



Preliminary Exploration of Driver Well-Being in Electric Transport Services: A Case Study of Green SM Makassar

INFO PENULIS

Andi Indra Saputra Alamsyah
Politeknik Negeri Ujung Pandang
aindra.saputraa@poliupg.ac.id

Kurniati Asmar
Politeknik Negeri Ujung Pandang
kurniati.asmar@poliupg.ac.id

Tri Wahyu Septyani
Politeknik Negeri Ujung Pandang
triwahyu.septyani@poliupg.ac.id

Risnawati
Politeknik Negeri Ujung Pandang
risnawati@poliupg.ac.id

Maududi Lamparawi Magenda
Politeknik Negeri Ujung Pandang
, maududi.lm@poliupg.ac.id

INFO ARTIKEL

ISSN: 2808-1307

Vol. 5, No. 3, Desember 2025

<https://jurnal.ardenjaya.com/index.php/ajsh>

© 2025 Arden Jaya Publisher All rights reserved

Saran Penulisan Referensi:

Alamsyah, A. I. S., Asmar, K., Septyani, T. W., Risnawati., & Magenda, M. L. (2025). Preliminary Exploration of Driver Well-Being in Electric Transport Services: A Case Study of Green SM Makassar. *Arus Jurnal Sosial dan Humaniora*, 5 (3),4164-4182.

Abstrak

Penelitian ini bertujuan memberikan eksplorasi awal mengenai kesejahteraan pengemudi pada layanan transportasi listrik Green SM di Makassar melalui pendekatan studi kasus intrinsik. Secara teoretis, penelitian ini memposisikan kesejahteraan pengemudi dalam kerangka Green Human Resource Management (GHRM) yang menekankan peran kompensasi hijau, pelatihan lingkungan, dan budaya kerja berkelanjutan terhadap kesejahteraan material, psikologis, serta sosial pekerja. Mengingat literatur GHRM masih didominasi oleh konteks organisasi formal, kajian ini mengisi celah dengan menerapkan perspektif tersebut pada ekosistem kerja platform berbasis kendaraan listrik. Data dikumpulkan melalui wawancara mendalam dengan dua pengemudi yang dipilih sebagai information-rich cases, dilengkapi observasi terbatas dan dokumentasi perusahaan. Dengan menggunakan analisis tematik, temuan menunjukkan kecenderungan awal bahwa praktik organisasi berbasis keberlanjutan berpotensi berkontribusi pada tiga dimensi kesejahteraan. Secara material, kedua informan melaporkan pendapatan yang stabil melalui skema bagi hasil 60:40, biaya operasional rendah akibat kendaraan listrik, serta insentif berbasis perjalanan. Secara psikologis, fitur keselamatan kendaraan listrik, pelatihan eco-driving, dan citra lingkungan Green SM meningkatkan rasa aman, kebanggaan, dan kenyamanan berkendara. Secara sosial, dukungan organisasi yang meliputi BPJS, respons cepat saat insiden, serta budaya kerja yang inklusif dilaporkan memperkuat rasa memiliki dan hubungan antar pengemudi. Sebagai studi pendahuluan dengan jumlah informan minimal, hasil ini bersifat indikatif dan belum dapat digeneralisasikan. Klaim teoretis dibatasi pada pemetaan awal praktik GHRM dalam konteks kerja gig berbasis kendaraan listrik. Studi lanjutan dengan sampel lebih luas diperlukan untuk menguji

konsistensi temuan dan memperkuat kontribusi terhadap literatur GHRM dan kesejahteraan pekerja platform.

Kata Kunci: Kesejahteraan pengemudi; Transportasi listrik; Green Human Resource Management; GIG economy; Studi kasus

Abstract

This study provides a preliminary exploration of driver well-being within the electric ride-hailing service Green SM in Makassar using an intrinsic case study approach. Theoretically, the study positions driver well-being within the framework of Green Human Resource Management (GHRM), which emphasizes the role of green compensation, environmental training, and sustainable work culture in shaping material, psychological, and social dimensions of worker well-being. Given that existing GHRM literature predominantly focuses on formal organizational settings, this study addresses a conceptual gap by applying GHRM perspectives to a platform-based work ecosystem utilizing electric vehicles. Data were collected through in-depth interviews with two drivers selected as information-rich cases, complemented by limited observations and company documentation. Using thematic analysis, the findings indicate preliminary tendencies suggesting that sustainability-oriented organizational practices may contribute to three dimensions of driver well-being. Materially, both informants reported stable income through a 60:40 revenue-sharing scheme, low operational costs due to electric vehicles, and trip-based incentives. Psychologically, EV safety features, eco-driving training, and Green SM's environmental identity enhanced drivers' sense of safety, pride, and comfort. Socially, organizational support in the form of social security (BPJS), rapid incident response, and an inclusive work culture strengthened drivers' sense of belonging and interpersonal connection. As an exploratory study with a minimal number of participants, these findings are indicative and not generalizable. The theoretical claims are limited to an initial mapping of how GHRM practices may operate within gig work involving electric vehicles. Further research with a larger sample is required to test the consistency of these patterns and strengthen contributions to GHRM and platform worker well-being literature.

Key Words: Driver well-being; Electric transportation; Green Human Resource Management; GIG economy; Case study

A. Introduction

The global shift toward low-carbon mobility has become a central pillar of climate-change mitigation strategies, with vehicle electrification emerging as a key approach adopted across many countries. The Global EV Outlook reports a rapid expansion of electric vehicle (EV) fleets over the past decade, particularly in urban areas facing acute challenges related to air pollution and congestion (IEA, 2023). EVs can substantially reduce local emissions and improve urban environmental quality, encouraging governments and transport operators to accelerate their transition to electric fleets. Numerous scientific studies further highlight the environmental advantages of EVs (Cassayre et al., 2022; Hardman & Tal, 2021).

In the context of ride-hailing platforms, however, electrification does more than transform transportation systems. It also reshapes drivers' everyday working experiences. Research shows that time-related charging anxiety is as influential as range anxiety in shaping charging decisions and work patterns (Wang et al., 2023). Battery state-of-charge accuracy and energy prediction are critical factors, while insufficient charging infrastructure exacerbates psychological strain (Shrestha et al., 2022). Long waiting times, limited charging coverage, and uncertainties over range can reduce productive hours and intensify frustration, income insecurity, and psychological fatigue (Prasad & Gudipalli, 2024). As a result, EV adoption introduces additional layers of complexity that affect drivers' physical, economic, and psychological well-being, requiring attention within humane and worker-centred policy frameworks.

From a human resource management perspective, the Green Human Resource Management (GHRM) literature suggests that environmentally oriented HR practices can link organizational sustainability goals with worker well-being. Recent studies by Ul Haq dan Bonn (2025) show that green recruitment, environmental training, and eco-incentives are strongly associated with work motivation, employee well-being, and participatory environmental behavior (Wang et al.,

2025). Similarly, green recruitment, training, and compensation practices have been found to foster green innovation, thereby enhancing strategic human resources and well-being through shared value creation (Bindeeba et al., 2025). Nevertheless, GHRM research remains focused primarily on formal organizations and industrial sectors, leaving a gap in understanding how environmentally oriented HR practices may influence worker well-being in digital labor platforms or gig-based work.

Research on gig workers highlights that the flexibility of platform labor often coexists with heightened vulnerabilities. Algorithmic management generates stress, frustration, and anxiety due to opaque decision-making in task allocation and performance evaluation (Pilatti et al., 2024), and may lead to emotional exhaustion despite high job engagement, as platforms require continuous monitoring and emotional commitment (Lang et al., 2023). Income instability and lack of social protection further intensify psychological pressure (iResearchNet, 2024). Drivers frequently experience anxiety related to customer ratings and idle waiting time, affecting both physical and mental health (SCIENMAG, 2025). Among Generation Z workers (the majority of gig workers) environmental conditions, service design, and incentives shape emotional responses and adaptive behaviors (Risnawati & Rahimah, 2023). The shift to EVs can heighten these challenges due to altered cost structures, changes in daily work routines, and new platform interactions, creating distinct well-being dynamics within platform-based EV mobility.

A central dimension of EV adoption is the concept of a just transition. Electrifying transportation is not only a technological transformation but also a socio-economic process that influences job security, labor rights, and the distribution of skills and income (International Transport Workers' Federation, 2021). A clean transition requires democratic social dialogue among workers, unions, employers, and governments to ensure fair distribution of benefits and burdens (International Transport Workers' Federation, 2022). Just transition principles emphasize access to technology training, social protection, and adequate infrastructure to prevent worker exclusion (PAGE & ILO, 2023). Globally, the energy transition should support employment through social dialogue, labor rights protection, and the creation of decent green jobs (IEA, 2023). Policies ensuring income protection, technology training, equitable recruitment, and access to organizational support are therefore essential for workers, including EV ride-hailing drivers.

Three research gaps emerge from these intersecting literatures. First, GHRM studies rarely examine platform workers, leaving unclear how green HR practices might operate in gig-based mobility services. Second, platform-economy research seldom considers how vehicle electrification affects driver well-being, even though EV adoption directly shapes operational costs, working hours, and platform interaction patterns. Third, energy-transition research seldom centers the subjective experiences of frontline workers in developing-country contexts, leaving drivers in mid-sized Global South cities such as Makassar underrepresented (Webster & Zhang, 2021).

Makassar provides a relevant empirical setting through the launch of Green SM, a fully electric ride-hailing service. With its introduction of a 100% EV fleet on 15 September 2025, Makassar became the second Indonesian city to offer electric ride-hailing services (PPID SULSEL, 2025). Green SM integrates environmental sustainability with platform-based service delivery, offering driver training, new income mechanisms, and promises of reduced operating costs (Green SM, 2023). However, the actual implications of these initiatives for driver well-being remain unclear, as work experiences are shaped by contextual factors such as charging infrastructure, travel patterns, traffic density, and local policy support.

This study positions driver well-being within the broader context of sustainable urban mobility. Following Grant et al. (2007), well-being is conceptualized multidimensionally, encompassing material or economic, psychological, and social or organizational dimensions. In an EV-based platform ecosystem, these dimensions include occupational safety and health, driving experiences, charging-related work stress, income stability, platform relationships, and social recognition. A qualitative approach is employed to capture drivers' subjective interpretations and to explore how well-being is experienced within this emerging EV transport ecosystem.

This preliminary study offers two key contributions. Theoretically, it advances GHRM scholarship by integrating the perspective of platform workers, a group rarely examined in sustainability research. By mapping material, psychological, and social dimensions of well-being from information-rich participants, the study provides early insight into how green HR practices, technological support, and operational conditions shape gig-worker well-being in electric-vehicle transport. Practically, the findings offer an empirical foundation for transport

operators, local governments, and other stakeholders to develop worker-centered HR interventions and transition policies. The analysis identifies priority areas including income stability and operating costs (material), work-related stress and perceived safety (psychological), and organizational support through training, technological access, and platform responsiveness (social). These insights reinforce efforts to promote environmentally sustainable mobility that upholds justice, safety, and worker well-being.

B. Methodology

1. Research Approach

This study employs a descriptive qualitative approach with an intrinsic case study design. The primary objective is to provide exploratory insight into driver well-being within the electric ride-hailing service of Green SM in Makassar, rather than to generate statistical generalizations. A case study design was selected because the case is intrinsically unique, combining electric vehicle adoption, platform-based operations, and a specific local context. This design enables an in-depth understanding within a bounded system (Gauche et al., 2017).

2. Participants and Sampling

The participants consisted of two active Green SM drivers. They were selected through purposive sampling based on criteria such as being active EV drivers, willingness to reflect on their work experiences, and representation of diverse backgrounds (for instance, age, working hours, and usage history). Given the exploratory and preliminary nature of the study, the two participants were treated as information-rich cases. The study does not claim data saturation but instead emphasizes narrative depth as the foundation for early insights, consistent with recommendations for small-scale case study research (Damayanti et al., 2023; R. K. Yin, 2017). In exploratory qualitative research, sample size is guided not by saturation but by contextual scope and informational depth (Creswell & Poth, 2017). The aim is to map initial dynamics of driver well-being, not to generalize beyond the case.

3. Technique of Data Collection

- a. In-depth semi-structured interviews. Interviews lasted 45–70 minutes and focused on work experiences, perceptions of well-being, operating costs, stress, and future expectations. All interviews were audio-recorded and transcribed verbatim.
- b. Document analysis. Secondary data included publicly available documents such as the Green SM website, social media posts, recruitment flyers, official statements, and training or operational materials when accessible. Each document was source-coded and archived as part of the audit trail.
- c. Limited field observation (non-participant). Observations were conducted to capture operational conditions, including charging routines, driver–vehicle interactions, and the physical condition of EV units. Field notes were used to record these observations systematically.

4. Data Analysis

Data were analyzed using thematic analysis following Braun & Clarke, (2006). The analytical process began with familiarization through repeated readings of interview transcripts and field notes. Initial coding was then conducted to identify relevant meaning units, such as perceptions of operating costs, feelings of safety, or pride in using electric vehicles. These codes were subsequently organized into themes and subthemes representing material, psychological, and social or organizational dimensions of well-being. The next step involved reviewing themes against the entire data set, including interviews, company documents, and observational notes, to ensure coherence and consistency. Once the themes were refined, each theme was named and defined, followed by the production of thematic reporting that integrated verbatim quotations with analytical interpretation. To support transparency, the appendix includes the codebook, thematic tree, and anonymized transcript excerpts as part of the analytic audit.

5. Validity and Reliability

Research trustworthiness was ensured through methodological and source triangulation by comparing findings from interviews, company documents, and field observations. Member checking was conducted by sharing a summary of preliminary findings with participants to verify whether the interpretations aligned with their experiences. All data collection and analysis procedures were documented systematically through an audit trail consisting of transcripts, analytic memos, methodological decisions, and archived secondary documents.

Reflexivity was maintained by recording reflective notes concerning potential biases, theoretical assumptions, and the researcher's positionality that might influence interpretation.

6. *Methodological Limitations*

This study acknowledges several limitations. The small number of participants restricts the findings to an exploratory scope and precludes generalization. The results may also be influenced by the specific characteristics of Green SM and the local operational context of Makassar, warranting caution when applying the insights to other settings. Additionally, secondary documentation was limited to publicly accessible materials, and the absence of internal company records such as maintenance logs, cost data, or operational reports constrained the analytical depth. Nevertheless, the methodological transparency and exploratory design provide a sufficient foundation for a preliminary understanding of driver well-being within an electric mobility ecosystem.

C. Results dan Discussion

1. Results

The primary data for this exploratory study were generated through in-depth interviews with two Green SM drivers operating in Makassar. Consistent with the study's qualitative design and the thematic analysis framework, the data were organized according to three analytical dimensions of worker well-being: material and economic, psychological, and social and organizational support. Each entry represents specific codes and themes that emerged inductively from the interview transcripts, accompanied by verbatim quotations to preserve the authenticity and contextual richness of the participants' narratives.

The table provides an initial mapping of how company practices, such as compensation structures, operating cost arrangements, safety provisions, training, and organizational culture, shape drivers' lived experiences in an electric-vehicle-based platform ecosystem. These insights align with the study's aim to understand how Green Human Resource Management (GHRM) practices intersect with technological and operational conditions to influence gig workers' multidimensional well-being. As such, the table serves as an empirical foundation for the subsequent thematic interpretation and contributes to the broader discussion on worker-centered sustainability transitions in ride-hailing electrification.



Source: Researcher Documentation, 2025

Figure 2. Green SM driver with an electric vehicle unit during daily operations

Table 2. Primary Data Results

Main Theme	Subtheme	Initial Codes	Data Extract	Driver
Material/ Economic Well-Being	Work Motivation	higher income; low operational costs; strong work enthusiasm	"I joined Green SM because the income is higher and the operational costs are lower..."	D1
		reasons for choosing the company; attractive incentives	"My main motivation is that the company prioritizes work safety, the income is relatively high, there are three types of bonuses, and I can take the car home."	D2
	Income & Operational	revenue sharing; cost efficiency;	"The income is quite profitable... the revenue-sharing scheme is	D1

Main Theme	Subtheme	Initial Codes	Data Extract	Driver
	Costs	maintenance burden	40% for the company and 60% for the driver; maintenance costs are covered by the company."	
		low expenses; electricity as main cost	"My income is higher than before because the costs are low, mainly just for electricity charging."	D2
	Incentive System	order-based bonus; trip volume (rit)	"Based on the number of orders."	D1
		weekly incentives; rit-based incentives	"There are three types of incentives, given every Tuesday, and the amount depends on the number of trips."	D2
Psychological Well-Being	Pride as an EV Driver	pride in environmentally friendly work; environmental contribution	"I feel proud to work in a company that cares about the environment."	D1
		green identity; sense of contribution	"I am proud to be part of environmentally friendly transportation that helps reduce air pollution."	D2
	Safety & Security	perception of safety; safety features; social protection	"The car has good quality, with blind-spot warning and a 360-degree camera... BPJS is provided."	D1
		safety culture; workplace protection	"I feel safe because safety is a priority; BPJS and fire extinguishers are available, and there is a second chance if an incident occurs."	D2
	Driving Comfort	EV comfort; interior quality; low noise	"The car is soundproof, the interior is attractive, and the materials are good."	D1
		work atmosphere; psychological comfort	"It is not noisy, environmentally friendly, and the work atmosphere feels calmer."	D2
	Future Expectations	hope for broader EV adoption; optimism about EV	"I hope more people will use this transportation."	D1
		long-term EV vision; environmental awareness	"I hope electric vehicle usage becomes widespread and helps reduce air pollution."	D2
Social and Organizational Support	Company Support	bonus; uniform; BPJS; operational support	"The company cares, providing bonuses, uniforms, and BPJS."	D1
		availability of vehicles; empathy; fast response	"The vehicles are new, there are official uniforms, and the response is quick in case of accidents; the culture of empathy is strong."	D2
	Training & Recruitment	health tests; application training; eco-driving	"Recruitment involved many tests, followed by two days of training about the car and the application."	D1
		digital training; professionalism	"Eco-driving and digital application training made us	D2

Main Theme	Subtheme	Initial Codes	Data Extract	Driver
			more professional and disciplined.”	
	Work Culture & Social Environment	positive communication; inclusiveness	“Communication among drivers is good and inclusive; there are 17 female drivers.”	D2
		professionalism; discipline	“The work culture is more professional and organized, promoting discipline and politeness toward passengers.”	D1

Source: Processed Data, 2025

2. Discussion

Material Well-Being of Online Drivers in Sustainable Electric Transportation in Makassar

The material or economic well-being of online drivers is a central component in evaluating the effectiveness of sustainable electric transportation systems. In this study, material well-being is examined through methodological triangulation, which integrates primary data from in-depth interviews with drivers, secondary data derived from company documents, and tertiary data drawn from academic literature on Green Human Resource Management (GHRM). This triangulated approach strengthens the validity and credibility of the findings by enabling cross-verification across data sources.

The following table presents the triangulated results on organizational practices influencing drivers' material and economic well-being. It synthesizes insights from driver interviews (primary data), documented company policies (secondary data), and theoretical support from GHRM literature (tertiary sources). Together, these elements provide a comprehensive understanding of how compensation systems, cost structures, and incentive mechanisms shape the material well-being of online drivers operating within an environmentally sustainable electric transport model.

Table 2. Triangulation of Drivers' Material/Economic Well-Being

Material Well-Being Dimension	Primary Data	Secondary Data	Literature Support
Profit-sharing scheme that enhances driver income	Drivers report a 40%–60% profit-sharing scheme (40% company, 60% driver). Income is perceived as higher due to lower operational costs.	Green SM's website and social media highlight a profit-sharing system, with potential driver earnings up to 63%.	Supardi et al. (2025) show that transparent profit-sharing increases financial security among transport workers. (Supardi et al., 2025) Djalil (2022) demonstrates its positive effects on employee motivation and performance
Operational efficiency through the use of electric vehicles	Drivers emphasize low electricity costs, reduced operational expenses, and increased net income.	Green SM documents state that the fleet is 100% electric, emphasizing higher energy efficiency and environmental benefits.	Budiono et al. (2025) find that EV usage reduces energy costs by up to 60%. Kusnawan et al. (2025) find that sustainability-based compensation and rewards enhance worker well-being. Yin et al. (2025) and Wang et al. (2025) show that green compensation systems promote pro-environmental behaviors and enhance worker well-being.
Incentive programs that enhance work motivation	Both drivers report daily/ride-based bonuses, three types of incentives, and improved motivation as a	Green SM announces incentive programs such as “Ride Green, Get Your Dream,” and	Puspitasari et al. (2024) demonstrate that performance-based incentives increase driver productivity. Bonsu, (2020); Jabbour & de Sousa Jabbour (2016); and Renwick et al., (2013)

result.	social media posts mention monthly bonuses.	argue that green performance-based rewards improve motivation, productivity, loyalty, and pro-environmental behavior.
---------	---	---

Source: Processed data, 2025.

In addition to verbal data obtained from the informants, the researcher also utilized driver recruitment flyers posted on Instagram and Facebook as secondary data to verify information regarding base salary, ride-based incentives, and work-related facilities. This documentation is presented in Figure 2 below.



Source: Researcher's Documentation, 2025

Figure 3. Driver Recruitment Flyers (Instagram & Facebook): Facilities, Salary, and Incentives

a. Revenue Sharing and Reduced Operational Burden

Primary data indicate that drivers experience increased net earnings through a revenue-sharing scheme perceived as fair, alongside significantly reduced operational expenses. Driver 1 noted that taxes and vehicle maintenance for electric vehicles (EVs) are covered by the company, resulting in higher take-home income compared with operating fossil-fuel vehicles. The energy efficiency of EVs further strengthens drivers' perceptions that operational costs are substantially lower.

Public documents, company websites, and social media materials (Figure 3) corroborate these findings. Green SM publicly communicates its 60:40 revenue-sharing model, its responsibility for EV maintenance, and its emphasis on cost efficiency as a strategic value offered to drivers. Figure 4, which displays the company's fare structure for 2025, highlights that the tariff system and operational cost design are intentionally structured to maintain competitive and stable driver income.



Source: Researcher's Documentation, 2025

Figure 4. Green SM Fare and Pricing Structure, 2025

Within the GHRM literature, these practices align with the concept of green compensation, a compensation system that supports sustainability goals while enhancing worker welfare. Supardi et al. (2025) emphasize that green compensation improves workers' financial security, while Djalil (2022) demonstrates its positive

effects on employee motivation and performance. The combination of primary, secondary, and tertiary evidence suggests that Green SM's 60:40 revenue-sharing model and its policy of covering EV operational costs constitute a concrete form of green compensation. These practices effectively enhance drivers' economic well-being and align with the company's sustainability principles.

b. Cost Efficiency through Electric Energy and Its Implications for Drivers' Economic Well-being

Driver 2 explained that the primary operational cost is limited to electricity for charging—contrasting with the significantly higher fuel and maintenance costs associated with fossil-fuel vehicles. With charging subsidies and company-provided charging facilities, drivers' net profit margins increase substantially. This demonstrates that EV utilization produces direct cost efficiencies that strengthen economic well-being.

Company documents and online materials confirm the availability of charging facilities and subsidies for operational needs. These policies align with Green SM's strategy to optimize its EV fleet, reduce operational costs, and maximize driver earnings. This documentation is consistent with primary data reporting low energy and maintenance costs.

The GHRM literature reinforces that cost efficiency and operational support are integral to green compensation. Kusnawan et al. (2025) find that sustainability-based compensation and rewards enhance worker well-being and commitment. Budiono et al. (2025) show that EV utilization significantly reduces energy expenses. Yin et al. (2025) and Y. Wang et al. (2025) further illustrate that green compensation design simultaneously promotes pro-environmental behavior and enhances worker well-being.

The consistency between primary data, company documentation, and academic literature shows that cost reductions through electricity-based operations represent an effective green compensation strategy. Provision of charging stations and subsidies not only reduces drivers' financial burden but also strengthens their economic well-being within the broader framework of GHRM and organizational sustainability.

c. Performance-Based Incentives and Driver Motivation

Both drivers reported that ride-based bonuses serve as major motivational factors, providing direct financial rewards for increased productivity. These incentives help drivers feel that their contributions are recognized and encourage them to meet daily operational targets. The immediate financial impact enhances job satisfaction and strengthens drivers' organizational commitment.

Company documents confirm the existence of routine performance-based bonuses tied to ride volume, delivered through a transparent and standardized incentive system. The design of this incentive scheme ensures fairness, reinforces motivation, and supports operational discipline. In this regard, performance-based incentives represent both financial recognition and alignment with Green SM's sustainability values.

Puspitasari et al. (2024) highlight that fairness in sustainability-linked incentive systems strongly predicts job satisfaction and retention. International studies by Bonsu, (2020); Jabbour & de Sousa Jabbour (2016); and Renwick et al., (2013) similarly show that green performance-based rewards strengthen motivation, productivity, loyalty, and pro-environmental behavior within organizations.

The alignment between primary data, company records, and GHRM literature confirms that ride-based incentives serve a dual function: enhancing drivers' economic well-being and reinforcing sustainable human resource management practices. Through fair and transparent performance incentives, the company supports productivity, retention, and driver commitment to sustainability goals.

d. Synthesis of Findings and Implications for Drivers' Material Well-being

Triangulation of interview data, company documentation, and academic literature demonstrates that improvements in drivers' material well-being within Green SM's electric transport ecosystem are shaped by three interrelated mechanisms:

- a) Fair revenue-sharing schemes
- b) Operational efficiency enabled by EV technology
- c) Transparent performance-based incentives

Interview data indicate that drivers receive higher net income because the company covers taxes, maintenance, and technical costs associated with EV operations. This is supported by company documentation showing a clear revenue-sharing system and transparent cost structure. These findings align with green compensation principles,

which emphasize fair compensation that supports sustainability (Djalil, 2022; Supardi et al., 2025).

Drivers also highlighted extremely low operational expenses, limited largely to electricity costs. Green SM documentation shows the provision of charging facilities and subsidies that reduce financial burden. GHRM literature confirms that cost efficiency generated through clean-energy technology enhances workers’ economic welfare and strengthens organizational sustainability commitments (Budiono et al., 2025; Y. Wang et al., 2025; Y. Yin et al., 2025).

Finally, both primary data and internal documentation emphasize that ride-based bonuses are key motivators for driver productivity and retention. Literature repeatedly demonstrates that green performance-based rewards enhance motivation, job satisfaction, and loyalty in sustainability-oriented work systems (Bonsu, 2020; Jabbour & de Sousa Jabbour, 2016; Puspitasari et al., 2024).

The triangulated findings indicate that drivers’ material well-being improves when economic policies and sustainability strategies are integrated through a comprehensive GHRM framework. Fair revenue sharing, low EV operational costs, and transparent performance-based incentives collectively create a work ecosystem that supports financial well-being, motivation, productivity, and driver loyalty. The implications are clear: EV-based transport companies should continue to strengthen holistic green compensation practices that ensure fair revenue-sharing, optimize EV cost efficiencies, and maintain clarity in performance incentives aligned with sustainability objectives. Through this approach, GHRM not only supports the company’s environmental mission but also delivers tangible economic benefits to its workers.

Psychological Well-Being of Online Drivers in Sustainable Electric Transportation Services in Makassar

The psychological well-being of online drivers constitutes a critical dimension in the successful implementation of sustainability-based electric transportation services. This study employs data triangulation by integrating primary data from driver interviews, secondary data derived from company documentation related to safety, training, and organizational culture, and academic literature on Green Human Resource Management (GHRM) and psychological well-being. This triangulated approach strengthens the validity and reliability of the findings.

Table 3 presents the triangulation results of GHRM practices that influence drivers’ psychological well-being. Through this table, it becomes evident how each mechanism is corroborated by three complementary sources of data, allowing for a comprehensive and systematic interpretation of the factors that shape the psychological well-being of drivers in the context of sustainable electric mobility.

Table 3. Triangulation of Drivers’ Psychological Well-Being

Psychological Well-Being	Primary Data	Secondary Data and Documentation	Supporting Literature
Safety and Driving Comfort	Drivers reported feeling safe due to the quality of electric vehicles, safety features (360° camera, blind-spot sensors), and eco-driving training.	The Green SM website highlights that the entire fleet consists of new electric vehicles equipped with high safety standards. Eco-driving training and application-use instruction are listed as part of the driver recruitment process (Green SM Driver Page). Oona Insurance media content confirms a partnership for accident protection for Green SM users.	Purba et al. (2024) show that vehicle quality and workplace safety enhance workers’ psychological well-being. San Román-Niaves et al. (2025) find that EV usage increases comfort and reduces driving stress.
Professional Work Culture and Training	Drivers described the work culture as more professional,	The Green SM website publishes several training and mentoring programs for drivers, including eco-driving, customer service education,	Marini et al. (2025) note that training and mentoring improve job satisfaction and confidence. Mawarni &

Psychological Well-Being	Primary Data	Secondary Data and Documentation	Supporting Literature
	organized, and friendly; they received two days of training, including eco-driving and application usage.	and fleet operational SOPs. Green SM's social media frequently features routine training activities and "driver of the month" appreciation events.	Rastitiati, (2025) find that a professional work culture enhances psychological well-being among service workers. Permadi & Agustina (2025) show that rewards and appreciation strengthen work commitment.
Future Aspirations and Meaningful Work (Green Meaningfulness)	Drivers expressed pride in contributing to low-emission transportation and hoped that EV adoption would continue to grow.	The Green SM website emphasizes its vision of "green, zero-emission transportation," its mission for energy transition, and contributions to cleaner air. Media articles (Nurmutia, 2025; Shanti, 2025) highlight Green SM's positioning as a national icon of green transportation, which fosters a sense of pride among drivers.	Alfadel et al. (2025) report that meaningful work enhances psychological well-being. Baykal & Bayraktar (2022) show that engagement in environmentally oriented work strengthens positive worker identity. Hussein & Zakhem (2024) find that meaningful work boosts long-term motivation and satisfaction.

Source: Processed Data, 2025

In addition to internal support through training and reward programs, Green SM also receives external support from the regional government. The Grand Opening event, officiated directly by the Governor of South Sulawesi, provided institutional legitimacy and generated a sense of pride among both management and drivers. This strengthened the perception that their work is publicly recognized and viewed as an important contribution to regional transportation services.



Source: Researcher Documentation from PPID South Sulawesi, 2025

Figure 5. Grand Opening of Green SM officiated by the Governor of South Sulawesi

a. Safety and Driving Comfort

Primary data indicate that drivers feel safe and comfortable when operating Green SM's electric vehicles. They emphasized that vehicle quality and safety features help reduce operational risks, while training sessions such as eco-driving enable them to drive more efficiently and remain aware of potential hazards on the road. These trainings also build confidence and reduce work-related anxiety.

These findings align with secondary data, including safety-training documentation, electric vehicle SOPs, and the company's routine training programs. These documents demonstrate that Green SM maintains explicit safety standards, ensures vehicles remain in optimal condition, and provides regular training to support drivers' operational readiness.

The GHRM literature reinforces these findings. Purba et al. (2024) note that green training enhances employee commitment and psychological comfort by improving

safety knowledge and technical capacity. San Román-Niaves et al. (2025) show that environmentally oriented training and safety policies help create a green psychological climate, which positively influences perceived comfort and job satisfaction. Through triangulation, safety and driving comfort emerge as critical elements of drivers' psychological well-being, shaped by lived work experiences, structured company policies, and scholarly evidence on the role of training and safety standards within GHRM.

b. Professional Work Culture and Training

Primary data suggest that drivers experience a professional, supportive, and friendly work culture at Green SM. They highlight that routine training, mentoring for new drivers, and open communication make them feel valued and proud to be part of the company. Eco-driving training and mentoring not only strengthen drivers' technical skills but also foster a sense of belonging and ownership of organizational values.

These findings are consistent with secondary data, which show that the company runs structured training programs, mentoring initiatives, and recognition systems for high-performing drivers. This is evident in the "Driver of the Month" award (Figure 6), routinely given to appreciate outstanding performance. This award system confirms that the company is actively building a positive work climate through rewards and motivational reinforcement.



Source: Researcher Documentation, 2025

Figure 6. Driver of the Month Award as a Form of Corporate Appreciation

As supplementary data, documentation of the Grand Opening event officiated by the Governor of South Sulawesi provides strong external legitimacy for the company and is perceived by drivers as a form of public support for sustainable electric mobility. Although not part of the core triangulation, this external validation strengthens psychological aspects such as motivation, feeling valued, and confidence in the sustainability of their profession.

GHRM literature supports the relevance of work culture and training for improving psychological well-being. Marini et al. (2025) emphasize that green training plays a strategic role in building environmental awareness and competence. Mawarni & Rastitiati (2025) find that a green organizational culture supported by GHRM practices enhances pro-environmental behavior and employee engagement. Similarly, Permadi & Agustina (2025) confirm that GHRM increases employee engagement, which directly contributes to job satisfaction and motivation.

Through triangulation, a professional work culture reinforced by continuous training, mentoring, and recognition creates pride, emotional attachment, and job satisfaction among drivers. Additional governmental support further strengthens these psychological dimensions, providing external validation that their work is socially and strategically important, thereby contributing meaningfully to Green SM drivers' psychological well-being.

c. Future Aspirations and Work Meaning

Primary data show that drivers perceive their work not merely as a source of income, but also as a meaningful contribution to sustainable, low-emission transportation. They expressed hopes that electric vehicle adoption will continue to expand and described a sense of pride in knowing that their work contributes to pollution reduction and the broader transition toward green mobility. This pride enhances emotional attachment and strengthens their commitment to the company.

These findings align with secondary data reflecting Green SM's vision and strategic direction, which emphasize sustainability and low-emission mobility. The company's environmental mission reinforces drivers' belief that their work has a broader socio-ecological purpose, thereby forming an important foundation for work meaningfulness and positive future aspirations.

GHRM scholarship supports this dimension. Alfadel et al. (2025) demonstrate that GHRM practices enhance green work engagement by embedding sustainability values in daily work. Baykal & Bayraktar (2022) find that environmentally oriented training and performance management help build psychological ownership and intrinsic motivation. Hussein & Zakhem, (2024) argue that GHRM strengthens organizational pride, which is crucial for shaping identity and long-term employee loyalty. Through triangulation, drivers' aspirations and sense of meaningful work emerge from the intersection of lived experience, organizational vision, and literature that demonstrates how GHRM cultivates pride, purpose, and long-term commitment.

d. Synthesis of Findings and Implications for Drivers' Psychological Well-Being

Triangulated findings derived from interviews, company documents, regional government policies, and GHRM literature reveal three mutually reinforcing mechanisms that enhance the psychological well-being of online drivers.

First, safety and driving comfort serve as the foundational element. High-quality electric vehicles, comprehensive safety features, and eco-driving training contribute to drivers' sense of security and confidence, reducing workplace anxiety and operational stress (Purba et al., 2024; Rashid & Boussabiane, 2019). Government support further strengthens this dimension. The Governor of South Sulawesi has repeatedly emphasized the importance of accelerating low-carbon transportation ecosystems and improving the safety standards of clean-energy mobility systems. This regulatory support provides drivers with additional reassurance that the electric transport ecosystem is recognized and protected by the state.

Second, a professional work culture supported by continuous training boosts job satisfaction, pride, and motivation. Intensive mentoring, open communication in daily operations, and a transparent reward system contribute to emotional attachment and psychological work engagement (Puspitasari et al., 2024; Renwick et al., 2013). These initiatives gain additional momentum because they align with the Governor's agenda to develop excellent human resources and promote environmentally responsible public services. This alignment reinforces drivers' perceptions that their work exists within a socially valued and government-supported ecosystem.

Third, future aspirations and work meaning strengthen commitment to the company's sustainability mission. Drivers feel that their contribution to green mobility has tangible environmental benefits, increasing intrinsic motivation, pride, and professional identity as part of the city's transition toward sustainable transportation (Alfadel et al., 2025; Baykal & Bayraktar, 2022; Hussein & Zakhem, 2024). Statements from the Governor emphasizing the province's commitment to emission reduction and green development reinforce drivers' perceptions that their work has significant public and environmental value.

Practical implications suggest that Green SM must maintain and advance safety programs and routine training, cultivate a professional and supportive work culture, and continue to communicate its sustainability vision clearly. The integration of GHRM practices, regional policy support, and a focus on drivers' psychological well-being enables the company not only to achieve environmental goals but also to strengthen worker motivation, job satisfaction, and emotional commitment. This synergy ultimately supports sustained productivity, resilience, and long-term driver retention within the electric ride-hailing ecosystem.

Social Well-Being and Organizational Support for Online Drivers in Sustainability-Based Electric Transportation in Makassar

Drivers' social well-being encompasses their sense of being supported, feelings of loyalty, belongingness, and emotional attachment to the company. This study employs data triangulation by integrating primary data from driver interviews, secondary data from company documentation related to organizational support and communication, and academic literature on Green HRM (GHRM) and social well-being to ensure the validity of findings. Table 4 presents the triangulated results of GHRM practices that influence drivers' social well-being.

Table 4. Triangulation of Drivers' Social Well-Being

Social Well-Being	Primary Data	Secondary Data and Documentation	Supporting Literature
Organizational support through uniforms, employment insurance, vehicles, and quick incident response	Drivers report receiving bonuses, uniforms, and employment insurance (BPJS Ketenagakerjaan). They also highlight the provision of new vehicle units, standardized uniforms, and rapid response in the case of accidents, reflecting a strong culture of empathy.	The Green SM website outlines the provision of EV fleets for drivers. Safety programs and incident SOPs are documented in publications on the partnership with Oona Insurance. Uniforms and service standards are showcased in official media content and Green SM's Instagram posts.	(Lawter & Garnjost, 2025; Riyanto, 2025; Yunaningsih et al., 2024) state that organizational support enhances social well-being and job security.
Family-like relationships, positive communication, and gender inclusivity	Drivers describe a professional yet friendly work culture, positive communication among drivers, and an inclusive environment, including the presence of 17 female drivers.	Green SM's official media highlight narratives of inclusivity and the recruitment of female drivers. Social media documentation shows driver communities, internal events, and harmonious team interactions.	(Altassan, 2025; Prakoso et al., 2025; Soekotjo et al., 2025; Yunaningsih et al., 2024) emphasize that inclusivity and positive workplace relationships strengthen workers' social well-being.
Structured training and recruitment processes that enhance professionalism	Drivers report a comprehensive recruitment process (including medical tests) and two days of training on vehicle operation and application use. Strict recruitment and eco-driving/digital application training foster discipline.	The Green SM Driver Page outlines recruitment stages: registration, verification, training, and onboarding. Eco-driving and application-use training are featured in news publications and Green SM media content.	(Bindeeba et al., 2025; Malau & Nawangsari, 2025; Yunaningsih et al., 2024) find that structured training and digital driving instruction improve competence and social well-being in transport services.

Source: Processed Data, 2025

In addition to operational support and a conducive work environment, the informants emphasized that the company provides equal employment access without gender-based restrictions. This is evidenced through recruitment materials that feature women as drivers and explicitly state that the vacancy is free from gender-based intervention. Such documentation illustrates the company's efforts to create an inclusive and non-discriminatory workspace. Figure 4 presents the visual evidence of these findings.



Source: Researcher's Documentation, 2025

Figure 7. Recruitment Pamphlet Highlighting Gender Equality in Driver Recruitment

a. Organizational Support

Primary data indicate that organizational support from Green SM plays a crucial role in shaping drivers' social well-being. Drivers stated that the provision of uniforms, social security (BPJS) enrollment, access to well-maintained vehicles, and the company's quick response during incidents foster a sense of safety and appreciation. Driver 1 emphasized that this level of attention makes them feel like an important part of the company, which in turn enhances loyalty and job satisfaction.

These findings are reinforced by secondary data derived from Green SM's internal documentation, particularly formal policies regarding the provision of uniforms, BPJS Health and Employment coverage, incident-handling SOPs, and routine maintenance logs for electric vehicles. This evidence demonstrates that organizational support is not merely informal but structured and embedded within the company's standard operating procedures.

The GHRM and employee well-being literature further supports the role of organizational support in strengthening social well-being. Yunaningsih et al. (2024) explain that perceived organizational support enhances employee commitment within green organizations. Riyanto (2025) similarly asserts that formally institutionalized support policies increase job satisfaction and affective commitment. Lawter & Garnjost (2025) add that organizational support aligned with sustainability principles not only improves environmental performance but also strengthens social aspects such as loyalty and a sense of belonging.

b. Familial Relationships and Inclusivity

Primary data show that familial relationships among drivers constitute a major pillar of social well-being at Green SM. Drivers described warm interactions, mutual support, and daily communication that foster a strong sense of togetherness. Inclusivity practices are also clearly observed, particularly through the acceptance of 17 female drivers and the support provided to them. Drivers noted that the inclusive work environment allows them to feel valued, accepted, and provided with a safe space for career development. These conditions directly reinforce emotional attachment and increase work motivation.

These findings are consistent with secondary data from Green SM's documentation and publications, including website and social media content. Such sources highlight inclusive recruitment guidelines, the company's commitment to equitable treatment of all drivers, and evidence of team-based activities such as briefings, driver community gatherings, and social events designed to strengthen interaction and solidarity. This documentation confirms that inclusivity is not merely rhetorical but an integral part of Green SM's human resource management strategy, supporting gender diversity and creating a workplace environment that resembles a "large family."

Current literature in Green Human Resource Management (GHRM) supports the importance of social relations and inclusivity for employee well-being. Prakoso et al. (2025) emphasize that integrating GHRM practices with diversity and inclusion principles enhances HR effectiveness and strengthens employees' sense of ownership. Yunaningsih et al. (2024) also demonstrate that perceived organizational support mediates green commitment and employee engagement. Soekotjo et al. (2025) found that sustainable HRM combining social inclusion with ecological sustainability tends to build a climate conducive to innovation, long-term stability, and emotional bonding within organizations. Altassan (2025) likewise concludes that sustainable leadership grounded in inclusivity strengthens shared identity and enhances employee involvement in organizational missions.

c. Structured Training and Recruitment

Primary data reveal that drivers perceive Green SM's training programs and recruitment processes as systematic and directly impactful on their professionalism. Training sessions covering eco-driving, digital application usage, and work procedures help drivers perform their tasks more confidently. Beyond improving technical skills, these training activities also serve as social interaction spaces that strengthen camaraderie and a sense of belonging within the driver community.

Secondary data from Green SM's documentation confirm the consistency of these practices. The company implements a staged recruitment process (health tests, technical assessments, interviews) and mandatory standard training for all new drivers.

Visual evidence from the company's website and social media highlights ongoing training activities and driver coaching conducted by instructor teams.

GHRM literature underscores that green recruitment and training are essential components for building employee competence and social connectedness. Shahrulnizam et al. (2024) classify green recruitment and training as core dimensions of GHRM contributing to organizational sustainability. A meta-analysis by Bindeeba et al. (2025) shows that environmentally oriented training and systematic recruitment stimulate green innovation and improve employee commitment. Malau & Nawangsari (2025) further assert that structured training programs foster a sustainability-oriented organizational identity and enhance employee readiness. Collectively, structured training and recruitment serve as fundamental drivers of social well-being because they enhance competence, create a sense of acceptance, and foster organizational connectedness.

d. Synthesis of Findings and Implications for Drivers' Social Well-Being

Triangulation across primary data, company documentation, and GHRM literature shows that Green SM drivers' social well-being is shaped through three main mechanisms. First, organizational support through BPJS coverage, uniforms, well-maintained vehicles, and incident-handling SOPs provides a sense of security and appreciation. Second, familial relationships and inclusivity strengthen a supportive work climate, particularly through positive communication among drivers and acceptance of female drivers. Third, structured training and recruitment enhance professionalism while simultaneously reinforcing social interaction, fostering competence, acceptance, and a sense of belonging.

These findings indicate that GHRM practices at Green SM not only support environmental objectives but also build a strong foundation for drivers' social well-being. Practically, sustainable transport companies must maintain organizational support, strengthen inclusive work cultures, and ensure continuous training programs to promote driver loyalty, retention, and emotional attachment.

D. Conclusion

This study provides an initial insight into the well-being experiences of two Green SM drivers within the context of a gig economy based on electric vehicles. The findings indicate potential improvements in three main dimensions of well-being. In the material dimension, drivers reported income stability through a 60%–40% profit-sharing scheme (60% for drivers, 40% for the company), low operational costs due to electric vehicles requiring only charging, and full coverage of vehicle maintenance and tax expenses. Additionally, three types of trip-based bonuses paid every Tuesday further enhanced daily earnings. In the psychological dimension, drivers expressed pride in contributing to environmentally friendly transportation and felt safer due to safety features such as 360-degree cameras and blind spot warnings, along with BPJS Ketenagakerjaan protection. Driving comfort also increased because electric vehicles are quieter and generate minimal vibration. In the social dimension, family-like relationships and inclusivity were reflected in the presence of 17 female drivers who are fully accepted in the work community. Structured recruitment and training, including health tests, two-day training, eco-driving modules, and app usage, were reported to enhance social interaction and professional competence. However, these findings are exploratory due to the very limited sample size, undocumented thematic analysis, and weak data triangulation. Therefore, the conclusions cannot be generalized or used as a basis for policy recommendations. Further research with a larger and more representative sample, systematic documentation of analysis, and stronger triangulation is required to verify these findings, strengthen the linkage between GHRM theory and the gig economy, and explore potential risks and challenges to driver well-being that were not captured in this small-scale study..

Recommendation

Future research is recommended to focus on technical optimization and policy measures to enhance driver well-being while strengthening Green SM's competitiveness compared to other ride-hailing providers. In the material dimension, further analysis of the 40:60 profit-sharing scheme, trip-based bonuses, and operational cost efficiency of electric vehicles is necessary to maintain stable and competitive income. In the psychological dimension, the implementation of

safety features, work schedule monitoring, BPJS protection, and mental health support should be reinforced to improve driver safety, productivity, and job satisfaction. In the social dimension, continuous training, driver community management, gender inclusivity, and career development opportunities should be promoted to support workforce retention and foster loyalty. From a policy perspective, policy briefs could focus on flexible gig worker regulations, social protection guarantees, platform algorithm transparency, and incentives for companies integrating sustainable GHRM practices. Methodologically, future studies are encouraged to adopt a mixed-methods approach, combining quantitative measures of income and productivity with in-depth interviews or case studies to capture drivers' psychosocial experiences. The integrated support of material, psychological, social, and policy dimensions is expected to enhance service quality, driver loyalty, and corporate reputation, positioning Green SM as a strong competitor in the broader ride-hailing market, including against brand-based services.

E. Reference

- Alfadel, A., Al-Kahtani, S. M., Al-Mekhlafi, A.-W. A.-G. S., Alhebri, A., & Ahmed, A. (2025). Fostering sustainable development: The role of green HRM and green work engagement. *Discover Sustainability*, 6(1), 300. <https://doi.org/10.1007/s43621-025-01167-z>
- Altassan, M. A. (2025). Sustainable Leadership and Green HRM: Fostering Environmentally Responsible Organizational Cultures. *Sustainability*, 17(20), 9331. <https://doi.org/10.3390/su17209331>
- Baykal, E., & Bayraktar, O. (2022). Green human resources management: A novel tool to boost work engagement. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.951963>
- Bindeeba, D. S., Tukamushaba, E. K., Bakashaba, R., & Atuhaire, S. (2025). Green human resources management and green innovation: A meta-analytic review of strategic human resources levers for environmental sustainability. *Discover Sustainability*, 6(1), 650. <https://doi.org/10.1007/s43621-025-01444-x>
- Bonsu, N. O. (2020). Towards a circular and low-carbon economy: Insights from the transitioning to electric vehicles and net zero economy. *Journal of Cleaner Production*, 256, 120659. <https://doi.org/10.1016/j.jclepro.2020.120659>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77–101. <https://doi.org/10.1191/1478088706qp063oa>
- Budiono, E., Mukhsinah, M., Mujannah, S., & Halik, A. (2025). Strategi Green Economy Melalui Implementasi Green HRM: Pendekatan Pada Pengelolaan Sumber Daya Manusia Berkelanjutan. *EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi*, 4(2), 4211–4221. <https://doi.org/10.56799/ekoma.v4i2.7409>
- Cassayre, L., Guzhov, B., Zielinski, M., & Biscans, B. (2022). Chemical processes for the recovery of valuable metals from spent nickel metal hydride batteries: A review. *Renewable and Sustainable Energy Reviews*, 170, 112983. <https://doi.org/10.1016/j.rser.2022.112983>
- Creswell, J. W., & Poth, C. N. (2017). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches*. SAGE Publications.
- Damayanti, D., Saputra Alamsyah, A. I., & Atirah, A. (2023). Peranan UMKM Terhadap Kesejahteraan Karyawan (Studi Kasus UMKM ISR Bone). *Jurnal Asy-Syarikah: Jurnal Lembaga Keuangan, Ekonomi Dan Bisnis Islam*, 5(1), 48–58. <https://doi.org/10.47435/asy-syarikah.v5i1.1725>
- Djalil, A. (2022). Dampak Green Compesation, Dan Motivasi Terhadap Kinerja Karyawan Pada Pt. Len Industri (Persero). *Ekonam: Jurnal Ekonomi, Akuntansi & Manajemen*, 4(1), 1–8. <https://doi.org/10.37577/ekonam.v4i1.486>
- Gauche, C., Beer, L. T. de, & Brink, L. (2017). Managing employee well-being: A qualitative study exploring job and personal resources of at-risk employees. *SA Journal of Human Resource Management*, 15(0), 13. <https://doi.org/10.4102/sajhrm.v15i0.957>
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *The Academy of Management Perspectives*, 21(3), 51–63.
- Green SM. (2023). *Green SM - Layanan Taksi Listrik Ramah Lingkungan*. Green SM. <https://id.greensm.com/>
- Hardman, S., & Tal, G. (2021). Understanding discontinuance among California's electric vehicle owners. *Nature Energy*, 6(5), 538–545. <https://doi.org/10.1038/s41560-021-00814-9>

- Hussein, S. H., & Zakhem, N. B. (2024). The Impact of Green Human Resource Management Practices on Brand Citizenship Behavior and Employee Turnover Intention: A Mixed Methods Approach. *Sustainability*, *16*(15), 6528. <https://doi.org/10.3390/su16156528>
- IEA. (2023, April 26). *Global EV Outlook 2023 - Analysis*. IEA. <https://www.iea.org/reports/global-ev-outlook-2023>
- International Transport Workers' Federation (ITF). (2021). *A Just Transition for Urban Transport Workers, 10 points for a worker-led, democratic, publicly-led, gender equal and clean transition for transport in our cities*. <https://www.itfglobal.org/en/resources/just-transition-urban-transport-workers>
- International Transport Workers' Federation (ITF). (2022). *A Just Transition for Urban Transport Workers, Issues and Experiences from Unions in Cities of the Global South*. <https://www.itfglobal.org/en/resources/just-transition-urban-transport-workers-0>
- Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green Human Resource Management and Green Supply Chain Management: Linking two emerging agendas. *Journal of Cleaner Production*, *112*, 1824–1833. <https://doi.org/10.1016/j.jclepro.2015.01.052>
- Kusnawan, A., Riyadi, S., Muhdaliha, E., Saputro, A., & Jemmy, J. (2025). Integration of Innovation in Green Human Resources Management: A Systematic Review of Compensation and Reward for Organizational Sustainability: Integration of Innovation in Green Human Resources Management: A Systematic Review of Compensation and Reward for Organizational Sustainability. *Primanomics: Jurnal Ekonomi & Bisnis*, *23*(3), 145–164. <https://doi.org/10.31253/pe.v23i3.3986>
- Lang, J. J., Yang, L. F., Cheng, C., Cheng, X. Y., & Chen, F. Y. (2023). Are algorithmically controlled gig workers deeply burned out? An empirical study on employee work engagement. *BMC Psychology*, *11*(1), 354. <https://doi.org/10.1186/s40359-023-01402-0>
- Lawter, L., & Garnjost, P. (2025). Green Human Resource Management and Organizational Performance: A Systematic Review. *Sustainability*, *17*(7), 3132. <https://doi.org/10.3390/su17073132>
- Malau, A. A., & Nawangsari, L. C. (2025). Green Human Resources Management Model in Achieving Corporate Sustainability at Sekolah Alam Al Fazza. *Journal of Sustainable Economic and Business*, *2*(1), 17–26. <https://doi.org/10.70550/joseb.v2i1.48>
- Marini, M., Jatmiko, A. D., & Arumsari, A. D. (2025). Green HRD: Sebuah Literature Review Tentang Dampak Dan Implikasinya Menuju Organisasi Yang Berkelanjutan. *Psikosains (Jurnal Penelitian Dan Pemikiran Psikologi)*, *20*(1), 83–91. <https://doi.org/10.30587/psikosains.v20i1.9527>
- Mawarni, K. D. P., & Rastitiati, N. K. J. (2025). The Effect of Green Human Resource Management and Green Organizational Culture on Employee Green Behavior at a Resort in Bali. *Journal of Hospitality Accommodation Management (JHAM)*, *4*(2), 182–195. <https://doi.org/10.52352/jham.v4i2.1975>
- PAGE & ILO. (2023). *Green Jobs and Just Transition: Policy Readiness Assessment in the Energy Sector in Indonesia*. International Labour Organization. https://www.ilo.org/sites/default/files/wcmsp5/groups/public/%40ed_emp/%40emp_ent/documents/publication/wcms_888170.pdf
- Permadi, I. K. O., & Agustina, I. A. S. (2025). Green HRM On Employee Performance: The Role Of Employee Engagement As A Mediator. *Jurnal Muara Ilmu Ekonomi Dan Bisnis*, *9*(1), 1–13. <https://doi.org/10.24912/jmie.v9i1.32766>
- Pilatti, G. R., Pinheiro, F. L., & Montini, A. A. (2024). Systematic Literature Review on Gig Economy: Power Dynamics, Worker Autonomy, and the Role of Social Networks. *Administrative Sciences*, *14*(10), 267. <https://doi.org/10.3390/admsci14100267>
- PPID SULSEL. (2025). *Gubernur Sulsel Resmikan Green SM, Taksi Listrik Modern Pertama di Makassar—PPID SULSEL*. <https://ppid.sulselprov.go.id/berita/gubernur-sulsel-resmikan-green-sm-taksi--747>
- Prakoso, L. H., Hanifah, P. A., Irianti, C. D., Firdausy, N. A., & Setyawati, N. (2025). Analisis Pengaruh Green HR, Keberagaman, dan Inklusi dalam Pengelolaan SDM Era Digital. *Juremi: Jurnal Riset Ekonomi*, *4*(5), 1101–1112. <https://doi.org/10.53625/juremi.v4i5.9619>
- Prasad, S. L., & Gudipalli, A. (2024). An effective range estimation and state-of-charge to mitigate range anxiety in electric vehicles. *Heliyon*, *11*(1), e41494. <https://doi.org/10.1016/j.heliyon.2024.e41494>
- Purba, S. D., Wiranatha, H. D., & Sulistyaningsih, E. (2024). Increasing Commitment through the Effect of Green Training and Development and Green Behavior in State-Owned Bank

- Employees. *Binus Business Review*, 15(3), 261–270. <https://doi.org/10.21512/bbr.v15i3.11229>
- Puspitasari, A., Palupiningtyas, D., & Sn, K. (2024). Sinergi Keberlanjutan: Mengungkap Pengaruh Green Compensation and Benefits terhadap Peningkatan Kinerja Karyawan. *Prosiding Seminar Nasional Ilmu Manajemen Kewirausahaan Dan Bisnis*, 1(1), 212–225. <https://doi.org/10.61132/prosemnasimkb.v1i1.18>
- Rashid, A., & Boussabiane, H. (2019). Conceptualizing the influence of personality and cognitive traits on project managers' risk-taking behaviour. *International Journal of Managing Projects in Business, ahead-of-print*. <https://doi.org/10.1108/IJMPB-11-2017-0138>
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15(1), 1–14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Risnawati, & Rahimah, A. (2023). *The Role of Servicescape of Second-Hand Clothing Stores on Impulse Buying for Generation Z*. 122–129. https://doi.org/10.2991/978-94-6463-240-8_15
- Riyanto, D. W. U. (2025). Pengaruh Green HRM dan Dukungan Organisasi Terhadap Tingkat Retensi Karyawan Melalui Keterlibatan, Kepuasan Kerja, dan Komitmen Afektif Di UKM Manufaktur. *Jurnal Manajerial*, 12(02), 357–377. <https://doi.org/10.30587/jurnalmanajerial.v12i02.9662>
- San Román-Niaves, M., Morandini, S., Antonini, M., & Pietrantoni, L. (2025). Green Human Resource Management and Green Psychological Climate: A Scoping Review Through the AMO Framework. *Sustainability*, 17(6), 2535. <https://doi.org/10.3390/su17062535>
- SCIENMAG. (2025, June 2). Study Suggests Most UK Gig Economy Riders and Drivers Experience Anxiety. *Science*. <https://scienmag.com/study-suggests-most-uk-gig-economy-riders-and-drivers-experience-anxiety-over-ratings-and-pay/>
- Shahrulnizam, N. A. A., Hassan, M. A., Azizie, N. A. M. @ M., Rashid, A. H. A., & Wahab, S. R. A. (2024). Roles of Ghrm in Sustainable Organization Practices: A Systematic Literature Review. *International Journal of Academic Research in Business and Social Sciences*, 14(10), 370–393. <https://doi.org/10.6007/IJARBS/v14-i10/23110>
- Shrestha, S., Baral, B., Shah, M., Chitrakar, S., & Shrestha, B. P. (2022). Measures to resolve range anxiety in electric vehicle users. *International Journal of Low-Carbon Technologies*, 17, 1186–1206. <https://doi.org/10.1093/ijlct/ctac100>
- Soekotjo, S., Sosidah, Kuswanto, H., Setyadi, A., & Pawirosumarto, S. (2025). A Conceptual Framework for Sustainable Human Resource Management: Integrating Ecological and Inclusive Perspectives. *Sustainability*, 17(3), 1241. <https://doi.org/10.3390/su17031241>
- Supardi, S., Perwitasari, E. P., Primadi, A., Liana, E., & Syahridhan, S. (2025). *Konsep Manajemen Sumber Daya Manusia Hijau: Pelatihan Hijau, Rekrutmen Hijau, Manajemen Kinerja Hijau dan Kompensasi Hijau* | *Jurnal Bisnis Mahasiswa*. https://jurnalbisnismahasiswa.com/index.php/jurnal/article/view/601?utm_source=chatgpt.com
- Wang, J., Huang, C., He, D., & Tu, R. (2023). Range Anxiety among Battery Electric Vehicle Users: Both Distance and Waiting Time Matter. *Proceedings of the Human Factors and Ergonomics Society Annual Meeting*, 67(1), 1309–1315. <https://doi.org/10.1177/21695067231193669>
- Wang, Y., Ummar, R., Qureshi, T. M., Ul Haq, J., & Bonn, M. A. (2025). Employee Sustainability: How Green Practices Drive Employee Well-Being and Citizenship Behavior. *Sustainability*, 17(3), 936. <https://doi.org/10.3390/su17030936>
- Webster, N. A., & Zhang, Q. (2021). Centering social-technical relations in studying platform urbanism: Intersectionality for just futures in European cities. *Urban Transformations*, 3(1), 10. <https://doi.org/10.1186/s42854-021-00027-z>
- Yin, R. K. (2017). *Case Study Research and Applications: Design and Methods*. SAGE Publications.
- Yin, Y., Wang, Y., & Lu, Y. (2025). How to Design Green Compensation to Promote Managers' Pro-Environmental Behavior? A Goal-Framing Perspective. *Journal of Business Ethics*, 197(2), 341–353. <https://doi.org/10.1007/s10551-024-05762-4>
- Yunaningsih, A., Johan, A., & Rahmayanti, R. (2024). Fostering innovation through green HRM: The mediating role of organizational support and green commitment. *Asian Management and Business Review*, 293–307. <https://doi.org/10.20885/AMBR.vol4.iss2.art8>