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The Implementing Of Green Recruitment And Green Training For Managing Turnover Intention

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Abstract: The aim of this study is to examine the effect and analysis of the relationship between Green Human Resource Management (GHRM) practices, like Green Recruitment and Green Training, on Turnover Intention. The data set used in this research consists of 90 respondents selected from employees belonging to the Millennial generation at one State-Owned Enterprise, i.e., PT XYZ, Ngurah Rai Bali Airport branch. Also, in this study, Structural Equation Model (SEM) has been used as an analytical tool using Partial Least Squares (PLS). The results showed that: (1) there is a negative impact between Green Recruitment on turnover intention, and (2) there is a negative impact between Green Training on Turnover Intention.

Keywords: Green Recruitment, Green Training, Turnover Intention.

INTRODUCTION

The previous ten years have been marked by intensified work from the first-world countries and involvement of the second- and third-world countries in actively supporting environmental sustainability. This call to action is based on the fact that current environmental issues act as a blockage to economic development as well as have an adverse effect on human life. One example is the increase of global greenhouse gas emissions and air pollution in major cities (Dodman, 2009). These phenomena, whether due to climate change or not, are widely considered to be caused by human activity.

The growing importance of environmental issues globally is prompting businesses to develop higher levels of environmental management systems adoption, and this incorporation can lead companies to be green and competitive (Jabbour et al., 2012). When an organization implements corporate environmental sustainability, it builds its identity as a green organization, which also influences public perception about environmental responsibility. The presence of a pro-environmental workforce plays a crucial role in realizing the objectives related to the environment, given that pro-environmental employee attitudes and behaviors

strongly shape the organizational environmental performance.

The employee's engagement in environmental performance mainly lies in green human resource management, which is the compatibility between environmental management and human resource management. GHRM includes traditional HRM practices and less tangible practices that encourage pro-environmental staff contribution (Jabbour and Jabbour, 2016). Empirical research on large corporations has shown a mediating role of GHRM in the relationship between external pressures (customers and regulatory stakeholders) and environmental performance (Guerci et al., 2016).

HRM practices can be defined as a complex system that incorporates policies, regulations, and processes with an aim to align the interests of different stakeholders toward green activities (Gholami, et al., 2016). While there are different perspectives on HRM practices (Tang et al., 2018), most studies agree that HRM practices encompass green recruitment and selection, green training, green performance management, green pay and rewards systems, as well as environmental engagement (Jabbouret, et al., 2010; Renwick et al., 2013; Zibbaras & Coan, 2015; Nejati, et al., 2017; Islam, et al., 2020).

The role played by Green Human Resource Management (GHRM) is significant in relation to employees from their recruitment to exit. In the present day, high employee satisfaction can be achieved through both non-material and social policies as well as environment-based practices. According to Dumont et al. (2017), it has been proven that adopting environmentally friendly practices will result in a high level of employee engagement and increased productivity in organizations. Jabbour and Jabbour (2016) demonstrate that companies can attract and select candidates who will be dedicated to environmental topics.

According to Yusoff and Nejati (2019), green recruitment and selection are considered crucial elements in Green HRM practices. Furthermore, Jabbour & de Sousa Jabbour (2016) pointed out that green training and development consist of activities that stimulate employees' interest in gaining environmental knowledge and skills needed to achieve environmental objectives.

PT XYZ has been examined through the analysis of its GHRM policies, and these studies show that the company has instituted various guidelines for its employees' benefit, such as the use of recycled paper for printouts. Some are also seen as campaigns to save water, recycle waste, bike to work campaigns, and give rewards to units that use the least paper in one month. Minimizing the use of paper in correspondence by maximizing the electronic mode is also seen, and the practice of campaigning to bring their tableware aims to reduce plastic.

At the level of individuals in a workplace, GHRM practices have an impact on green behavior (Dumont, Shen, & Deng, 2017; Zhang et al., 2019; Islam et al., 2020). Similarly, HRM practices including training and development, job security, compensation, appraisal, job description, and participation in decision-making have an effect on turnover intention among the employees (Santhanam et al., 2017; Sinniah & Kamil, 2017). However, different results were found by Islam et al. (2020) indicating that green selection, green training, and rewards did not have a significant impact on turnover intention.

The issue of Turnover Intention has been a significant concern for management for several decades and is currently a grave problem in organizations. In reality, some Human Resource managers have experienced great disappointment when they discover that the selection process recruited new employees who are either not fit for their job or probably wanted to leave the company too soon. This necessitated a re-examination of the selection process employed by HR.

According to Tett and Meyer (1993), turnover intentions are characterized by being aware of low performance and wanting to leave the job (Applebaum et al., 2010). Turnover intention can be harmful to the organization due to the many losses it has an effect on, such as loss of production output and revenues. Such a situation could lead to a critical issue within the

organization's stability.

On the other hand, in the context of countries that have already reached the level of development, studies that can be found on the relationship between Green Human Resource Management (GHRM) practices and turnover intention are still rare (for example, Islam et al., 2020; Han et al., 2020). Similarly, in developing countries, notably Indonesia, research that investigates the relation between GHRM and turnover intention has yet to emerge.

LITERATURE REVIEW

Emerging GHRM practice of Green Recruitment has been an interest of research work and the topic on which scholars are attracted in this field (Jepsen & Grob, 2015). While GRS refers to the process of recruiting and selecting employees who are environmentally conscious and willing to contribute to green performance, the process Tang et al. (2018) describe.

Employee motivation is a significant incentive to improve employee performance, and voluntary cooperation often forms the basis of these aspects leading towards intangible benefits such as the image of the green product and knowledge sharing (Del Brio et al., 2007). Some studies show that a higher level of employees' involvement in environmental protection and commitment can positively influence environmental action-based competitive advantage.

The motivation for protecting the environment might be found inside a person, referring to one's pro-environmental attitudes and beliefs (Lülfes and Hahn, 2013). Jabbour and Jabbour (2016) showed that companies can succeed in attracting and selecting employees who will work on environmental issues. Yusoff and Nejati (2019) argue that green recruitment and selection have been recognized as crucial elements of Green HRM practices.

According to Daily and Huang (2001), green training is often referred to as a way to achieve corporate environmental management objectives through continuing education and on-the-job training. Jabbour (2013) claims that, among GHRM practices, green training has been observed to be the most widely practiced in organizations. Jabbour et al. (2010) further argue that green training is identified as one of the best practices for effective environmental implementation.

Green Training is yet another manifestation of human resource action to facilitate the improvement of abilities and to encourage employees to understand the importance of environmental considerations; such training is administered by companies to protect the environment and ensure that their employees also recognize the necessity of safeguarding the environment (Zoogah, 2016). According to Jabbour (2017), defining green development and training can also enhance employee consciousness, perceptions, awareness, knowledge, and skills in supporting eco-friendly initiatives at workplaces. A green training program should include activities that inspire employees to learn skills of environmental protection as well as get involved in problems connected with the environment because they are important in achieving the goals of an ecological system (Jabbour, 2011).

According to Jabbour and de Sousa Jabbour (2016), green training and development are a set of actions that encourage staff to master environmental protection techniques and to show their concern towards environmental problems, which constitute the backbone for achieving ecological objectives. Training can increase employees' consciousness, awareness, knowledge, and skills in environmental activities. Green training should be offered as part of comprehensive educational programs involving all employees regardless of their specialization or department within an organization.

Green training is an effective way to raise the level of employees' knowledge and consciousness of pro-environmental activities in their workplace. It is worth mentioning that green training can contribute to a greater understanding of environmental care, which in turn motivates people to pay more attention to control, as well as prevention measures related to

pollution, for example, collecting waste and identifying pollutants (Nawang Sari & Sutawidjaya, 2018).

Based on Stashevsky's (2006) findings, turnover intention is associated with three main components: the idea of quitting a job, the intent to search for another job, and finally the intention to leave. Furthermore, Mobley (2011) explains that turnover intention represents an inclination or motivation among employees to abandon their jobs voluntarily or to choose another organization as their workplace. In line with this viewpoint, Tet and Meyer (1993) argue that intention to leave refers specifically to a person's deliberate decision to terminate the relationship with an organization.

RESEARCH METHODS

A quantitative method has been chosen for this research. The data gathering is performed by applying the research instruments, whereas the data analysis is qualitative or statistical in nature, aiming to test certain hypotheses that have been previously established. This study falls into the deductive category because the solution to the problem statement comes from formulating a theory and turning it into a hypothesis. The technique of analysis used in this study is Partial Least Squares. This survey was conducted on all employees of PT XYZ Adi Soemarmo Airport Branch Surakarta, with a total of 105 people assessed.

In the implementation of this study, the sample selection was done using purposive sampling method. The selected samples were employees aged between 20 and 40 years. They held a permanent status in the company and had a work experience of at least two years. Additionally, they had a minimum educational level of a Diploma up to S3 and were required to be employed by PT XYZ Airport Branch I Gusti Ngurah Rai Bali. Based on the criteria mentioned above, the total number of employee respondents included in this research was 90.

RESULTS AND DISCUSSION

The Effect of Green Recruitment on Turnover Intention

Based on the findings of the research, it was found that green recruitment has an adverse influence on turnover intention. This result can be understood as the more effective the green recruitment implemented by the organization, the less likely employees are to leave the organization. On this issue, at PT XYZ Airport, Gusti Ngurah Rai, the level of green recruitment also does not have a significant impact on the workers' intention to move.

The concept of green recruitment implies the process through which an organization selects individuals who have the appropriate behavior, knowledge, and skills to implement environmental management systems. Obaid and Alias (2015) argue that the employment procedure could assist firms in creating effective performance that includes environment-related measures by ensuring that a new hire has adopted the environmentally-friendly culture of an organization and can keep up with eco-values represented by the enterprise.

One study that has been endorsed by the present research is Islam et al. (2020), who established that green recruitment lowers the turnover intention of millennial staff. Also, it becomes evident from the outcome of this investigation that the strategies used by an organization in hiring have proved to be effective, as seen in question 2: "The company recruits employees who have environmental awareness," where all respondents strongly agree; this is one of the proofs that the company does excellent green recruitment and lowers employee intention to leave.

The Effect of Green Training on Turnover Intention

Findings revealed that employees' perception of green training has a negative impact on turnover intention. The findings support the study carried out by Islam et al. (2020), in which green training is found to affect turnover intention. If an organization provides better quality

green training, employees are less interested in leaving.

This paper aims to discuss green training as part of organizational management practices. The definition is confirmed by Jackson and Seo (2010), who argue that green training is an element that companies need to take into account. It is generally identified as one of the primary practices of green human resource management (GHRM) (Renwick et al., 2013)..

CONCLUSIONS AND SUGGESTIONS

Conclusion

It was established by this research that green recruitment has a detrimental influence on the degree of turnover intention among the workers at PT XYZ Bali, Gusti Ngurah Rai International Airport. The better green recruitment is, the lesser the chances that employees would leave. In turn, additional study results revealed that green training impacts the employee turnover intention negatively at PT XYZ Branch I Gusti Ngurah Rai Bali. In other words, through proper green training, an employee would stay and not intend to quit. It is recommended that any future researchers interested in this particular study should include different research subjects to broaden the scope of investigation in a larger population and take into account the sample size of various types of companies, considering other industrial sector organizations as it may lead to different results compared to industrial sectors. Further studies may consider measuring green pay, green compensation, and green rewards in relation to employee turnover.

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