is a crucial and influential component of productivity. This motivation encourages individuals to collaborate, operate efficiently, and integrate all efforts to achieve increased productivity. Furthermore, (12) stated that providing work motivation is an effort that can be made to optimize employee productivity. This motivation can appear in various forms, such as providing reasonable compensation, awards, providing adequate work facilities, and creating a positive and supportive work environment. All of this is done to meet employee needs, which in turn will impact their work productivity.

PT Astronacci International, a company specializing in financial research and analysis, applies various HR strategies, including sustainability-based policies and employee training programs.

However, limited research has explored the influence of Green HRM and job training on employee productivity, with work motivation serving as a mediating factor. This research aims to examine how GHRM and job training influence productivity at PT Astronacci International through the role of motivation

Green human resource management is a sustainability strategy concept that considers environmental aspects in a company's HR policies and processes.(13) Research defines Green HRM as a sustainable, holistic method for managing people that addresses environmental, social, and economic aspects, influencing both company performance and overall human well-being. Its benefits include raising employee environmental awareness and reducing negative environmental impacts. By (14) Green HRM promotes environmental awareness among employees, supports community well-being, enhances creativity and adaptability, attracts skilled talent, improves organizational reputation, and increases efficiency.

Job training is a systematic process designed to expand an individual's knowledge, skills, and abilities in a specific job context. By (15) Job training refers to structured programs designed to develop employee creativity, skills, knowledge, and professional attitudes. It helps employees improve performance, adapt to changes, and supports both individual and organizational growth. As stated by (16) the benefits of this training are to provide insight and understanding to employees regarding technical aspects of work that they have not previously mastered.

Work motivation is the drive that encourages an individual's drive to stay motivated and committed in performing their job responsibilities. As stated by (17) Motivation is a key driver of human behavior, acting as the force that encourages individuals to fulfill their needs and perform enthusiastically. In the workplace, motivation helps create a positive environment and drives employees to deliver optimal performance. Explained by (18) Work motivation has many benefits for employees and companies. Motivated employees tend to be more enthusiastic, responsible, and work comfortably without feeling burdened.

Previous studies examining the impact of green HRM on work motivation, such as the research conducted by (19), reveal that green HRM does not significantly or positively influence employee motivation. This may be attributed to the scarcity of prior research on the topic. Up until now, there has been no clear evidence demonstrating a strong positive link between green HRM and motivation. Nonetheless, according to theory (20) the implementation of green HRM practices is intended to boost employees' motivation by encouraging their involvement in environmental initiatives through opportunities offered by the organization

Additionally, studies by (21,22, 23) on green human resource management reveal that it positively and significantly enhances employee productivity at work. Without finding any insignificant results, the authors wanted to examine whether this relationship remains consistent across different contexts, time periods, or populations.

Studies by (24,25) revealed It was found that work motivation positively and significantly affects employee productivity. On the other hand, findings from (26,27) showed no significant relationship between work motivation and productivity. There is still a research gap in the connection between employee motivation and their productivity so further studies are needed to understand the relationship more deeply.

Research on job training on employee motivation, based on previous research, has yielded differing results. According to (28,29) Job training positively and significantly influences employee motivation. On the other hand (30), argues that job training does not have a meaningful impact on work motivation. Therefore, this study aims to reexamine this relationship by considering different theoretical perspectives and organizational contexts.

This difference of opinion is demonstrated by (31,17) which found that job training has a positive and significant impact on work productivity. Furthermore, research (32) indicates that job training has no significant impact on work productivity. A gap still exists in the research

concerning how job training influences employee productivity, indicating the need for additional studies to better understand the connection between these variables.

No research has yet been conducted on the concept regarding the influence of green HRM on employee productivity mediated by work motivation. However, (33) theory suggests that applying environmentally Green HRM practices with high employee motivation can increase employee productivity and embed employees within an organization.

Research on the effect of job training on employee productivity through work motivation, according to research by (34) found that training did not significantly impact employee productivity through work motivation. However, this differs from research by (35) which showed that job training had a positive and significant effect on employee productivity through work motivation. This suggests the need for further review to re-examine the validity of existing theories and clarify discrepancies in findings between researchers.

Previous research has not simultaneously examined green human resource management, job training, employee productivity, and work motivation. This study will examine all variables by combining these variables, offering novelty compared to previous research, using different research methods, different sectors, and different sample sizes. Therefore, this study will provide updates that fill the gap by integrating variables, contexts, and methods that have not been widely explored in previous research.

Research Methods

This research utilized a quantitative methodology. Referring to the study conducted by (36) this approach relies on numerical data and is analyzed statistically. The instrument used in this study for data collection was a questionnaire, and it was applied to a predetermined sample or population. The target of this approach is to test the validity of the hypothesis that has been made according to the formula. This research was used to determine the influence of green HRM and job training on employee work productivity with work motivation as a mediating variable at PT Astronacci International. According to (37) the population is all aspects or alternative features taken by the researcher. The population for this research included all 107 employees employed at PT Astronacci International. However, of the 107 employees, only 82 returned the answers to the questionnaire that had been distributed and had met the requirements for research analysis according to the provisions.

As a dependent variable, employee work productivity is measured using an instrument developed by (38) namely Ability, Result Improvement, Work Spirit, Self-Development, Quality, Efficiency consisting of 30 question items. The measurement of Work Motivation for the mediating variable is based on an instrument studied by (39) including 25 question items and 5 indicators, namely Physiological needs, Safety needs, Affiliation needs, Esteem needs, Self-actualization needs.

Green Human Resource Management Measurement As an independent variable, the measurement instrument applied in this study is the result of development of (40) which includes 20 questions based on the following four indicators: Green Involvement, Green Recruitment and Selection, Green Training, and Green Pay and Rewards (GPR). Meanwhile, the measurement of Job Training as an independent variable, was measured using an instrument that has been compiled and developed by (41) which includes 25 statement items arranged based on five main indicators: Instructors, Participants, Materials, Methods, Objectives. Each instrument in this research survey, the measurement used is a Likert scale of 1 to 5, which includes answer Options ranging from complete disagreement to complete agreement

This study employed the SmartPLS 4 software to perform data analysis. The PLS approach involved two main evaluation phases: assessing the measurement model (outer model) and the structural model (inner model). The measurement model evaluation encompassed tests for convergent validity, discriminant validity, composite reliability, and Average Variance Extracted (AVE). Meanwhile, the structural model was assessed by examining the R-squared (R^2) values and

analyzing the path coefficients. After all tests were conducted using SmartPLS, the results were analyzed based on the previously established hypotheses.

Results

This research utilized a quantitative methodology. To better understand the backgrounds of the respondents, we grouped them based on several demographic and occupational characteristics. This data aims to provide a general overview of the respondents' profiles and thus aid in interpreting the research results more contextually. The following is a summary of the respondent characteristics presented in Table 1.

Table 1 Respondent Characteristics

Gender	Total	Percentage (%)
Male	39	48%
Female	43	52%
Total	82	100%
Age	Total	Percentage (%)
Less than 25 years	17	21%
26 years-30 years	41	50%
31 years-35 years	21	26%
36 years-40 years	2	2%
More than 40 years	1	1%
Total	82	100%
Last education	Total	Percentage (%)
Middle School	0	0%
High School	13	16%
Associate Degree	19	23%
Undergraduate Degree	46	56%
Graduate Degree	4	5%
Total	82	100%
Work	Total	Percentage (%)
Director of Field	1	1%
Manager	3	4%
Officer	21	26%
Staff	47	57%
Other	10	12%
Total	82	100%
Income	Total	Percentage (%)
Less than 1 year	11	13%
1 – 2 years	20	24%
3 – 4 years	30	37%
4 – 5 years	10	12%
Total	82	100%

Source: data processed by the author 2025

Based on Table 1, which presents the characteristics of the respondents, it can be concluded that the majority of respondents in this study were female (52%), aged 26–30 years (50%), and had a Bachelor's degree (S1) (56%). In terms of employment, the majority worked as staff (57%), with the longest tenure being in the range of 1–4 years. These characteristics indicate that respondents were predominantly productive-age individuals with higher educational backgrounds and operational work positions, who were still in the career development stage.

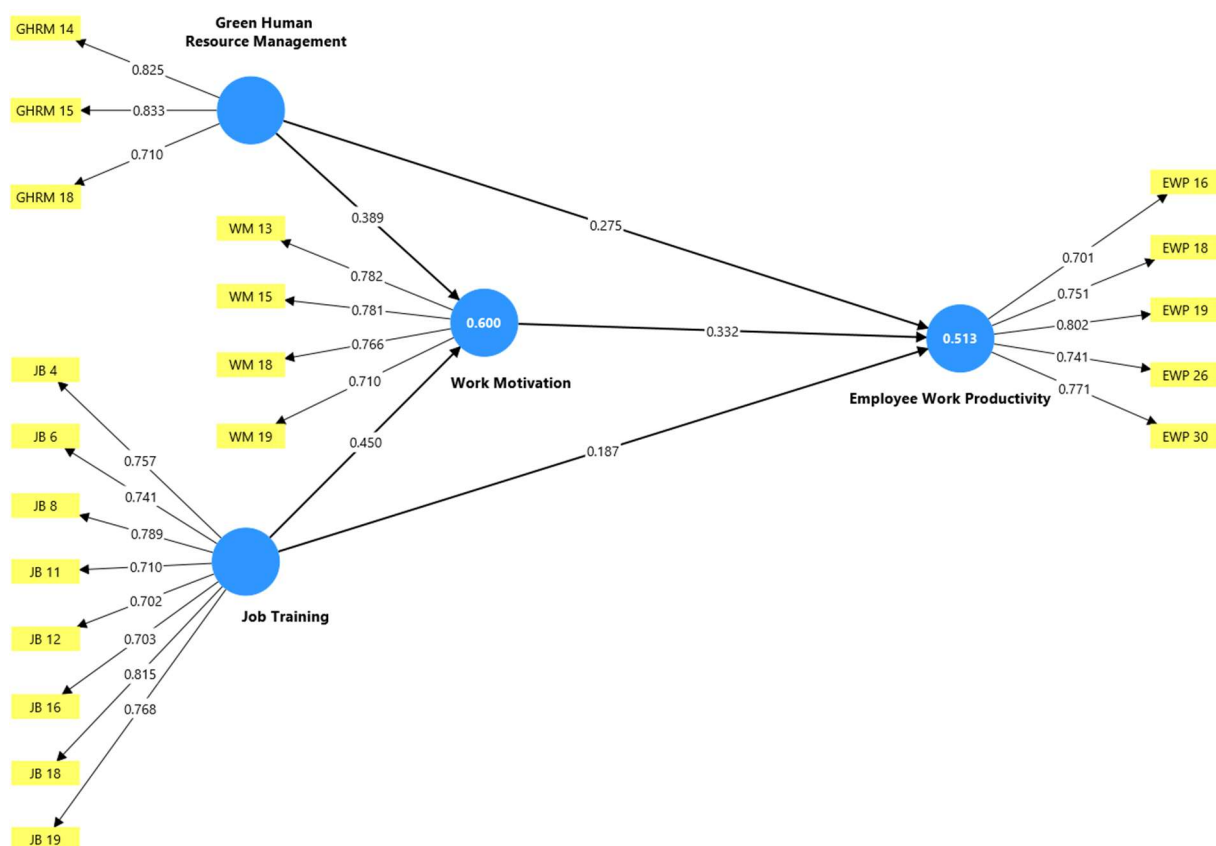


Figure 1 Path Diagram Framework Results

Source: data processed by the author 2025

The framework path diagram shows the sub-structural equation model. The components obtained from this study are as follows:

Equation Model 1

Work Motivation = Green Human Resource Management (0.389) + Job Training (0.450)..... 1

Equation Model 2

Employee Work Productivity = Green Human Resource Management (0.275) + Job Training (0.187) + Work Motivation (0.332) 2

The assessment of the outer model included several indicators: internal consistency measured using Cronbach's alpha and composite reliability; The aim of conducting an internal consistency assessment is to evaluate how reliably a research instrument can generate consistent data. The internal consistency value in the study by (42) is reliable if it is ≥ 0.7 .

As seen in Table 2, the internal consistency test results show that all variables showed Cronbach's alpha and composite reliability values exceeding 0.7. This indicates that the questionnaire results tend to be stable or consistent, even when repeated on the same subjects, using different measuring instruments, conducted by different researchers, or at different times.

The convergent validity in this research also fulfilled the required criteria. According to (43) convergent validity can be evaluated based on the AVE value when the AVE value exceeds 0.50 it is considered valid.

Table 2 Internal Consistency Test Results

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
Green Human Resource Management (GHRM)	0,707	0,834	Reliable
Work Motivation (WM)	0,757	0,845	Reliable
Job Training (JT)	0,888	0,911	Reliable
Employee Work Productivity (EWP)	0,811	0,868	Reliable

Source: data processed by the author 2025

Table 3 Results of Convergent Validity Test

Variable	AVE	Information
Green Human Resource Management (GHRM)	0,626	Valid
Work Motivation (WM)	0,578	Valid
Job Training (JT)	0,561	Valid
Employee Work Productivity (EWP)	0,568	Valid

Source: data processed by the author 2025

Based on Table 3, each variable in this study meets the convergent validity criteria, as evidenced by the AVE value exceeding 0.5. This means that each construct in the study has the ability to explain The majority of variation accounted for by its indicators.

Discriminant validity ensures that each variable in the study has clear distinctions and does not exhibit high correlations with one another. (44) Discriminant validity, often referred to as cross-loading This ensures that each latent variable is clearly distinct. Good discriminant validity is shown when the squared AVE on the diagonal is above 0.7 or higher than correlations with other constructs below the diagonal.

Table 4 Cross Loading Value Results

Variable		GHRM	WM	JT	EWP
<i>Green Human Resource Management(GHRM)</i>	GHRM 14	0,825	0,603	0,549	0,530
	GHRM 15	0,833	0,640	0,590	0,579
	GHRM 18	0,710	0,388	0,544	0,384
Work Motivation (WM)	WM 13	0,513	0,782	0,512	0,488
	WM 15	0,545	0,781	0,596	0,593
	WM 18	0,574	0,766	0,578	0,526
	WM19	0,512	0,710	0,506	0,382
Job Training (JT)	JT 4	0,432	0,521	0,757	0,556
	JT 6	0,578	0,551	0,741	0,383
	JT 8	0,444	0,509	0,789	0,481
	JT 11	0,623	0,565	0,710	0,430
	JT 12	0,537	0,539	0,702	0,389
	JT 16	0,407	0,405	0,703	0,430
	JT 18	0,647	0,622	0,815	0,566
	JT 19	0,531	0,598	0,768	0,460
Employee Work Productivity (EWP) EWP)	EWP 16	0,398	0,384	0,408	0,701
	EWP 18	0,543	0,667	0,582	0,751
	EWP 19	0,533	0,508	0,480	0,802
	EWP 26	0,489	0,420	0,360	0,741
	EWP 30	0,422	0,443	0,465	0,771

Source: data processed by the author 2025

Referring to Table 4, all indicators have cross-loading values exceeding 0.7 and are higher than those of other variables. This shows that each variable effectively predicts its indicators, confirming the validity of the linkage between variables and their related respective indicators.

Table 5 Results of AVE Root Validity Test

Variable	GHRM	WM	JT	EWP
Green Human Resource Management (GHRM)	0,791			
Work Motivation (WM)	0,706	0,760		
Job Training (JT)	0,705	0,724	0,749	
Employee Work Productivity (EWP)	0,642	0,662	0,622	0,754

Source: data processed by the author 2025

The information presented in Table 5 indicates that the square root of each variable's AVE exceeds its correlations with other constructs. This suggests that each variable is more robust in representing its own indicators compared to its relationship to other variables.

The inner model is tested by examining the R^2 value. According to (45) this R^2 value is divided into three categories: strong if the A value above 0.67 is considered strong, between 0.33 and 0.67 is moderate, and between 0.19 and 0.33 is weak.

Table 6 Results of the Determination Coefficient (R^2)

Variables	R Square
Work Motivation (WM)	0,600
Employee Work Productivity (EWP)	0,513

Source: data processed by the author 2025

Table 6 shows R^2 values of 0.600 for Work Motivation and 0.513 for Employee Work Productivity, meaning Green HRM and job training explain 60% and 51.3% of the variance, respectively. Both values fall into the moderate category (between 0.33 and 0.67). Higher R^2 values indicate stronger explanatory power of the independent variables. According to (46) significance can be determined through the P-value. Results are considered significant if the P-value is less than the alpha (α) value, which is set at 0.05. The bootstrapping analysis yielded the following results:

Table 7 Results of Path Coefficient Significance Test

Relation	P Values	Significant	Information
GHRM → WM	0,000	Significant	H1 accepted
GHRM → EWP	0,011	Significant	H2 accepted
WP → EWP	0,013	Significant	H3 accepted
JT → WM	0,000	Significant	H4 accepted
JT → EWP	0,152	Not Significant	H5 rejected
GHRM → WM → EWP	0,040	Significant	H6 accepted
JT → WM → EWP	0,027	Significant	H7 accepted

Source: data processed by the author 2025

Description: GHRM = Green human resource management, JT= Job training, WM = Work motivation, EWP = Employee work productivity

Discussion

Green Human Resource Management on Work Motivation

The analysis results show that Green Human Resource Management (GHRM) positively and significantly impacts Work Motivation (WM), The p-value of 0.000 falls beneath the 0.05 threshold, confirming that the implementation of GHRM can significantly increase employee work

motivation. When employees perceive a company's commitment to positive values such as environmental sustainability, they will feel more valued and emotionally engaged in their work. This finding aligns with the theory (20). GHRM practices aim to increase employee motivation to engage in environmental activities by offering employees chances to engage in organizational activities.

Green Human Resource Management on Employee Work Productivity

Green Human Resource Management has a positive and significant effect on Employee Work Productivity, as indicated by the p-value of 0.011. Since this value is less than the 0.05 significance level, One can deduce that Green HRM contributes to increased work productivity. This indicates that environmentally friendly, responsible, and performance-oriented human resource management practices can directly drive increased employee productivity and work outcomes by creating a healthier and more valuable work environment. This reaffirms the findings of (21,47) (23) which show that Green HRM has a positive and significant impact on employee productivity.

Work Motivation on Employee Work Productivity

Work Motivation (WM) has shown a statistically significant and positive influence on Employee Work Productivity (EWP), as indicated by a p-value of 0.013. This implies that increased work motivation among employees, the more likely they are to actively participate in job training activities. This indicates that motivated employees tend to be more open to self-development through training, both in terms of skill improvement and adapting to evolving job demands. These results align with those of (24,25) which show a positive and significant effect of work motivation on employee productivity.

Job Training on Work Motivation

Job Training (JT) has been shown to have a positive and significant impact on Work Motivation (WM), as indicated by a p-value of 0.000. This indicates that company-organized training can increase employee motivation in carrying out their duties. When training is tailored to employees' needs and expectations, they feel appreciated and supported to develop, which in turn fosters greater enthusiasm and commitment to their work. This finding supports the findings of (28, 29) that job training has a positive and significant impact on employee work motivation.

Job Training on Employee Work Productivity

The relationship between Job Training (JT) and Employee Work Productivity (EWP) has a positive but insignificant effect, with a p-value of 0.152. This value is above the 0.05 significance level, so a direct relationship between the two is not statistically proven. This could be due to various factors, such as the quality of the training, the relevance of the material to the job, or insufficient time for employees to apply what they have learned. The outcomes of this research match those found in (48), who found that job training has no significant effect on work productivity. This also indicates that job training does not necessarily directly increase productivity if it is not accompanied by other supporting factors.

Green Human Resource Management on Employee Work Productivity through Work Motivation

Mediation Path Test: The results Show that Green Human Resource Management (GHRM) positively and significantly influences employee productivity (EWP) through Work Motivation (WM), with a p-value of 0.040. This indicates that GHRM can increase employee productivity if accompanied by increased work motivation. Thus, motivation is an important intermediary variable in bridging the influence of GHRM policies on employee performance. This finding aligns with a study by (33) which states that the benefits of GHRM implementation with high employee motivation can increase workforce productivity and integrate employees into the organization.

Job Training on Employee Work Productivity through work motivation.

Job Training (JT) positively and significantly influences Employee Work Productivity (EWP) indirectly through Work Motivation (WM), with a p-value of 0.027. From these results, it can be inferred that although Job Training alone does not significantly affect employee productivity, if the training successfully increases work motivation, it will ultimately contribute to increased productivity. Therefore, training programs need to be optimally designed to not only improve skills but also foster employee enthusiasm and dedication in fulfilling their responsibilities. This finding supports the argument put forward by (35) who stated that job Training positively and significantly influences employee productivity by enhancing work motivation.

Conclusion

The results of the SmartPLS analysis at PT Astronacci International indicate that Green HRM significantly enhances both employee motivation and productivity. In addition, motivation has been proven to positively and significantly influence productivity. Job training also contributes positively and significantly to motivation, although its direct effect on productivity is positive but not statistically significant. These findings emphasize the critical role of motivation as a mediator, meaning that employees are more likely to perform productively when they feel motivated something that can be fostered through sustainable and environmentally responsible HR practices.

Since this research was conducted only within PT Astronacci International, the outcomes cannot yet be applied to other companies or industries. Thus, the organization is advised to continue strengthening its GHRM policies, prioritize initiatives that build employee motivation, and reward high achievers to encourage loyalty and improved performance. It is also important to refine training programs through regular evaluations of their relevance, delivery, and alignment with workplace needs so they can be more effective in supporting productivity. For future studies, it is suggested to expand the sample to different sectors, incorporate additional variables, and apply alternative theoretical frameworks to obtain broader and deeper insights into the determinants of employee productivity.

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