

# Green Training and Green Compensation as Drivers of Work Productivity: The Mediating Role of Motivation

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**Abstract.** This study analyzes the influence of Green Training (GT) and Green Compensation (GC) on Work Productivity (WP) of employees in the Sales Division of PT Ambara Karya Pradana (Honda Pradana Sawangan, Depok), with Motivation (MO) as a mediating variable. The research employs a quantitative approach using a survey method, with a sample of 100 respondents selected by census sampling. Data were collected via Google Form questionnaire (January 7 – February 11, 2026) and analyzed through Partial Least Squares – Structural Equation Modeling (PLS-SEM) using SmartPLS 4. Results show that all seven hypotheses are supported: Green Training positively and significantly influences Motivation ( $\beta = 0.269, p = 0.001$ ); Green Compensation positively and significantly influences Motivation ( $\beta = 0.629, p = 0.000$ ); Green Training positively and significantly influences Work Productivity ( $\beta = 0.230, p = 0.019$ ); Green Compensation positively and significantly influences Work Productivity ( $\beta = 0.405, p = 0.001$ ); Motivation positively and significantly influences Work Productivity ( $\beta = 0.331, p = 0.005$ ); and Motivation partially mediates both the Green Training  $\rightarrow$  Work Productivity path ( $\beta = 0.208, p = 0.018$ ) and the Green Compensation  $\rightarrow$  Work Productivity path ( $\beta = 0.089, p = 0.019$ ). The model explains 70.2% of Motivation variance and 78.2% of Work Productivity variance. Green Compensation is the most influential factor on both Motivation and Work Productivity, while Green Training's effects are reinforced through the motivational pathway.

**Keywords:** green training, green compensation, motivation, work productivity, Green HRM

## INTRODUCTION

The intensifying competition in Indonesia's automotive dealer industry demands optimal human resource management. PT Ambara Karya Pradana (Honda Pradana Sawangan), established on February 16, 2016 and formally opened on March 30, 2017, is an official Honda dealer located at Jl. Cinangka Raya No. 9, Serua, Bojongsari, Depok. The company is part of IKB Group (Istana Kebayoran Raya Motor Group) and operates as a 3S dealer (Sales, Service, Spare Parts) with a Body & Paint facility, adopting a Green Dealer concept in line with Honda's sustainability standards.

Sales data across IKB Group (Honda Fatmawati, Honda Pondok Indah, Honda Pradana Sawangan) from 2017–2023 reveal that Honda Pradana Sawangan, as the newest dealer, has not yet surpassed the sales performance of the other two branches. Cumulative sales 2021–2023: Honda Fatmawati (2,574 units), Honda Pondok Indah (2,591 units), Honda Pradana Sawangan (2,450 units). This sales gap signals the need to optimize the work productivity of the Sales Division, which is the company's primary revenue-generating unit.

Work productivity in the Sales Division is closely linked to employee training quality (Green Training), compensation systems (Green Compensation), and employee motivation. Green Human Resource Management (GHRM) practices including green training (environmentally-conscious skill development) and green compensation (performance-aligned, sustainability-oriented reward systems) — have been shown to enhance both individual motivation and organizational productivity. This study

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examines these relationships within the specific context of an automotive dealer, where field-intensive sales performance, customer interaction quality, and motivational consistency are critical success factors.

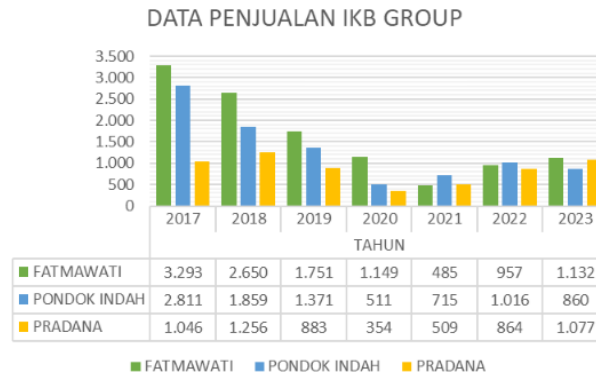


Figure 1 IKB Group Annual Sales Comparison

### Research Questions

1. Does Green Training significantly influence Motivation of Sales Division employees?
2. Does Green Compensation significantly influence Motivation of Sales Division employees?
3. Does Green Training significantly influence Work Productivity of Sales Division employees?
4. Does Green Compensation significantly influence Work Productivity of Sales Division employees?
5. Does Motivation significantly influence Work Productivity of Sales Division employees?
6. Does Motivation mediate the influence of Green Training on Work Productivity?
7. Does Motivation mediate the influence of Green Compensation on Work Productivity?

### Research Objectives

To analyze and provide empirical evidence on the direct effects of Green Training and Green Compensation on Motivation and Work Productivity, the direct effect of Motivation on Work Productivity, and the mediating role of Motivation in the Green Training → Work Productivity and Green Compensation → Work Productivity relationships at PT Ambara Karya Pradana.

## LITERATURE REVIEW

Green Training is defined as a structured human resource development activity oriented toward increasing employees' knowledge, skills, and environmental awareness related to sustainable work practices. Within the Green HRM framework (Renwick et al., 2012), green training encompasses basic job training, special skills training (including negotiation and product knowledge), leadership training, and continuous learning programs. Key dimensions include: training relevance to job needs, active participant involvement, leadership development, and continuity of program delivery (Phama et al., 2019).

Green Compensation refers to the system of financial and non-financial rewards provided by an organization that aligns with environmental sustainability and employee performance. It encompasses salary adequacy, performance-based incentives and bonuses, company-provided facilities, and the sustainability and equity of the compensation program. Theoretically grounded in Reinforcement Theory (Skinner) and Expectancy Theory (Vroom), green compensation signals organizational recognition of employee contributions within a sustainability-conscious framework (Jabbour & Santos, 2012).

Work Productivity is defined as the ratio between work outputs achieved by individual employees and the inputs (resources) utilized, reflecting efficiency, quality, and the achievement of organizational targets. Measured through the dimensions of: target achievement, output quality, timeliness, resource efficiency, procedural adherence, and contribution to team output (Hartatik, 2025). Higher productivity reflects effective, efficient, and organizationally-committed work behavior.

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Motivation is defined as the internal and external drives that maintain the consistency of individual work enthusiasm over the long term. Grounded in Maslow's Needs Theory and Herzberg's Two-Factor Theory, motivation encompasses intrinsic factors (task satisfaction, personal alignment, growth desire) and extrinsic factors (incentives, promotion, social recognition). As a mediating variable, motivation serves as the psychological bridge through which structural factors (training and compensation) translate into behavioral outcomes (productivity).

**Hypotheses**

- H1: Green Training has a positive and significant direct effect on Motivation of PT Ambara Karya Pradana Sales Division employees.
- H2: Green Compensation has a positive and significant direct effect on Motivation of PT Ambara Karya Pradana Sales Division employees.
- H3: Green Training has a positive and significant direct effect on Work Productivity.
- H4: Green Compensation has a positive and significant direct effect on Work Productivity.
- H5: Motivation has a positive and significant direct effect on Work Productivity.
- H6: Motivation mediates the positive and significant effect of Green Training on Work Productivity.
- H7: Motivation mediates the positive and significant effect of Green Compensation on Work Productivity.

## METHODS

**Research Design**

This study employs a quantitative approach with a causal-correlational (explanatory) research design. The unit of analysis consists of Sales Division employees of PT Ambara Karya Pradana. The study used a census/saturated sampling approach given the manageable population size, with all 100 active Sales Division employees included as respondents.

**Data Collection**

Primary data were collected via structured online questionnaire (Google Form) distributed through WhatsApp, from January 7 to February 11, 2026. All 100 distributed questionnaires were returned and verified as complete, yielding a 100% response rate. The questionnaire used a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

**Research Instrument**

The instrument was pre-tested for validity (outer loading  $\geq 0.70$ ) and reliability (Composite Reliability  $> 0.70$ ; Cronbach's Alpha  $> 0.70$ ). The final instrument comprised 32 items (8 items per variable) as summarized below:

Table 1 Research Instrument Summary

| Variable                      | Role    | Key Dimensions / Indicators                                                                                                 | Items       | Scale      |
|-------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------|-------------|------------|
| <b>Work Productivity (PK)</b> | Endogen | Effectiveness; Efficiency; Work Quality; Quantity; Timeliness; Target Achievement                                           | 8 (PK1–PK8) | 1–5 Likert |
| <b>Green Training (GT)</b>    | Exogen  | Basic Training; Special Skills Training; Leadership Training; Continuous Learning; Active Participation; Skills Application | 8 (GT1–GT8) | 1–5 Likert |

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| Variable                       | Role      | Key Dimensions / Indicators                                                                                            | Items       | Scale      |
|--------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------|-------------|------------|
| <b>Green Compensation (GC)</b> | Exogen    | Salary Adequacy; Incentives & Bonuses; Company Facilities; Program Sustainability; Environmental Alignment             | 8 (GC1–GC8) | 1–5 Likert |
| <b>Motivation (MO)</b>         | Mediating | Intrinsic Motivation; Extrinsic Rewards; Promotion Opportunities; Social Relationships; Contribution; Self-Development | 8 (MO1–MO8) | 1–5 Likert |

#### Data Analysis Method

Data were analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The analysis comprised three sequential stages. Stage 1 — Outer Model Evaluation: convergent validity (outer loading  $\geq 0.70$ ; AVE  $\geq 0.50$ ), discriminant validity (cross-loadings; Fornell-Larcker criterion; HTMT), and reliability (Composite Reliability  $> 0.70$ ; Cronbach's Alpha  $> 0.70$ ). Stage 2 Inner Model Evaluation: model fit (SRMR, d\_ULS, d\_G, Chi-Square, NFI), R-Square ( $R^2$ ), and F-Square ( $f^2$ ). Stage 3 Hypothesis Testing: direct effects via path coefficients using bootstrapping (significance criteria: T-statistic  $> 1.96$ ; p-value  $< 0.05$ ); indirect effects via specific indirect effect analysis for mediation.

## RESULTS AND DISCUSSION

#### Research Object Overview

PT Ambara Karya Pradana (Honda Pradana Sawangan) is an official Honda dealer in Depok City, operating under the vision of 'Becoming the Best Honda Dealer in Indonesia with International Quality.' The company offers a One Stop Solution comprising new car sales, service, body repair, and genuine Honda spare parts. As part of IKB Group, it competes with Honda Fatmawati and Honda Pondok Indah. The Sales Division is the company's frontline revenue unit, responsible for customer acquisition, product consultation, and sales target fulfillment.

#### Respondent Characteristics

Table 2 Respondent Characteristics

| Characteristic | Category        | Frequency (n=100) | Percentage (%) |
|----------------|-----------------|-------------------|----------------|
| <b>Gender</b>  | Male            | 66                | 66.0           |
|                | Female          | 34                | 34.0           |
| <b>Age</b>     | $\leq 22$ years | 20                | 20.0           |
|                | 23–27 years     | 47                | 47.0           |
|                | 28–32 years     | 12                | 12.0           |
|                | 33–37 years     | 2                 | 2.0            |
|                | 38–42 years     | 9                 | 9.0            |
|                | $\geq 43$ years | 10                | 10.0           |

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| Characteristic        | Category                  | Frequency (n=100) | Percentage (%) |
|-----------------------|---------------------------|-------------------|----------------|
| <b>Education</b>      | SMA/SMK (High School)     | 35                | 35.0           |
|                       | D3 (Diploma)              | 12                | 12.0           |
|                       | S1 (Bachelor's)           | 52                | 52.0           |
|                       | S2 (Master's)             | 1                 | 1.0            |
| <b>Monthly Income</b> | ≤ IDR 1,800,000           | 20                | 20.0           |
|                       | IDR 1,800,001–4,800,000   | 11                | 11.0           |
|                       | IDR 4,800,001–7,800,000   | 33                | 33.0           |
|                       | IDR 7,800,001–10,800,000  | 19                | 19.0           |
|                       | IDR 10,800,001–13,800,000 | 6                 | 6.0            |
|                       | ≥ IDR 13,800,001          | 11                | 11.0           |

The respondent profile reflects the operational reality of an automotive dealer: predominantly male (66.0%), young and productive workforce (47.0% aged 23–27), well-educated (52.0% Bachelor's degree, 35.0% high school/vocational), and earning middle-level incomes (33.0% in IDR 4.8–7.8 million range). The dominance of young, educated male employees indicates a workforce with high learning capacity and adaptability — conditions favorable for green training adoption and motivational responsiveness.

#### **C. Descriptive Statistics**

All four research variables show high overall mean scores (range 4.42–4.53), indicating positive evaluations by respondents across all indicators. The scoring scale: 1.00–2.33 = Low; 2.34–3.67 = Moderate; 3.68–5.00 = High.

*Table 3 Descriptive Statistics: All Indicators by Variable*

| Code | Variable       | Indicator Description                                | Mean | Category |
|------|----------------|------------------------------------------------------|------|----------|
| GT1  | Green Training | Training helps understand tasks and responsibilities | 4.51 | High     |
| GT2  | Green Training | Training materials suit daily work needs             | 4.51 | High     |
| GT3  | Green Training | Special skills training improves performance         | 4.53 | High     |
| GT4  | Green Training | Training includes negotiation skills                 | 4.34 | High     |
| GT5  | Green Training | Leadership training improves managerial capacity     | 4.43 | High     |
| GT6  | Green Training | Continuous learning programs support development     | 4.48 | High     |
| GT7  | Green Training | Active participation in training sessions            | 4.46 | High     |

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| Code | Variable           | Indicator Description                        | Mean        | Category    |
|------|--------------------|----------------------------------------------|-------------|-------------|
| GT8  | Green Training     | Monthly routine training schedule            | 4.27        | High        |
|      |                    | <b>Overall Mean — Green Training</b>         | <b>4.44</b> | <b>High</b> |
| GC1  | Green Compensation | Adequate salary to meet basic needs          | 4.45        | High        |
| GC2  | Green Compensation | Salary reflects responsibility level         | 4.47        | High        |
| GC3  | Green Compensation | Performance-based incentive system           | 4.47        | High        |
| GC4  | Green Compensation | Transparent reward system                    | 4.43        | High        |
| GC5  | Green Compensation | Bonus matches actual performance achievement | 4.29        | High        |
| GC6  | Green Compensation | Company health and welfare facilities        | 4.44        | High        |
| GC7  | Green Compensation | Sustainability of compensation program       | 4.40        | High        |
| GC8  | Green Compensation | Environmental alignment of compensation      | 4.39        | High        |
|      |                    | <b>Overall Mean — Green Compensation</b>     | <b>4.42</b> | <b>High</b> |
| PK1  | Work Productivity  | Always achieving work targets                | 4.32        | High        |
| PK2  | Work Productivity  | Output quality meets standards               | 4.45        | High        |
| PK3  | Work Productivity  | Task completion within deadline              | 4.46        | High        |
| PK4  | Work Productivity  | Efficient use of resources                   | 4.43        | High        |
| PK5  | Work Productivity  | Willingness to improve performance           | 4.45        | High        |
| PK6  | Work Productivity  | Adherence to work procedures                 | 4.43        | High        |
| PK7  | Work Productivity  | Positive contribution to team output         | 4.44        | High        |
| PK8  | Work Productivity  | Continuous productivity improvement          | 4.43        | High        |
|      |                    | <b>Overall Mean — Work Productivity</b>      | <b>4.43</b> | <b>High</b> |

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| Code | Variable   | Indicator Description                           | Mean        | Category    |
|------|------------|-------------------------------------------------|-------------|-------------|
| MO1  | Motivation | Satisfaction from completing work independently | 4.62        | High        |
| MO2  | Motivation | Work aligned with personal interests and values | 4.55        | High        |
| MO3  | Motivation | Incentives/bonuses motivate performance         | 4.35        | High        |
| MO4  | Motivation | Promotion opportunities increase motivation     | 4.46        | High        |
| MO5  | Motivation | Good relationships with supervisors             | 4.49        | High        |
| MO6  | Motivation | Positive contribution to work environment       | 4.50        | High        |
| MO7  | Motivation | Training supports personal skill development    | 4.62        | High        |
| MO8  | Motivation | Desire to continuously develop new knowledge    | 4.66        | High        |
|      |            | <b>Overall Mean — Motivation</b>                | <b>4.53</b> | <b>High</b> |

Key finding: The lowest-scoring indicators across variables are GT8 (monthly routine training schedule, mean = 4.27), GC5 (bonus adequacy relative to performance, mean = 4.29), PK1 (consistently achieving work targets, mean = 4.32), and MO3 (incentives/bonuses as motivational drivers, mean = 4.35). These represent priority areas for improvement despite still scoring in the 'High' category overall.

**Convergent Validity Outer Loadings**

Table 4 Outer Loading Values

| Code | Variable           | Outer Loading | Status |
|------|--------------------|---------------|--------|
| GC1  | Green Compensation | 0.807         | Valid  |
| GC2  | Green Compensation | 0.851         | Valid  |
| GC3  | Green Compensation | 0.860         | Valid  |
| GC4  | Green Compensation | 0.935         | Valid  |
| GC5  | Green Compensation | 0.904         | Valid  |
| GC6  | Green Compensation | 0.930         | Valid  |
| GC7  | Green Compensation | 0.944         | Valid  |
| GC8  | Green Compensation | 0.887         | Valid  |
| GT1  | Green Training     | 0.926         | Valid  |
| GT2  | Green Training     | 0.943         | Valid  |
| GT3  | Green Training     | 0.850         | Valid  |
| GT4  | Green Training     | 0.917         | Valid  |
| GT5  | Green Training     | 0.940         | Valid  |
| GT6  | Green Training     | 0.918         | Valid  |

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| Code | Variable          | Outer Loading | Status |
|------|-------------------|---------------|--------|
| GT7  | Green Training    | 0.921         | Valid  |
| GT8  | Green Training    | 0.883         | Valid  |
| MO1  | Motivation        | 0.815         | Valid  |
| MO2  | Motivation        | 0.772         | Valid  |
| MO3  | Motivation        | 0.815         | Valid  |
| MO4  | Motivation        | 0.899         | Valid  |
| MO5  | Motivation        | 0.888         | Valid  |
| MO6  | Motivation        | 0.817         | Valid  |
| MO7  | Motivation        | 0.840         | Valid  |
| MO8  | Motivation        | 0.791         | Valid  |
| PK1  | Work Productivity | 0.753         | Valid  |
| PK2  | Work Productivity | 0.830         | Valid  |
| PK3  | Work Productivity | 0.924         | Valid  |
| PK4  | Work Productivity | 0.900         | Valid  |
| PK5  | Work Productivity | 0.886         | Valid  |
| PK6  | Work Productivity | 0.871         | Valid  |
| PK7  | Work Productivity | 0.806         | Valid  |
| PK8  | Work Productivity | 0.897         | Valid  |

All 32 indicators across four constructs show outer loading values  $\geq 0.70$ , confirming that each indicator has strong correlations with its respective latent construct and contributes significantly to measuring that construct. No indicators required elimination.



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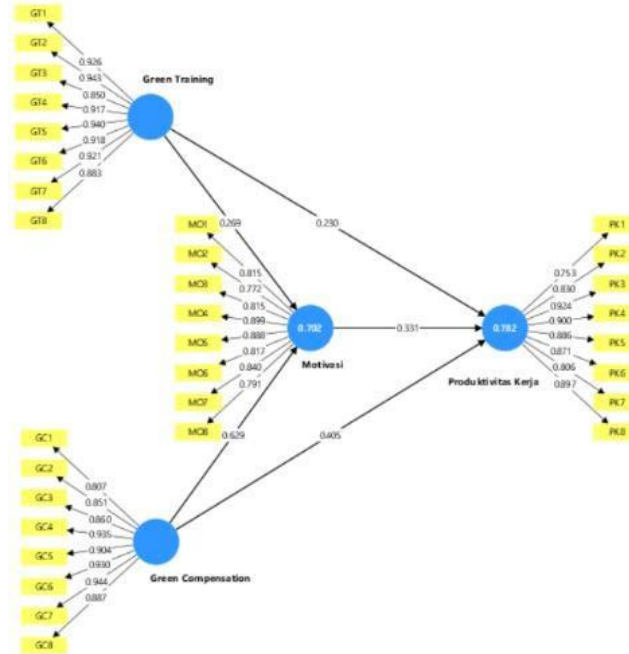


Figure 2 Outer Model (Measurement Model)

### Reliability and AVE

Table 5 AVE, Composite Reliability, and Cronbach's Alpha Summary

| Variable           | AVE   | Composite Reliability | Cronbach's Alpha | Conclusion       |
|--------------------|-------|-----------------------|------------------|------------------|
| Green Compensation | 0.794 | 0.968                 | 0.962            | Reliable & Valid |
| Green Training     | 0.833 | 0.976                 | 0.971            | Reliable & Valid |
| Motivation         | 0.690 | 0.947                 | 0.935            | Reliable & Valid |
| Work Productivity  | 0.740 | 0.958                 | 0.949            | Reliable & Valid |

All constructs satisfy convergent validity criteria (AVE > 0.50) and reliability criteria (CR > 0.70; CA > 0.80). The highest AVE belongs to Green Training (0.833), indicating the strongest convergence among its indicators. All Cronbach's Alpha values exceed 0.93, classifying as 'Very High Reliability' (CA > 0.90). Discriminant validity was confirmed via cross-loading analysis (all indicators load highest on their own construct) and the Fornell-Larcker criterion (diagonal values of  $\sqrt{\text{AVE}}$  exceed inter-construct correlations for all pairs).

### Model Fit

Table 6 Model Fit Statistics

| No | Criterion | Cut-Off Value | Estimated Value | Conclusion |
|----|-----------|---------------|-----------------|------------|
| 1  | SRMR      | < 0.10        | 0.084           | Fit        |

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| No | Criterion  | Cut-Off Value                                 | Estimated Value | Conclusion |
|----|------------|-----------------------------------------------|-----------------|------------|
| 2  | d_ULS      | > 0.05                                        | 3.696           | Fit        |
| 3  | d_G        | > 0.05                                        | 8.428           | Fit        |
| 4  | Chi-Square | > $\chi^2_{table}$ (df=96; $\chi^2=119.871$ ) | 2623.683        | Fit        |
| 5  | NFI        | Approaching 1                                 | 0.567           | Fit        |

The structural model demonstrates acceptable fit across all five criteria. SRMR = 0.084 (< 0.10) confirms minimal discrepancy between the observed and implied correlation matrices. Chi-Square value (2623.683) exceeds the critical value (119.871 at df = 96), and NFI approaching 1 (0.567) supports adequate fit. These results collectively validate that the proposed structural model accurately represents the relationships among variables in the empirical data. It should be acknowledged as a limitation that the obtained NFI value of 0.567 is numerically distant from the ideal threshold of 1.0 and cannot be characterized as a strong fit indicator in absolute terms. This is a known sensitivity of NFI to sample size and model complexity — in smaller samples (n = 100) and models with a higher number of indicators (32 items across 4 constructs), NFI tends to underestimate model fit. Nevertheless, the structural model retains robustness on the more appropriate PLS-SEM fit criteria: SRMR = 0.084 (< 0.10), and strong R<sup>2</sup> values (Motivation = 0.702; Work Productivity = 0.782), and meaningful f<sup>2</sup> effect sizes confirm the structural validity of the model beyond the NFI limitation.

**R-Square and F-Square**

Table 7 R-Square Values

| Variable                          | R <sup>2</sup> | R <sup>2</sup> Adjusted | Interpretation                             |
|-----------------------------------|----------------|-------------------------|--------------------------------------------|
| Motivation<br>(Endogenous)        | 0.702          | 0.696                   | 70.2% explained by GT + GC                 |
| Work Productivity<br>(Endogenous) | 0.782          | 0.775                   | 78.2% explained by GT + GC +<br>Motivation |

Table 8 F-Square Values (Effect Size)

| Variable Relationship                  | f <sup>2</sup> | Effect Size |
|----------------------------------------|----------------|-------------|
| Green Compensation → Motivation        | 0.688          | Large       |
| Green Compensation → Work Productivity | 0.231          | Medium      |
| Green Training → Motivation            | 0.125          | Small       |
| Green Training → Work Productivity     | 0.111          | Small       |
| Motivation → Work Productivity         | 0.149          | Small       |

The R<sup>2</sup> of 0.702 for Motivation indicates that Green Training and Green Compensation together explain 70.2% of motivational variance — a strong explanatory power. The R<sup>2</sup> of 0.782 for Work Productivity means the three predictors (GT, GC, Motivation) account for 78.2% of productivity variance. F-square analysis reveals that Green Compensation exerts a large effect on Motivation (f<sup>2</sup> = 0.688), while

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all other relationships show small-to-medium effect sizes. Motivation's F-square on Work Productivity (0.149) categorizes as small but still significant, confirming its role as a genuine mediating mechanism.

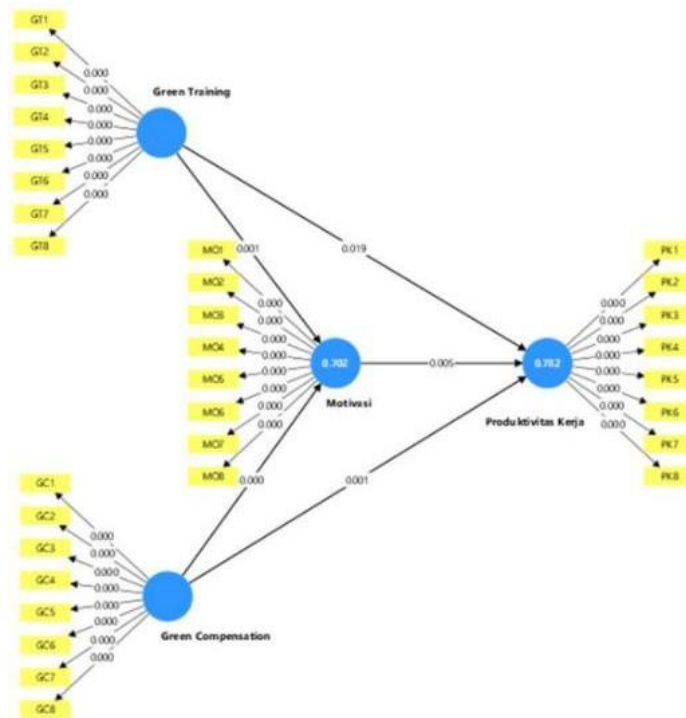


Figure 3 Inner Model

**Hypothesis Testing**

**Direct Effects (Path Coefficients)**

Table 9 Direct Path Coefficients

| Path                                      | Orig.<br>Sample (β) | Sample<br>Mean | STDEV | T-Stat<br>( O/STDEV ) | p-value |
|-------------------------------------------|---------------------|----------------|-------|-----------------------|---------|
| Green Compensation →<br>Motivation        | 0.629               | 0.620          | 0.097 | 6.481                 | 0.000   |
| Green Compensation →<br>Work Productivity | 0.405               | 0.384          | 0.127 | 3.187                 | 0.001   |
| Green Training →<br>Motivation            | 0.269               | 0.279          | 0.080 | 3.340                 | 0.001   |

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| Path                               | Orig.<br>Sample ( $\beta$ ) | Sample<br>Mean | STDEV | T-Stat<br>( O/STDEV ) | p-value |
|------------------------------------|-----------------------------|----------------|-------|-----------------------|---------|
| Green Training → Work Productivity | 0.230                       | 0.249          | 0.098 | 2.348                 | 0.019   |
| Motivation → Work Productivity     | 0.331                       | 0.332          | 0.118 | 2.803                 | 0.005   |

**Indirect Effects (Mediation)**

Table 10 Indirect Effect Results

| Indirect Path (via Motivation)                      | Orig. Sample ( $\beta$ ) | T-Stat | p-value | Decision            |
|-----------------------------------------------------|--------------------------|--------|---------|---------------------|
| Green Compensation → Motivation → Work Productivity | 0.208                    | 2.375  | 0.018   | Mediation Confirmed |
| Green Training → Motivation → Work Productivity     | 0.089                    | 2.346  | 0.019   | Mediation Confirmed |

**Complete Hypothesis Summary**

Table 10 Hypothesis Testing Summary

| H  | Path                                                  | $\beta$ | T-Stat | p-val | Type     | Decision   |
|----|-------------------------------------------------------|---------|--------|-------|----------|------------|
| H1 | Green Training → Motivation                           | 0.269   | 3.340  | 0.001 | Direct   | ✓ Accepted |
| H2 | Green Compensation → Motivation                       | 0.629   | 6.481  | 0.000 | Direct   | ✓ Accepted |
| H3 | Green Training → Work Productivity                    | 0.230   | 2.348  | 0.019 | Direct   | ✓ Accepted |
| H4 | Green Compensation → Work Productivity                | 0.405   | 3.187  | 0.001 | Direct   | ✓ Accepted |
| H5 | Motivation → Work Productivity                        | 0.331   | 2.803  | 0.005 | Direct   | ✓ Accepted |
| H6 | Green Training → (Motivation) → Work Productivity     | 0.208   | 2.375  | 0.018 | Indirect | ✓ Accepted |
| H7 | Green Compensation → (Motivation) → Work Productivity | 0.089   | 2.346  | 0.019 | Indirect | ✓ Accepted |

Table 4.10 — Full Hypothesis Testing Summary: All 7 Hypotheses Accepted

**Discussion**

1. H1 (Green Training → Motivation,  $\beta = 0.269$ ,  $p = 0.001$ ): Green Training has a positive and significant effect on Motivation. Training that is relevant to daily work needs, structured around skill development, and continuously delivered builds employees' sense of competence and organizational support. When employees receive meaningful training, they feel valued, resulting in enhanced

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intrinsic motivation. This is consistent with Pham et al. (2019) and Gaafar et al. (2021), who found that GHRM-based training increases employee engagement through the environmental awareness and responsibility mechanisms. It is important to emphasize that at PT Ambara Karya Pradana, training modules are explicitly anchored in the company’s “Green Dealer” concept as mandated by Honda’s sustainability standards. Training content covers eco-efficiency operational procedures, paperless workflow systems, and environmentally-conscious customer service practices — directly justifying the use of “Green” nomenclature. Sales performance metrics embedded in training materials include eco-efficiency targets (e.g., fuel-efficient vehicle promotion, digital documentation adoption) and green operational compliance indicators. This alignment confirms that the training construct in this study genuinely reflects Green HRM practice rather than conventional sales training rebranded under a sustainability label.

2. H2 (Green Compensation → Motivation,  $\beta = 0.629$ ,  $p = 0.000$ ): Green Compensation is the most powerful predictor of Motivation in this study. The large path coefficient and  $F^2 = 0.688$  (large effect) confirm that compensation systems when perceived as fair, performance-aligned, and sustainability-oriented strongly drive motivational responses. This aligns with Expectancy Theory (Vroom) and Reinforcement Theory, and is consistent with Hussein & Zakhem (2024) and Jabbour & Santos (2012). In the automotive sales context, where income often includes variable commission components, the quality and equity of compensation systems directly shapes motivational intensity. Specifically, within PT Ambara Karya Pradana’s “Green Dealer” framework, the compensation model incorporates eco-efficiency performance targets as bonus criteria — employees who consistently promote low-emission and fuel-efficient vehicles, adhere to digital/paperless documentation workflows, and demonstrate green operational compliance receive differentiated incentive scores. These sustainability-oriented reward metrics are embedded in the company’s Key Performance Indicator (KPI) structure, directly operationalizing the “Green” dimension of the compensation construct and distinguishing this study from conventional compensation research.
3. H3 (Green Training → Work Productivity,  $\beta = 0.230$ ,  $p = 0.019$ ): Although the smallest direct effect among predictor variables, Green Training still independently and significantly elevates productivity. Effective training increases technical competencies, operational efficiency, and customer handling capability translating into improved sales outputs. This confirms Renwick et al. (2012) and Salas et al. (2020), who established that targeted training investments generate measurable productivity returns through human capital enhancement.
4. H4 (Green Compensation → Work Productivity,  $\beta = 0.405$ ,  $p = 0.001$ ): Green Compensation directly and substantially increases Work Productivity, with a medium-to-large direct effect ( $F^2 = 0.231$ ). The equity and adequacy of compensation motivates employees to maximize their output effort, as explained by Equity Theory (Adams). Armstrong (2021) and Usman (2020) both confirm that well-structured compensation systems serve as strategic tools for productivity enhancement. For Sales Division staff, performance bonuses and incentives serve as direct behavioral reinforcers of high-output work behaviors.
5. H5 (Motivation → Work Productivity,  $\beta = 0.331$ ,  $p = 0.005$ ): Motivation serves as a significant independent driver of Work Productivity. Employees with high intrinsic motivation (satisfaction from task completion, desire for self-development) and adequate extrinsic reinforcement maintain consistently higher productivity levels. The finding validates Maslow’s hierarchy and Herzberg’s two-factor framework in this organizational context. Notably, MO8 (desire to develop new knowledge and skills) recorded the highest mean (4.66), suggesting that self-development motivation is the strongest endogenous productivity driver.
6. H6 (Green Training → Motivation → Work Productivity,  $\beta = 0.208$ ,  $p = 0.018$ ): Motivation partially mediates the Green Training → Work Productivity relationship. Training not only builds technical skills but also psychologically empowers employees increasing their sense of competency and engagement — which then amplifies productivity outcomes beyond the direct training effect alone. This partial mediation pattern (both direct and indirect paths significant) is consistent with Gaafar et al. (2021) and Neza & Rivai (2020).

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7. H7 (Green Compensation → Motivation → Work Productivity,  $\beta = 0.089$ ,  $p = 0.019$ ): Motivation also partially mediates the Green Compensation → Work Productivity relationship, though the indirect coefficient (0.089) is smaller relative to the strong direct compensation effect (0.405). This indicates that compensation's influence on productivity operates primarily through direct behavioral mechanisms (reward-effort linkage) but also through psychological motivational channels. Jabbour & Santos (2012) and Hussein & Zakhem (2024) similarly identified this partial mediation pattern in GHRM-productivity research. In PT Ambara Karya Pradana's context, fair compensation directly drives sales output while simultaneously sustaining the motivational climate that enables consistent long-term productivity.

## CONCLUSIONS

Based on PLS-SEM analysis (SmartPLS 4) with  $n = 100$  Sales Division employees of PT Ambara Karya Pradana, the following conclusions are drawn:

1. H1 Accepted: Green Training positively and significantly influences Motivation ( $\beta = 0.269$ ,  $T = 3.340$ ,  $p = 0.001$ ). Better training quality generates higher employee motivation.
2. H2 Accepted: Green Compensation positively and significantly influences Motivation ( $\beta = 0.629$ ,  $T = 6.481$ ,  $p = 0.000$ ). Green Compensation is the strongest direct predictor of Motivation.
3. H3 Accepted: Green Training positively and significantly influences Work Productivity ( $\beta = 0.230$ ,  $T = 2.348$ ,  $p = 0.019$ ). Effective training improves competence and work efficiency.
4. H4 Accepted: Green Compensation positively and significantly influences Work Productivity ( $\beta = 0.405$ ,  $T = 3.187$ ,  $p = 0.001$ ). Fair, performance-based compensation directly drives productivity.
5. H5 Accepted: Motivation positively and significantly influences Work Productivity ( $\beta = 0.331$ ,  $T = 2.803$ ,  $p = 0.005$ ). Higher motivation consistently generates higher productivity outputs.
6. H6 Accepted: Motivation partially mediates Green Training → Work Productivity ( $\beta = 0.208$ ,  $T = 2.375$ ,  $p = 0.018$ ). Training not only directly improves productivity but also does so by raising motivation.
7. H7 Accepted: Motivation partially mediates Green Compensation → Work Productivity ( $\beta = 0.089$ ,  $T = 2.346$ ,  $p = 0.019$ ). Compensation improves productivity both directly and through motivational enhancement.

The overall model explains 70.2% of Motivation variance and 78.2% of Work Productivity variance, demonstrating strong predictive validity for the Green HRM → Motivation → Productivity framework in an automotive dealer context.

### Practical Recommendations

For Green Training improvement: The lowest-scoring training indicator (GT8: monthly routine training, mean = 4.27) indicates inconsistent training frequency. Management should establish a structured, monthly training schedule with clear competency targets, ensuring all training content remains relevant to current sales challenges, new Honda product knowledge, and customer handling techniques. Long-term training roadmaps should be developed for each employee level.

For Green Compensation optimization: GC5 (bonus adequacy relative to performance, mean = 4.29) remains the weakest compensation indicator. The company should review its KPI-based bonus structure to ensure transparency, equity, and clear performance-reward linkages. Regular performance feedback sessions should be institutionalized so employees understand how their achievements translate into compensation outcomes. This will reinforce both motivational and direct productivity effects.

For Motivation enhancement: MO3 (external incentive motivation, mean = 4.35) is the lowest motivation indicator. A diversified recognition program — combining financial incentives, non-financial rewards (formal acknowledgment, career advancement opportunities), and peer recognition — should be



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developed. Regular leadership communication reinforcing the link between employee performance and organizational success will strengthen both intrinsic and extrinsic motivation.

For Work Productivity improvement: PK1 (target achievement consistency, mean = 4.32) requires attention. Management should review whether productivity targets are realistic given current workload and capacity, provide targeted technical training for underperformers, and implement regular performance monitoring with constructive coaching. The strong  $R^2$  (0.782) confirms that improvements in training and compensation will translate directly into measurable productivity gains.

### **Theoretical Contributions**

This study contributes empirically to Green HRM literature by validating the GT/GC → Motivation → Work Productivity model in an Indonesian automotive dealer context — a sector and context underrepresented in prior GHRM research. The finding that Green Compensation dominates over Green Training in motivational impact ( $\beta = 0.629$  vs.  $0.269$ ) suggests that in performance-driven sales environments, compensation systems hold greater psychological leverage than training programs. The partial mediation finding for both paths indicates that motivation is a genuine — but not exclusive — psychological pathway linking GHRM practices to productivity outcomes.

### **Limitations & Future Research**

Limitations include: (1) single-company, census sample ( $n = 100$ ) limiting generalizability; (2) cross-sectional design precluding causal inference over time; (3) restricted variable scope (potential additional predictors include job satisfaction, leadership style, organizational culture, work-life balance, and digital tool adoption). Future research should: (1) replicate across multiple automotive dealers or other service industry sectors; (2) incorporate longitudinal designs to capture training and compensation effects over time; (3) explore mixed-methods approaches to qualitatively understand motivational barriers in commission-based sales environments; and (4) examine potential moderating roles of leadership style or organizational culture in the GT/GC → productivity chain.

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