The effect of green human resource management (GHRM) practices on turnover intention: Mediating role of work environment

Abdul Faris Makarim ^(a) Muafi Muafi ^{(b)*}

^(a) Magister of Management, Universitas Islam Indonesia, Indonesia

^(b) Management Department, Faculty of Business and Economics, University Islam Indonesia. Jl. SWK Ringroad Utara Sleman Yogyakarta Indonesia

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ABSTRACT

This study examines and analyzes the relationship between Green Human Resource Management (GHRM) practices, such as Green Recruitment, Green Training on Turnover Intention mediated by the Work Environment. The sample is 90 employees of the Millennial generation of a State-Owned Enterprises, namely PT. Angkasa Pura I (Persero) Adi Soemarmo International Airport Surakarta branch. While the data analysis uses the Structural Equation Model (SEM) with Partial Least Square (PLS). The results show that; (1) There is a negative effect between Green Recruitment on turnover intention, (2) there is a negative effect between Green Training on Turnover Intention, (3) there is a negative effect between the Work Environment on Turnover Intention, (4) there is a significant effect between Green Recruitment on Turnover Intention mediated by Work Environment variables, (5) there is a significant effect between Green Training on Turnover Intention mediated by Work Environment variables in Millennial generation employees of PT. Angkasa Pura I (Persero) Adi Soemarmo International Airport Surakarta branch.

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Introduction

In the last decade, the effort and the participation of developed countries and developing countries to actively support environmental sustainability has been increased. This action comes from the fact that ongoing environmental problems being an obstacle for economic development and continue to harm people's lives. One of the example is the increase of global greenhouse gas emissions and air pollution in big cities (Dodman, 2009). This phenomenon which is caused by climate change or not is widely regarded as a consequence of human activities. It happens because the existence of manufacturing and business activities inevitably that causes harm to Mother Earth, where this non-green human behavior causes environmental degradation.

The intensification of environmental concerns around the world has pushed companies to adopt environmental practices at a higher level and adopt it will benefit companies to be green and competitive (Jabbour et al., 2012). Organizations that implement corporate environmental sustainability develop a green organizational image and are often considered environmentally responsible. Having pro-environment workforce is very important to achieve environmental goals because the attitudes and behavior of employees who are pro-environment determine environmental performance.

Employee involvement in environmental performance, however, depends on Green Human Resource Management (GHRM), which is an alignment between environmental management and Human Resource Management. GHRM consists of traditional HR practices and more intangible practices that facilitate pro-environmental employee participation (Jabbour and Jabbour, 2016). GHRM has been

* Corresponding author. ORCID ID: 0000-0002-5078-4670

empirically proven to mediate the relationship between external pressures (from customers and regulatory stakeholders) and environmental performance (Guerci, Longoni and Luzzini, 2016).

GHRM practice is an integration of regulations, policies, and functions that include the interests of green activities by various stakeholders (Gholami, et al., 2016). There are various views on GHRM practices (Tang et al., 2018). However, most studies consider that GHRM practices include environmental friendly recruitment and selection, environmental friendly training, environmental friendly performance management, green pay, green reward systems, and environmental involvement (Jabbouret, et al., 2010; Renwick et al., 2013; Zibbaras & Coan, 2015; Nejati, et al., 2017; Islam, et al., 2020). Green Human Resource Management (GHRM) plays an important role for various employees from their recruitment/orientation. Currently, high employee satisfaction is built and maintained not only by non-physical and social policies, but also by environmentally-based practices. Green practices and policies are believed to increase employee engagement and productivity (Dumont et al., 2017). Jabbour and Jabbour (2016), reveal that organizations can attract and select candidates who will be committed to environmental issues. Yusoff and Nejati (2019) explain that green recruitment and selection have been seen as important components in the Green HRM practice. Jabbour & de Sousa Jabbour (2016) also reveal that environmental friendly training and development refers to a system of activities that motivate employees to learn environmental protection skills and pay attention to environmental issues, which is the key in achieving environmental goals.

Researchers observe GHRM practices at PT. Angkasa Pura I (Persero) and find that the company has implemented several regulations for employees including employees being asked to use used paper for printouts. They are also have many campaigns such as saving water use, recycling waste, bike to work, and giving rewards to units that use the least amount of paper in one month. Another campaigns are minimizing the use of paper in correspondence by maximizing electronic mode and bringing your own cutlery to reduce plastic. Some of the regulations applied are based on the Board of Directors' Decree No. KEP.32/OM.01.01/2015 concerning Guidelines for the Implementation of the PT. Airport Environmental Management System Angkasa Pura I (Persero). The efforts to practice green human resource management are also contained in the instructions of the directors number INST.DU.04/LB.02/2018 regarding the Use of Airport Energy. Several studies find that GHRM practices have an effect on employees' green behavior at the individual level in the workplace (Dumont, Shen, & Deng, 2017; Zhang et al., 2019; Islam, et al., 2020). Meanwhile, HRM practices such as training and development, job security, compensation, assessment, job description, and participation in decision making have a significant impact on decreasing employee turnover intention (Santhanam et al., 2017; Sinniah & Kamil, 2017). However, Islam, et al., (2020) find that green selection, green training, and green reward do not have a significant impact on turnover intention.

Turnover intention has been a critical issue for management in many years (Chen, Lin & Lien, 2010). It is a major problem for organizations today. In fact, some Human Resources managers are frustrated when they find out that the successful recruitment process of recruiting trustworthy and quality new employees ends up being a waste of time because the new recruits choose jobs in other companies. Tett and Meyer (1993) define turnover intention as low performance and intention to leave work (Applebaum, et al, 2010). Turnover intention has the potency to harm the organization because it can have a broad impact and result in loss of productivity and company income. This will be a serious problem for the balance of the organization. In the business world context, several companies in Indonesia have paid a lot attention to green business. One of them is airport as a major contributor to environmental impacts. PT. Angkasa Pura I, State-Owned Enterprises, in its 2018 annual report stated that one of the missions is to make a positive contribution to society and play a role in the development of a green airport. The Company is committed to participate in building environmental awareness as a support of the Paris Agreement. The company states that it continues to minimize negative impacts on the environment. The entire office network of PT Angkasa Pura I (Persero) has a policy to implement environmental friendly operational practices. This policy is in line with the Company's commitment that is realizing an eco green airport as one of the strategies of PT Angkasa Pura I (Persero). Another concrete pro-environment policy step is PT Angkasa Pura I (Persero) implementing the international standardization of ISO 14001: 2014/SNI 19-14001:2005 concerning Environmental Management Systems at airports managed by the Company. In addition, PT Angkasa Pura I (Persero) personnel always implement pro-environment activities in daily operations by adhering to the 3R (Reduce, Reuse, and Recycle) principles.

In developed countries, studies that discuss the relationship between Green Human Resource Management (GHRM) practices and turnover intention is still limited (for example, Islam, et al., 2020; Han, et al., 2020). Likewise, in developing countries, especially Indonesia, studies that examine the relationship between GHRM and turnover intention has never been done. Therefore, this study is conducted to test and analyze the effect of Green Human Resource Management (GHRM) on turnover intention with the work environment as a mediator. The study is conducted at PT. Angkasa Pura I Adisoemarmo Airport Branch Surakarta.

Literature Review

Theoretical and Conceptual Background

The Effect of Green Recruitment on Turnover Intention

Green recruitment (GRS) is a process of recruiting and selecting candidates who are sensitive to environmental issues and are willing to commit to environmental performance (Tang et al., 2018). GRS deals not only with a larger pool of candidates, but also a better pool of pro-environmental candidates from which the organization selects the best individuals, eg those who are believed to meet the organization's expectations. Kane (2011) assumes that "*an organization expects individuals to be motivated to do their work that is in line with organizational goals with all their abilities and obstacles of any kind*". From this point of view, employees' motivation

for environmental efforts appears to be the most important driver for their commitment to environmental performance. Therefore, employee motivation is one of the main incentives because it can trigger employee performance.

In this case, GHRM activities are very important to make employees aware of environmental issues and motivate them to carry out activities by keeping the environment free from pollution (Zhang, et al., 2019) one of which is through recruitment and selection which is the initial stage of selecting candidates so later become assets for the company. Previous study that discusses the practice of Human Resource Management find that the hypothesis is not supported, that recruitment and selection do not have a significant effect on turnover intention in millennial employees (Islam et al., 2020). For this reason, the hypothesis in this study is:

H1: Green Recruitment has a negative effect on turnover intention.

The Effect of Green Training on Turnover Intention

The practice of Green Human Resource Management (GRHM) offers a practical way for organizations to develop human resources that can improve environmental performance, one of which is training. Staff training about the ecological impact of organizational activities is increasing employees' awareness of environmental issues (Bansal & Roth, 2000). Oftenly, the aim of training is to develop the eco-friendly capabilities of staff so that they are focused on reducing activities that generate unnecessary pollution and waste (Simpson & Samson, 2010). Since many employees will be working in operational positions, they are well placed to identify and eliminate processes that generate waste and hazardous waste (Renwick et al., 2013).

Environmental awareness training program enhances employees' skills in the process of eradicating waste materials and increase their emotional involvement in improving environmental performance (Fernández, Junquera, & Ordiz, 2003). According to organizational support literature, employees who feel that the organization supports their environmental efforts are more likely to be satisfied with their jobs (Kurtessis et al., 2015). In addition, according to the emerging literature on the effects of sustainability programs on employees (Gond et al., 2017), employees who perceive their organization's commitment to environmental sustainability are more likely to develop higher job satisfaction (El Akremi et al., 2015).

Green training in this study is a capacity building practice (Renwick et al., 2013), which increases awareness, knowledge, and skills related to green employees (Pinzone et al., 2016). It also supports several solutions to reduce environmental impact (Siyambalapitiya et al., 2018). Previous study states that green recruitment and selection has no effect on employee turnover intentions (Islam et al., 2020). From the explanation above, the hypothesis in this study is:

H2: Green training has a negative effect on turnover intention

The effect of Work Environment on Turnover Intention

Work environment is something that surrounds workers and influences them in conducting their assigned tasks (Nitisemito, 1992). The conditions of the work environment greatly affect a person's attitude at work. It is good or appropriate if the employees can perform activities optimally, healthy, safe, and comfortable (Cox & Cheyne, 2000). Employees will work optimally if the work environment is comfortable and supportive because employees are satisfied with their work environment (Robbins & Judge, 2001). There are two indicators to measure the work environment, namely 1) a pleasant, comfortable and safe work atmosphere including clear lighting, no disturbing noise, safety at work and 2) the availability of work facilities in the form of equipment to support the smooth work process (Cox & Cheyne, 2000). Broadly, the work environment is divided into two groups, namely: 1) the physical work environment which consists of a work environment that is directly related to employees such as work centers, chairs, tables, etc. and an intermediary environment or general environment that can affect the human condition such as temperature, humidity, air circulation, lighting, noise, mechanical vibration, unpleasant odors, colors, etc., 2) non-physical work environment which includes all conditions related to work relations, good relations with superiors, fellow colleagues work, and subordinates (Sedarmayanti & Pd, 2001).

Several previous studies state that the work environment has a significant effect on turnover intention (Kurniawaty et al., 2019; Zeytinoglu et al., 2007; Wan et al., 2018; Choi et al., 2018; Applebaum et al., 2010 ; Soelton and Atnani, 2018). The work environment is characterized as one of the factors that causes employees' intentions to leave because when the work environment is good and reflects comfort, employees would stay longer in the company (Kurniawaty et al., 2019). Based on the previous studies, the hypothesis that can be taken are as follows.

H3: The work environment has a negative effect on turnover intention

Work Environment Mediates the relationship between Green Human Resource Management and Turnover Intention

Work environment is one of the factors that have an impact on employee turnover intentions or the decision to stay in the organization (Qureshi et al., 2013). According to Pangil, Johari, & Ahmad, (2017), the work environment is recognized as a vital factor that has an impact on employee retention in the company. The same thing is also mentioned by Ollukkaran & Gunaseelan (2012), there is a positive or negative effect of the work environment on work outcomes such as commitment, involvement, and intention to stay. In this regard, a good environment including clean, attractive, inspiring, and supportive has a positive impact on employee turnover intentions, employee commitment, and retention (AlBattat & Som, 2014; Mangi et al., 2011). Therefore, this study try to find that the work environment leads to a positive relationship with turnover intention.

Theoretically, HRM practices, namely GHRM practices such as recruitment and selection, training, performance management, remuneration, and incentive systems, as well as institutionalized participation by an organization should be able to reduce employee turnover intention (Islam, 2020). However, previous studies on the effect of HRM practices on employee turnover intentions appears to be mixed (Abubakar, Chauhan, & Kura, 2015; Chao, 2008; Juhdi et al., 2013). Based on mixed or contradictory findings from previous studies, the work environment will be included as a moderator on the relationship between GHRM practices and employees' turnover intentions. This is corroborated by Jaworski's (1988), the adequacy of various control mechanisms may be independent of internal and external contingency variables. This is also supported by Baron and Kenny (1986), when there is an unclear, inconsistent, and weak relationship between the predictor variable and the criteria, the moderating variable is suggested to be used. Thus, it recommends the need for moderating variables. Therefore, this study shows that the work environment can moderate the relationship between GHRM and employees, namely the turnover intention of millennials at PT. Angkasa Pura I Adi Soemarmo Airport Branch Surakarta. Furthermore, the work environment is used as a moderator of the relationship between entrepreneurial orientation and organizational performance (Aaraki & Kimbugu, 2015). Similarly, it has been tested as a moderator on the relationship between western expatriate commitment and also retention in international projects/assignments (Kim-Soonet al., 2014). It is also used as a moderator in Bibi et al. (2018), which explains that there is a moderating effect on the relationship between HR practices (compensation, training, development, and performance) and employee retention. This study use work environment as a mediation, where the previous literature not using work environment.

H4: The work environment mediates the relationship between green recruitment/selection practices and turnover intention

H5: The work environment mediates the relationship between green training and turnover intention

Research and Methodology

This study uses fourteen items from all variables taken from (Tang et al., 2018; Islam et al., 2020). The population is all employees of PT. Angkasa Pura I Adi Soemarmo Airport Branch Solo as many as 105 people. While the sample are 90 respondents employees who work at PT. Angkasa Pura I Adi Soemarmo International Airport Branch. Data collection uses questionnaire data collection technique which is directly distributed to respondents, after the data is obtained then the data will be analyzed. The measurement uses a Likert Scale which is designed to explain whether or not someone agrees with the statements listed on the questionnaire with intervals of 1-5. The Likert Scale measurements are as follows: 1, Strongly disagree; 2, Disagree; 3, Neutral; 4, Agree; 5, Strongly Agree.

The analysis is using the Structural Equation Model with analytical tools that is Partial Least Square (PLS) method with r-square criteria of 0.67, 0.33 and 0.19 indicating a strong, moderate and weak model (Chin, 1998) 0.75, 0.50 and 0.25 indicate a strong, moderate, and weak model (Hair et al. 2011). Then a significance t-value of 1.65 (significance level = 10%), 1.96 (significance level = 5%), and 2.58 (significance level = 1%). Finally, the probability value is being looked when test the hypothesis, where the p-value with an alpha of 5% is less than 0.05 and the t-table value for 5% alpha is 1.96. The criteria which is used to determine the acceptance or rejection of the hypothesis (H_a is accepted and H_o is rejected) is the t-statistic > 1.96 or $p < 0.05$.

The variables and measurements used in this study are:

Green Recruitment

Green recruitment and selection is the process of recruiting and selecting candidates who are sensitive to environmental issues and are willing to commit to environmental performance. The items used to measure green recruitment in this study using items from Tang et al., (2018) are as follows:

- i. Attract green job candidates who use green criteria in selecting organizations
- ii. Using green employer brands to attract green employees
- iii. The company recruits employees who have environmental awareness.

Green Training

Green training can be defined as a process of on-the-job training and further education designed to achieve the company's environmental management targets and objectives. To measure green training, this study uses items from Tang et al., (2018), namely:

- i. The company develops training programs in environmental management to increase environmental awareness, skills, and expertise of employees
- ii. The company has integrated training to create emotional involvement of employees in environmental management
- iii. The company has green knowledge management (linking education and environmental knowledge with behavior to develop prevention solutions)

Turnover Intention

Turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. The items used to measure turnover intention in this study are from Michaels and Spector, (1982) and Lance, (1988), Islam (2020), and Khatri et al (2001), namely:

- i. Thinking of Quitting
- ii. Intention to search for alternatives
- iii. Intention to quit

Work environment

The work environment is everything that is around employees at work (both physical and non-physical) that has an impact on employees. The work environment is described as the total perceived non-monetary elements that create an environment for employees to conduct their functions (Chao, 2008). The Work Environment Items used are:

- i. A work environment that supports environmental performance.
- ii. Have awareness to improve the environment quality.
- iii. The working atmosphere provides a sense of comfort and security at work.
- iv. Availability of equipment and tools at work to facilitate my work.
- v. Good relations between co-workers and superiors.

Result and Discussion

Respondent characteristic's analysis

In this study, male respondents compared to female respondents, it shows that the composition of male employees are more, namely 54.4% while female employees are 45.5%. Characteristic of respondents based on age shows that majority has aged between 31-35 years by 42.2%, while the majority education level is bachelor degree of 88.9%. The majority of employees have worked for 6-10 years is 46.7%. It means that the majority of employees have been working for a long time at PT. Angkasa Pura I (Persero) Surakarta International Airport branch.

Table 1: Descriptive Respondents

Demographic	Description	Amount	Percentage
Gender	Man	49	54.4%
	Woman	41	45.6%
Age	20 - 25 years old	2	2.2%
	26 - 30 years old	23	25.6%
	31 - 35 years old	38	42.2%
	36 - 40 years old	27	30.0%
Education	Diploma	19	21.1%
	Bachelor	61	67.8%
	Master	10	11.1%
Work Length	1 - 5 years	22	24.4%
	6 - 10 years	42	46.7%
	11 - 15 years	26	28.9%
Total		90	100%

Table 2: Loading Factor Value Analysis Results

Variable	Item	Loading Factor	Sig	Description
Green Recruitment	GR1	0.801	0.000	Valid
	GR2	0.897	0.000	Valid
	GR3	0.885	0.000	Valid
Green Training	GT1	0.872	0.000	Valid
	GT2	0.923	0.000	Valid
	GT3	0.869	0.000	Valid
Work Environment	LK1	0.81	0.000	Valid
	LK2	0.797	0.000	Valid
	LK3	0.737	0.000	Valid
	LK4	0.862	0.000	Valid
	LK5	0.784	0.000	Valid
Turnover Intention	TI1	0.838	0.000	Valid
	TI2	0.894	0.000	Valid
	TI3	0.879	0.000	Valid

Based on Table 2, all of the manifest variables in the green recruitment, green training, work environment, and turnover intention constructs have loading values > 0.7. Therefore, all of the manifest variables can be declared valid.

Table 3: Cross Loading Analysis Results / Discriminant Test

	Green Recruitment	Green Training_	Work Environment	Turnover Intention
GR1	0.801	0.320	0.507	-0.454
GR2	0.897	0.498	0.647	-0.541
GR3	0.885	0.506	0.548	-0.561
GT1	0.412	0.872	0.494	-0.551
GT2	0.549	0.923	0.614	-0.526
GT3	0.418	0.869	0.581	-0.537
LK1	0.582	0.512	0.810	-0.578
LK2	0.445	0.606	0.797	-0.590
LK3	0.531	0.341	0.737	-0.461
LK4	0.521	0.506	0.862	-0.552
LK5	0.570	0.550	0.784	-0.470
TI1	-0.484	-0.453	-0.510	0.838
TI2	-0.545	-0.533	-0.608	0.894
TI3	-0.545	-0.584	-0.615	0.879

Based on the Table 3, it shows that each indicator has a higher correlation with its respective constructs compared to other constructs, so it has good discriminant validity.

Table 4: Construct Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Green Recruitment	0.826	0.896	0.742
Green Training_	0.866	0.918	0.790
Work Environment	0.858	0.898	0.639
Turnover Intention	0.840	0.904	0.758

From the table 4, it can be seen that the value of all variables in reliability testing uses AVE validity testing with a value of more than 0.5 or Composite Reliability with a value of more than 0.7. Therefore, it can be concluded that the tested variables are valid and reliable, so it can be continued to test the structural model.

Table 5: R-Square Test Results

Independent Variable	Dependent	R Square
Green Recruitment	Work Environment	0.555
Green Training		
Green Recruitment	Turnover Intention	0.532
Green Training		
Work Environment		

The model gives an R-square value of 0.555 on the work environment variable, it means that the Green Recruitment and Green Training variables explaining the Work Environment variable of 55.5% and the remaining 44.5% is explained by other variables. While the R-square value is 0.532 on the Turnover Intention variable, which means that the model's ability in Green Recruitment, Green Training and Work Environment in explaining the Turnover Intention variable is 53.2% and the remaining 46.8% is explained by other variables.

Table 6: Testing Results of Relationships Between Constructs (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Green Recruitment -> Turnover Intention	-0.244	2.068	0.039*	H1 accepted
Green Training_ -> Turnover Intention	-0.264	2.335	0.020*	H2 accepted
Work environment -> Turnover Intention	-0.338	2.660	0.008*	H3 accepted

Note: *sign = Significant < α 0.05

- i. The effect of Green Recruitment and Selection (X1) with Turnover intention (Y) obtained an estimated coefficient value of -0.244 and t count of 2.068 probability of $0.039 < 0.05$, it can be concluded that there is a significant negative effect between Green Recruitment and Selection (X1) with Turnover intention (Y). Thus, the hypothesis (H1) that is "Green Recruitment and Selection has a negative effect on turnover intention." is proven and accepted.
- ii. The effect of green training (X2) with Turnover intention (Y) obtained an estimated coefficient value of -0.264 and t count of 2.335 probability of $0.020 < 0.05$, it can be concluded that there is a significant negative effect between green training (X2) and Turnover intention (Y). Thus, the hypothesis (H2) that is "Green training has a negative effect on turnover intention." is proven and accepted.
- iii. The effect of the work environment (Z) with Turnover intention (Y) obtained an estimated coefficient value of -0.338 and t count of 2.660 probability of $0.008 < 0.05$, it can be concluded that there is a significant negative effect between the work environment (Z) and Turnover intention (Y). Thus, the hypothesis (H3) that is "The work environment has a negative effect on turnover intention." is proven and accepted.

Table 7: Indirect Effect Test Results

Variable relationship pattern	Indirect Effects			
	coefficient	T-count	P-Values	Description
Green Recruitment -> Work Environment -> Turnover Intention	-0.154	2.274	0.023*	Significant
Green Training -> Work Environment -> Turnover Intention	-0.135	2.014	0.045*	Significant

Note: *sign = Significant $< \alpha 0.05$

Based on the Table 7, it can be seen that the indirect effect coefficient of green recruitment (X1) on Turnover intention (Y) through the work environment (Z) is -0.154 and the significance test obtains the t-count value of 2.274 and the probability of 0.023 where the value is smaller than 0.05 (at a significant level of 5%), it can be concluded that there is a significant effect between green recruitment (X1) on turnover intention (Y) through the work environment (Z), so H4 is supported.

Based on Table 7, it can be seen that the indirect effect coefficient of green training (X2) on Turnover intention (Y) through the work environment (Z) is -0.135 and the significance test obtains t-count value of 2.014 and a probability of 0.045 where the value is smaller than 0.05 (at a significant level of 5%), it can be concluded that there is a significant effect between green training (X2) on turnover intention (Y) through the work environment (Z), so H5 is supported.

Figure 2: Structural Model

Discussion and Implications

Green Recruitment on Turnover Intention

The results of this study indicate that green recruitment has a negative effect on turnover intention. This can be interpreted that the better the green recruitment applied by the company, the lower the employee's intention to leave. In this case, green recruitment for employees at State-Owned Enterprises PT. Angkasa Pura 1 Adi Soemarmo Airport does not affect the intention of employees to move.

Green recruitment refers to the procedure of hiring people who have the behavior, knowledge, and skills of the environmental management system in the organization. Obaid and Alias (2015) assert that the recruitment process can assist companies in producing effective performance including environmental-related performance by ensuring that newly recruited staff are aware of the organizational environment culture and he or she can maintain the environmental values followed by the organization.

This study supports Islam et al., (2020) which find that green recruitment has a negative effect on turnover intention in millennial employees. This support that companies who has commitment to support the environment will influence employees to stay with the company. In addition, the lack of intention to leave employees is also caused by the company's image as one of the state-owned companies that makes employees not leave the company. The results of this study also confirm that the company's recruitment has been effective, this can be described in the item "Companies recruit employees who have environmental awareness". All employees answer strongly agree, which means that this is an illustration that the company has done very good green recruitment and has reduced employees' intention to leave. Then the company's commitment to attracting environmentally conscious employees is also a factor in the low intention to leave for employees in the company, this is stated in the first item, namely "Attracting environmentally friendly job candidates by using green criteria in selecting organizations". This means that employees who are from the beginning of recruitment have understood environmentally friendly criteria that suit themselves will be in line with organizational commitment and will indirectly reduce their intention to move.

Green Training on Turnover Intention

Further study finding shows that green training has a negative effect on turnover intention. It supports Islam, et al., (2020) which state that green training has a negative effect on turnover intention. In this case, the better the green training implemented by the company, the lower the interest of employees to leave. As the role of green training is closely related to practice in organizational management. This is supported by (Jackson and Seo, 2010) which mention that green training is considered an element that must be considered and widely seen by companies as a key practice of green human resource management (GHRM) (Renwick et al., 2013). Environmental training (green training) is seen as an environmental policy to provide individuals with the relevant knowledge, practices, and attitudes required (Jabbour et al., 2010). Thus, the better the green training implemented by the company, the better the level of employees to survive in the company.

The low intention to leave employees at PT. Angkasa Pura I Adi Soemarmo Airport Branch is also described in the perception of employees who as a whole state strongly agree on the item "the company has integrated training to create emotional involvement of employees in environmental management". This means that the form of green training that is being implemented by the company is very optimal and in accordance with the candidate's criteria. In this case, the company continues to maintain this green training to be able to get candidates who are sensitive with the environment, besides the positive impact is the turnover rate with the green training model will decrease.

The low level of turnover intention in this company is also reflected in the item "Companies develop training programs in environmental management to increase environmental awareness, skills, and expertise of employees", this item has received considerable attention from employees. This means that the environmental awareness of PT. Angkasa Pura I Adi Soemarmo Airport Branch shows a good level, this is due to the type of training that has been implemented leading to very significant results in decreasing employee turnover intentions. For this reason, the company can continue this green training program in the future, or continue to maximize it by adding new programs such as moving the traditional way to be replaced by a complete digitalization system.

Work Environment on Turnover Intention

Third, this study find that the work environment has a negative effect on turnover intention. It means the worse the work environment in the company, the more likely employees will leave. In this case, the work environment is considered as one of the indicators that can affect the employee's intention to leave, and will further lead to the effectiveness of employee performance. The results of this study confirm that the work environment at PT. Angkasa Pura I, Adi Soemarmo Airport, Surakarta, has reduced the intention to leave employees.

The study is in line with (Markey, Ravenswood, & Webber, 2012; Qureshi et al., 2013) which states that the work environment is referred as one of the factors that have an impact on employee turnover intentions or decisions to stay in the organization. Then (Bibi, et al., 2017) mention that the work environment is a vital factor that has an impact on employee retention in the company. In this

regard, a good environment including clean, attractive, inspiring, and supportive has a positive impact on employee turnover intentions, employee commitment, and retention (AlBattat & Som, 2014; Mangi et al., 2011).

The results of this study are relevant to the theory proposed by Shah et al. (2012) that one of the factors causing high turnover in a company is the work environment which consists of communication at work, the political environment, coworkers, and superiors' attitudes that make employees feel dissatisfied at work (Lee et al. (2016), as explained in previous studies (Kurniawaty et al., 2019; Zeytinoglu et al., 2007; Wan et al., 2018; Choi et al., 2018; Applebaum et al. , 2010; Soelton and Atnani, 2018).

Work environment at PT. Angkasa Pura I Adi Soemarmo Airport Surakarta Branch is depicted as very supportive and shows a good working environment for employees, in this case the theory of the need for a good work environment has been fulfilled by this company. This good work environment arises from the employees themselves, according to the item "I have an awareness to improve the quality of the environment" which describes that almost all employees have a sense of concern for the environment so that this has an impact on all elements. This awareness will indirectly continue to provide a sense of comfort among employees and reduce employees' intention to move. In addition, the item "Work atmosphere provides a sense of comfort and security while working" provides a fairly large perception. All employees feel comfortable and feel safe while working. For this reason, the company must be able to maintain and continue to create a safe and comfortable work atmosphere to continue to be able to retain employees.

Work Environment Mediates the relationship between Green Human Resource Management on Turnover Intention

This study also examines the relationship between green recruitment and green training on turnover intention with the role of the work environment as a mediation. The results show that the work environment is able to mediate the relationship between green recruitment and green training on turnover intention. This means that the work environment strengthens the relationship between green recruitment and green training on employee intentions to leave. A pro-environment work environment will strengthen the recruitment process and reduce employee turnover intention. Likewise, with green training, that more pro-environmental environment will strengthen green training and will reduce employee intention to leave. Islam et al., (2020) find that the work environment cannot moderate the relationship between green recruitment and green training on turnover intention since millennials tend to have no commitment to the organization. However, this study proves that the work environment is actually able to mediate the relationship between GHRM practic on turnover intention, this reason is strengthened because employees at PT. Angkasa Pura I Adi Soemarmo Airport Branch tends to have a high level of commitment to the company. This is indicated by the intention to leave and the turnover level of employees in the company are low.

The results of this study confirm that the company's commitment to integrating green recruitment and then training is also conducted with environmentally friendly guidelines will directly shape employees to be aware of the environment. As illustrated in the work environment item which states that employees realize that starting from themselves to be aware with the environment will have an impact on a good working atmosphere and create a comfortable atmosphere. This means this study illustrates that good and optimal green recruitment and green training will reduce employee intention to move, besides that a comfortable and safe work environment will further strengthen employees to stay in the company. Companies can see that good green recruitment and green training without employee awareness of the environment will have an impact on employee intentions to leave. Thus, companies need to align their green recruitment and green training programs with a pro-environmental work environment to suppress employees' intention to leave.

Conclusions

This study find that green recruitment has a negative effect on turnover intention of employees at PT. Angkasa Pura I Adi Soemarmo Airport Branch Surakarta. The better the green recruitment, the lower the employee's intention to leave. The results of further study find that green training has negative effect on turnover intention of employees at PT. Angkasa Pura I Adi Soemarmo Airport Branch Surakarta. This means that good green training will reduce employee intentions to leave. This study also find that the work environment has a significant effect on employee turnover intention at PT. Angkasa Pura I Adi Soemarmo Airport Branch Surakarta. This means that the better the environment, the lower the employee's intention to leave. The worse the work environment, the higher the employee's intention to leave.

The results of the study find that the work environment is able to mediate the relationship between green recruitment and turnover intention. This means that the work environment strengthens the relationship between green recruitment and employee intention to leave. A pro-environment work environment will strengthen the recruitment process and reduce employee turnover intention. The results of this study also find that the work environment mediates the relationship between green training and turnover intention. The more pro-environmental environment will strengthen green training and will reduce employee intention to leave.

This study is a Cross-Sectional-Study, where the results of this study cannot describe the dynamics or changes in Green Human Resource Management. This study is only tested on employees at PT. Angkasa Pura I Adi Soemarmo Airport Branch Surakarta which is not fully cover Indonesia. In relation to the recruitment and training process, this employee's intention to leave needs to be maintained. This is based on the data stated that the importance of recruitment and training as the first gate to determine employee performance and transfer functions that human resources are one of the assets that need to be maintained by the company. For the next researcher, if you want to do the same study for the perfection, it is recommended to use other research objects that can expand the orientation of the study in a wider population and sample or conduct study on the types of companies operating in other industrial

sector institutions so that the findings of this study may differ from findings in other industrial sectors. Further researchers can also measure other indicators on green human resource management such as green pay, green compensation, green reward on turnover intention.

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