

**THE EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT (GREEN HRM)  
PRACTICES ON TURNOVER INTENTION MEDIATED BY EMPLOYEE  
PERFORMANCE  
(STUDY AT PT. PERKEBUNAN NUSANTARA XIII PONTIANAK)**

**Dinda Kitri Sasmitha, Jati Waskito  
Manajemen, Fakultas Ekonomi Dan Bisnis, Universitas Muhammadiyah Surakarta**

**Abstrak**

Tujuan penelitian ini adalah untuk menguji Pengaruh Praktik Manajemen Sumber Daya Manusia Hijau (Green HRM), seperti Green Training, Green Pay and Reward terhadap Turnover Intention dimediasi oleh Kinerja Karyawan. Penelitian ini dilakukan di salah satu Badan Usaha Milik Negara (BUMN) yaitu PT. Perkebunan Nusantara XIII di Pontianak. Teknik pengambilan sampel dalam penelitian ini adalah teknik purposive sampling, yaitu penentuan sampel dengan menggunakan kriteria tertentu. Kriteria dalam penelitian ini adalah karyawan tetap dengan minimal pengalaman bekerja selama 1 tahun. Penelitian ini memperoleh 125 responden dengan menggunakan cara survey online dan offline. Sedangkan analisis data yang digunakan dalam penelitian ini adalah Structural Equation Model (SEM) dengan menggunakan Partial Least Square (PLS) 3.0. Hasil dari penelitian menunjukkan bahwa Green Training berpengaruh secara positif terhadap Turnover Intention (2) Green Pay and Reward berpengaruh secara negative terhadap Turnover Intention (3) Green Training berpengaruh secara positif terhadap Employee Performance (4) Green Pay and Reward berpengaruh secara negative terhadap Employee Performance (5) Employee Performance tidak memediasi hubungan antara Green Training pada Turnover Intention (6) Employee Performance tidak memediasi hubungan antara Green Pay and Reward pada Turnover Intention.

**Kata kunci:** Manajemen Sumber Daya Manusia Hijau (Green HRM), Green Training, Green Pay and Rewards, Turnover Intention, Kinerja Karyawan

**Abstract**

The purpose of this study was to examine the effect of Green Human Resource Management (Green HRM) Practices, such as Green Training, Green Pay and Reward on Turnover Intention mediated by Employee Performance. This research was conducted at one of the State-Owned Enterprises (BUMN), namely PT Perkebunan Nusantara XIII in Pontianak. The sampling technique in this study was purposive sampling technique, namely determining the sample using certain criteria. The criteria in this study are permanent employees with a minimum of 1 year of work experience. This study obtained 125 respondents using online and offline surveys. While the data analysis used in this research is the Structural Equation Model (SEM) using Partial Least Square (PLS) 3.0. The results of the study indicate that (1) Green Training has a positive effect on Turnover Intention (2) Green Pay and Reward has a negative effect on Turnover Intention (3) Green Training has a positive effect on Employee Performance (4) Green Pay and Reward has a negative effect on Employee Performance (5) Employee Performance does not mediate the relationship between Green Training on Turnover Intention (6) Employee Performance does not mediate the relationship between Green Pay and Reward on Turnover Intention.

**Keywords:** Green Human Resource Management, Green Training, Green Pay and Rewards, Turnover Intention, Employee Performance

## **1. INTRODUCTION**

Environmental issues and climate change are still global concerns that continue to be

discussed. Climate change is a reality that must be faced today in both developed and developing countries. Environmental conditions are increasingly heartbreaking, flooding is becoming more widespread, greenhouse gas emissions are increasing, air pollution in big cities is getting worse, and other global climate changes are evidence of the phenomenon of global warming (Sohaib Zubair Scholar et al., 2019). This phenomenon encourages developed and developing countries to actively contribute to tackling environmental damage (Makarim & Muafi, 2021). Green concepts must be implemented across enterprises, including the human resources department to preserve sustainable growth and performance.

The term Green Human Resource Management (Green HRM) has become an issue that is being discussed by many researchers because it is a popular word among businessmen today. Green HRM consists of combining the concept of human resource management practices with environmental policies, including recruitment and selection, training, performance management, pay and reward, and involvement (M. A. Islam et al., 2020; Renwick et al., 2013). Green human resource management should be able to cover: 1) Training and development system to improve employees' environmental knowledge, awareness, and skills in environmental management. 2) Financial and non-financial rewards to employees for displaying green attitudes and behaviors. Green HRM aims to investigate employee engagement in the organization's sustainability strategy. Several countries are trying to implement this concept as a tactic to develop sustainable competitive advantages (Aykan 2017; Leonidou et al., 2017) including Indonesia.

According to previous studies, human resource management practices and organization culture do not have a significant impact on turnover intention or negatively related to employees' turnover intention (Aburumman et al., 2020; Ariffin & Ha, 2014; Devi & Krishna, 2016; Nasurdin et al., 2018). Another study found that green training and development, green involvement, and green pay and reward have a significant impact on reducing turnover intention (M. A. Islam et al., 2020).

Turnover intention is the desire of the employees to quit their job when they feel their employment does not match their goals and expectations, so they have to desire to leave the organization (Zeffane & Bani Melhem, 2017). Shah & Beh (2016) made the important point that turnover intention is a risky issue for businesses everywhere.

Thompson et al., (2011) emphasized the importance of effective retention strategies for employees in the workplace, emphasizing the importance of proper and current recruitment and training, financial incentives, communications, career growth and advancement, and workplace culture processes including diversity, teamwork, leadership opportunities, and

promotions. If these practices are not used in organizations, employee turnover intentions would be high and lowering employee performance and organizational profitability.

The progress or decline of a company can be seen in employee performance. Employee performance has a direct correlation with the performance of the organization. Performance may be referred to as the actual job performance or achievements attained by a person (Arif et al., 2019) by the authority and responsibilities given by the organization to achieve the vision, mission, and goals of the organization. Employee performance can be measured based on training and compensation provided by the company. Training and development are important parts of the human resources department because their role is something that is needed by most organizations (Mozael, 2015). However, pay and rewards are also important points for employees for their hard work in completing work. Therefore, employee performance is one of the most important factors in influencing Green HRM practices because the progress or decline of an organization depends on its resources. Research that discusses the relationship between Green Human Resource Management (GHRM) practices and turnover intention is still limited (Han et al., 2020;

M. A. Islam et al., 2020). There are studies that have discussed the impact of green human resource management practices and turnover intention in the work environment. Compared to these studies, the novelty of the current study lies in its focus on the relationship between green human resource management practices and turnover intention, with employee performance as a mediating variable. Therefore, this study was conducted to test and analyze the effect of Green Human Resource Management (Green HRM) Practices on Turnover Intention as mediated by Employee Performance. This research was conducted at PT Perkebunan Nusantara XIII Pontianak.

## **2. METHOD**

The type of research used in this study is quantitative research with data collection obtained through a survey using a questionnaire. According to Sekaran & Bougie, (2016), quantitative research is a research method that analyzes numeric data with data processing using statistical methods that aim to test the feasibility of predetermined hypotheses. The measurement uses a Likert Scale which is designed to explain whether or not a person agrees with the statements listed on the questionnaire with intervals of 1-5; 1, Strongly Disagree; 2, Disagree; 3, Neutral; 4, Agree; 5, Strongly Agree. In this case, the population is all employees of PT Perkebunan Nusantara XIII Pontianak as many as 188 people. While the sample was taken using the purposive sampling technique, which is usually used to select samples

based on certain criteria. In this case, the criteria are permanent employees who have worked for at least 1 year at PT Perkebunan Nusantara XIII Pontianak. This research uses Structural Equation Model (SEM) analysis with SmartPLS for data analysis.

### 3. RESULT AND DISCUSSION

#### 3.1 Research Overview

This research was conducted at the office of the directors of PT. Perkebunan Nusantara XIII in Pontianak, West Kalimantan with 125 respondents used in this study. Sampling using non probability sampling with purposive sampling technique, namely sampling by providing certain criteria, namely permanent employees who have worked for at least 1 year. Data collection is done in two ways, namely online and offline. Online questionnaire distribution using google form while offline questionnaire distribution using paper based. The questionnaire distribution began on May 16, 2023, and data collection was carried out on May 31, 2023. The data measurement uses a Likert Scale which is designed to explain whether or not a person agrees with the statements listed on the questionnaire with intervals of 1-5; 1, Strongly Disagree; 2, Disagree; 3, Neutral; 4, Agree; 5, Strongly Agree. This analysis process was carried out using the Smart PLS 3.0 application.

#### 3.2 PLS Program Scheme

##### 3.2.1 Outer Model Analysis

The research hypotheses in this study were assessed using the Partial Least Squares (PLS) data analysis methods and the SmartPLS 3.0 software. The study looked at the relationship between latent variables and the indicators that were linked with them by doing outer model testing to assess the validity, reliability, and multicollinearity. The PLS program model under analysis has the following structure:

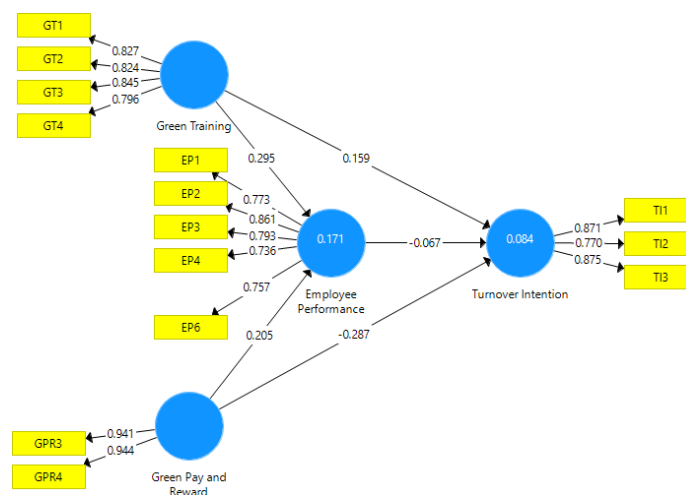


Figure 1. Outer Model Analysis

### 1) Convergent Validity

Convergent validity can be established when there is a close relationship between indicators in one component. The following is the outer loading value of each indicator on the research variables:

Table 1. Outer Loading Value

<b>Variable</b>	<b>Indicator</b>	<b>Outer Loading</b>	<b>Conclusion</b>
Green Training (X1)	<b>GT1</b>	0.827	<b>Valid</b>
	<b>GT2</b>	0.824	<b>Valid</b>
	<b>GT3</b>	0.845	<b>Valid</b>
	<b>GT4</b>	0.796	<b>Valid</b>
Green Pay and Reward (X2)	<b>GPR3</b>	0.854	<b>Valid</b>
	<b>GPR4</b>	0.839	<b>Valid</b>
Turnover Intention (Y)	<b>TI1</b>	0.859	<b>Valid</b>
	<b>TI2</b>	0.763	<b>Valid</b>
	<b>TI3</b>	0.805	<b>Valid</b>
Employee Performance (Z)	<b>EP1</b>	0.773	<b>Valid</b>
	<b>EP2</b>	0.861	<b>Valid</b>
	<b>EP3</b>	0.793	<b>Valid</b>
	<b>EP4</b>	0.736	<b>Valid</b>
	<b>EP6</b>	0.757	<b>Valid</b>

Source: Primary data processed in 2023

Based on the validity test requirements, a good indicator is one that has a loading factor value  $> 0.7$ . All latent variables, including green training, green pay and reward, turnover intention, and employee performance, have a loading value  $> 0.7$ . Therefore, all latent variables can be declared valid.

Apart from looking at the outer loading value, convergent validity can also be assessed by looking at the AVE (Average Variance Extracted) value  $> 0.5$  so that it can be said to be valid in terms of convergent validity (Fornell and Larcker, 1981). The following is the AVE value of each of the research variables:

Table 2. Average Variance Extracted

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>	<b>Conclusion</b>
<b>Green Training (X1)</b>	0.677	<b>Valid</b>
<b>Green Pay and Reward (X2)</b>	0.888	<b>Valid</b>
<b>Turnover Intention (Y)</b>	0.706	<b>Valid</b>
<b>Employee Performance (Z)</b>	0.617	<b>Valid</b>

Source: Primary data processed in 2023

Based on the table above, each variable shows an Average Variance Extracted (AVE) value  $> 0.5$  with green training variable value of 0.677, green pay and reward variable value

of 0.888, a turnover intention variable value of 0.706, and an employee performance variable value of 0.617. This shows that each variable of this study can be said to be valid with discriminant validity.

### 2) Discriminant Validity

The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the indicator's cross-loading value on a variable is the largest compared to other variables (Chin et al., 1998). The following is the cross-loading value for each indicator:

Table 3. Cross-Loading value

Indicator	Employee Performance	Green Pay and Reward	Green Training	Turnover Intention
EP1	<b>0,773</b>	0,222	0,235	-0,048
EP2	<b>0,861</b>	0,275	0,339	-0,061
EP3	<b>0,793</b>	0,360	0,293	-0,136
EP4	<b>0,736</b>	0,087	0,314	-0,025
EP6	<b>0,757</b>	0,200	0,247	-0,088
GPR3	0,310	<b>0,941</b>	0,366	-0,207
GPR4	0,271	<b>0,944</b>	0,290	-0,267
GT1	0,267	0,223	<b>0,827</b>	0,055
GT2	0,261	0,300	<b>0,824</b>	-0,005
GT3	0,338	0,324	<b>0,845</b>	0,028
GT4	0,323	0,287	<b>0,796</b>	0,035
TI1	-0,144	-0,231	0,037	<b>0,871</b>
TI2	-0,007	-0,127	0,056	<b>0,770</b>
TI3	-0,062	-0,249	0,007	<b>0,875</b>

Source: Primary data processed in 2023

Based on the data presented in the table above, it can be seen that each indicator on the research variable has the largest cross-loading value on the variable it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables.

### 3) Reliability Test

In this study, reliability testing was carried out to prove the level of stability and consistency of the measuring instrument against the statements in the questionnaire. To assess the reliability test, you can use the calculation of the Composite Reliability and Cronbach's Alpha values. The statement can be said to be reliable if the Composite Reliability and Cronbach's Alpha values are  $> 0.7$ . The results of the reliability test can be shown in the following table:

Table 4. Reliability Test

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>	<b>Description</b>
<b>Employee Performance</b>	0,845	0,889	0,617	<b>Reliable</b>
<b>Green Pay and Reward</b>	0,874	0,941	0,888	<b>Reliable</b>
<b>Green Training</b>	0,842	0,894	0,677	<b>Reliable</b>
<b>Turnover Intention</b>	0,798	0,878	0,706	<b>Reliable</b>

Source: Primary data processed in 2023

### 3.2.2 Inner Model Analysis (Structural Model Testing)

Inner model testing can be done with three analyzes, namely measuring the value of R<sup>2</sup> (R-square), Godness of Fit (Gof), and the path coefficient.

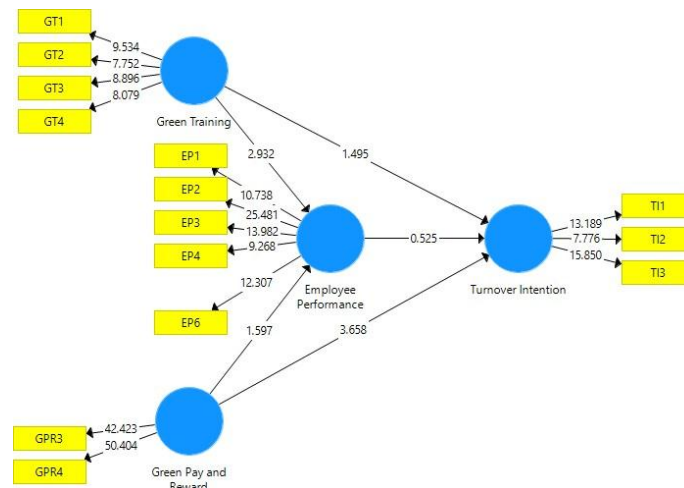


Figure 2. Inner Model Analysis

#### 1) Goodness of Fit Test

Structural model evaluation is carried out to show the relationship between the manifest and latent variables of the main predictor variables, mediators, and outcomes in a complex model. The goodness-of-fit test of this model consists of two tests, namely R-Square (R<sup>2</sup>) and Q-Square (Q<sup>2</sup>).

The value of R<sup>2</sup> or R-Square indicates the determination of how much influence the independent variable has on the dependent variable. The greater the value of R<sup>2</sup>, the better the level of determination. R<sup>2</sup> values of 0.75, 0.50, and 0.25 and it can be concluded that the model is a strong, moderate and weak model. The results of the R-Square test can be shown in the following table:

Table 5. R-Square Test Results

<b>Independent Variable</b>	<b>Dependent Variable</b>	<b>R Square</b>	<b>R Square Adjusted</b>
Green Training Green Pay and Reward	Employee Performance	0,171	0,157
Green Training Green Pay and Reward Employee Performance	Turnover Intention	0,084	0,062

Source: Primary data processed in 2023

Based on the table above, it is known that the effect on the employee performance variable is 0.171 or 17.1% while the effect on the turnover intention variable is 0.612 or 61.2%.

The next test is the Q-Square test. The value of Q2 in testing the structural model is done by looking at the value of Q2 (predictive relevance). The Q-Square value is used to measure how well the observation values are produced by the model and also the parameter estimates see the relative influence of the structural model on the measurement of observations for the dependent variable. The value of  $Q2 > 0$  indicates that the model has predictive relevance, while the value of  $Q2 < 0$  indicates that the model lacks predictive relevance. The following is the result of calculating the Q-Square value:

$$\begin{aligned}
 \text{Q-Square} &= 1 - ((1-R12) \times (1-R22)) \\
 &= 1 - ((1-0.171) \times (1-0.084)) \\
 &= 1 - (0.829 \times 0.916) \\
 &= 1 - 0.759 \\
 &= 0.241
 \end{aligned}$$

The result of the Q-Square test is 0.241 where these results exceed the requirements for the Q-Square value, which is  $> 0$ , so it can be said that the Q-Square in this study has a good observation value.

## 2) Hypothesis Test

Hypothesis testing is a test conducted to measure the relationship between variables both directly and indirectly and also measure the level of significance between variables. This can be seen from the P values  $< 0.05$  and the T-statistic value  $> 1.96$ . The value of testing the hypothesis of this study can be shown in the following table:



Table 6. Path Coefficient Result

Variable	Hypothesis	Original Sample	T Statistics	P Values	Conclusion
Green Training (X1) □ Turnover Intention (Y)	H1	0.159	1.495	0.135	Not-supported
Green Pay and Reward (X2) □ Turnover Intention (Y)	H2	-0.287	3.658	0.000	Supported
Green Training (X1) □ Employee Performance (Z)	H3	0.295	2.932	0.004	Supported
Green Pay and Reward (X2) □ Employee Performance (Z)	H4	0.205	1.597	0.111	Not-supported

Source: Primary Analysis Data, 2023

Based on the table above, it can be explained:

- 1) The effect of Green Training (X1) on Turnover Intention (Y) is shown by the original sample result of 0.159, the t-statistic result of 1.495, and the P value of 0.135. The t-statistic value can be said to be no significant because the results obtained are  $< 1.96$  and the P value  $> 0.05$ . This shows that there is a positif no significant influence between Green Training (X1) on Turnover Intention (Y). Therefore, the hypothesis (H1) which says "Green Training negatively affects turnover intention" is **rejected**.
- 2) The effect of Green Pay and Reward (X2) on Turnover Intention (Y) is shown by the original sample result of -0.287, the t-statistic result of 3.658, and the P value of 0.000. The t-statistic value can be said to be significant because the results obtained are  $> 1.96$  and P value  $< 0.05$ . This shows that there is a negative significant influence between Green Pay and Reward (X2) on Turnover Intention (Y). Therefore, the hypothesis (H2) which says "Green Pay and Reward negatively affects turnover intention" is **accepted**.
- 3) The effect of Green Training (X1) on Employee Performance (Z) is shown by the original sample result of 0.295, the t-statistic result of 2.932, and the P value of 0.004. The t-statistic value can be said to be significant because the results obtained are  $> 1.96$  and P value  $< 0.05$ . This shows that there is a positive significant influence between Green Training (X1) on Employee Performance (Z). Therefore, the hypothesis (H3) which says "Green Pay and Reward positively affects employee performance" is **accepted**.
- 4) The effect of Green Pay and Reward (X2) on Employee Performance (Z) is shown by the original sample result of 0.205, the t-statistic result of 1.597, and the P value of 0.111. The t-statistic value can be said to be no significant because the results obtained are  $< 1.96$  and P value  $> 0.05$ . This shows that there is a negative significant influence between Green Pay

and Reward (X2) on Employee Performance (Z). Therefore, the hypothesis (H4) which says "GreenPay and Reward positively affects employee performance" is **rejected**.

The results of the specific indirect effect can be seen in the following table:

Table 7. Specific Indirect Effect Result

Variable	Original Sample	T Statistics	P Values	Conclusion
Advertising Informativeness (X1) <input type="checkbox"/> Product Evaluation (Z) <input type="checkbox"/> Repurchase Intention (Y)	-0.020	0.448	0.654	No Significant
Advertising Credibility (X2) <input type="checkbox"/> Product Evaluation (Z) <input type="checkbox"/> Repurchase Intention (Y)	-0.014	0.435	0.663	No Significant

Source: Primary Analysis Data, 2023

Based on the table above, it can be explained:

- 1) Based on the results of the specific indirect effect test, there is no direct effect between Green Training (X1) and Turnover Intention (Y) mediated by Employee Performance (EP) with a t-statistic value  $< 1.96$ , which is 0.448 and a P value  $> 0.05$ , which is 0.654. Thus it can be concluded that Employee Performance does not mediate the relationship between Green Training and Turnover Intention and hypothesis (H5) is **rejected**.
- 2) Based on the results of the specific indirect effect test, no direct effect between Green Pay and Reward (X2) and there is Turnover Intention (Y) mediated by Employee Performance (EP) with a t-statistic value  $< 1.96$ , which is 0.435 and a P value  $> 0.05$ , which is 0.663. Thus it can be concluded that Employee Performance does not mediate the relationship between Green Pay and Reward and Turnover Intention and hypothesis (H6) is **rejected**.

### 3.3 Discussion

#### 3.3.1 The Effect of Green Training on Turnover Intention

Green training has a significant positive effect on turnover intention. This means that the better the green training provided by the company, the higher the employee's intention to leave. The research was found stating that not all environmental management training is successful and has an impact on increasing employees' environmental awareness (Perron et al., 2006). Even green training feels the same as general training and has less impact on employees effectively. Thus, green training can cause turnover intention.

According to (Green et al., 1996), there is a positive relationship between turnover intention and training. The positive relationship comes from the interpretation of companies that invest heavily in training resulting in high turnover intention. This is because trained employees tend to leave the company and look for better positions and salaries according to their abilities.

The lack of benefits from green training can be caused by the lack of readiness of trainees and there is employee cynicism towards green training (Jackson et al., 2011). In line with research conducted by (Rasheed & Alam, 2020), revealed that the effect of green training is detrimental. The reason is that employees who have received green training are less likely to achieve organizational performance.

### 3.3.2 The Effect of Green Training on Turnover Intention

Green pay and reward has a negative effect on turnover intention. This can be interpreted that the better the green pay and reward provided by the company, the lower the employee's intention to leave. This research is in line with research supported by Shah et al., (2020) which states that compensation and rewards reduce employee intention to leave the bank.

Green Pay and reward is a number of fixed and non-fixed rewards given to employees for their contribution to realizing environmentally friendly goals and practices. Financial and non-financial rewards have a close relationship with employee performance and turnover intention. High compensation will improve employee performance while low compensation will increase turnover intentions among employees.

### 3.3.3 The Effect of Green Training on Employee Performance

Green training has a significant positive effect on employee performance. This can be interpreted that the better the green training provided by the company, the more it will improve employee performance. This research is consistent with previous research, which reveals that green human resource management practices have a positive relationship with individual and organizational performance (Jianget al., 2012).

Employee participation in environmentally friendly workshops, seminars, and conferences has an impact on employee performance. Similarly, the process of developing training programs in environmental management needs to include training on the benefits of green HRM, in addition to increasing environmental awareness, employee skills, and expertise, it can also improve employee performance (Khan et al., 2022). There are many studies (Hee & Jing, 2018; M. K. Islam, 2020) that have linked the relationship between green HRM and HRD practices to employee performance.

### 3.3.4 The Effect of Green Pay and Reward on Employee Performance

Green pay and reward have a negative effect on employee performance. This can be interpreted that the better the green pay and reward provided by the company, it does not have an influence on employee performance. Agreeing with the results of this study in research conducted by Hee & Jing (2018) which found an insignificant relationship between compensation and reward with employee performance in the manufacturing sector in

Malaysia.

Pay and rewards are important in the world of work. Employees get pay and rewards for performance achievements within the company. The better the compensation received, the better the employee's performance, and vice versa. Green pay and reward given by the company depend on the working period and the last education, or, in other words, green pay and reward are obtained based on how long the person has worked, not on how well the employee performs in doing his job. This is what makes green pay and reward for employee performance not supported or rejected.

3.3.5 The effect of Green Training on Turnover Intention mediated by Employee Performance  
Based on the results of the analysis, employee performance does not mediate the relationship between the effect of green training on turnover intention, so the fifth hypothesis (H5) in this study is **rejected**. Based on the results of the study, it shows that the green training that employees have received is considered sufficient to overcome the decrease in turnover intention. However, this does not have enough impact on employee performance. Employee performance refers to a person's assessment or evaluation with regard to their duties and responsibilities towards their work. Duties and responsibilities are less compatible with the concept of green training which focuses on influencing employees' environmentally friendly behavior or attitudes in the workplace, so it can have an insignificant effect on turnover intention.

3.3.6 The effect of Green Pay and Reward on Turnover Intention mediated by Employee Performance

Based on the results of the analysis, employee performance does not mediate the relationship between green pay and reward on turnover intention, so the sixth hypothesis (H6) in this study is **rejected**. Based on the research results, it shows that the organization is lacking in providing financial or non-financial rewards it can affect employee performance which can have an insignificant effect on turnover intention.

## **4. CLOSING**

### **4.1 Conclusion**

This study aims to examine the relationship between green training (GT) and green pay and rewards (GPR) on turnover intention (TI) with employee performance (EP) as a mediating variable. Respondents in this study consisted of 125 permanent employees of all employees in the office of the directors of PT Perkebunan Nusantara XIII in Pontianak, totaling 157 people. Based on the processing and analysis of data collected and hypothesis testing, the conclusions

that can be drawn in this study are as follows:

- 1) The results of this study found that there is a positive effect of green training on turnover intention at PT Perkebunan Nusantara XIII (PTPN XIII), so the first hypothesis (H1) in this study is rejected. Based on the results of the analysis, it states that the better the green training provided by the company to employees, the more turnover intention in employees will increase.
- 2) In further research, it was found that there is a negative effect of green pay and reward on turnover intention at PT Perkebunan Nusantara XIII (PTPN XIII), so the second hypothesis (H2) in this study was accepted. Based on the results of the analysis, it states that the better the green pay and reward given by the company to employees, the lower the turnover intention of employees.
- 3) This study found that there is a positive influence between green training and employee performance on employees of PT Perkebunan Nusantara XIII (PTPN XIII), so the third hypothesis (H3) in this study is accepted. Based on the results of the analysis, it states that the green training provided by the company is good so it increases employee performance.
- 4) This study also found that there is a negative effect on green pay and reward with employee performance at PT Perkebunan Nusantara XIII (PTPN XIII), so the fourth hypothesis (H4) in this study is rejected. Based on the results of the analysis, it states that the green pay and reward provided by the company is good but not significant to employee performance.
- 5) The results found that there was no mediating role of employee performance in the effect of green training on turnover intention, so the fifth hypothesis (H5) in this study was rejected.
- 6) The results of this study also found that there was no mediating role of employee performance in the effect of green pay and reward on turnover intention so that the sixth hypothesis (H6) in this study was rejected.

#### **4.2 Suggestion**

- 1) For future research, can explore the types of research objects, especially companies that have implemented the Green HRM concept as a whole.
- 2) For future research, it is recommended to use other variables in the mediating variable because the employee performance variable has no influence in this study.
- 3) For future research, it is recommended to focus more on the research sample category so that the research results obtained can be more detailed.

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