

## Green Human Resources Management on Turnover Intentions Mediated by Work Environment Employees

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### ABSTRACT

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**Objectives:** This research has the aim of knowing and analyzing the role of green human resources, including green recruitment and training, and the work environment that influences employee intention to leave. Employees at Sultan Hasanuddin International Airport Makassar.

**Methodology:** In this study, 105 samples were used and samples were taken from employees at Sultan Hasanuddin International Airport, Makassar. PLS was the data analysis tool used.

**Finding:** The results of this study are (1) There is a direct effect of recruitment on the employee's intention to leave; (2) green training has a direct influence on intention to leave; (3) there is a direct significant relationship between the work environment and the intention to leave; (4) work environment indirect relationship is capable of mediating green recruitment process with a significant intention to leave; and (5) an indirect relationship where the work environment significantly mediates green training with employees' desire to leave during this time.

**Conclusion:** The results of this study state that recruitment and training have a positive and significant effect on employee intention to leave, both directly and indirectly on the work environment.

**Keywords:** Green Recruitment; Green Training; Work Environment; Turnover Intention.

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## INTRODUCTION

Throughout the past ten years, attempts have been made to encourage both developed and developing nations to actively support environmental sustainability. The reality is a result of environmental issues that become barriers to economic growth which are always bad for people's lives. In the opinion of Dodman (2009), the influence of air pollution that can affect the environment can be seen in increasing global greenhouse gas emissions as well as the high level of air pollution in big cities. This phenomenon occurs due to climate change which is largely seen because of human activity. Human resources are important resources that support organizations in achieving competitive advantage (Sulistyan et al., 2022). Therefore, it is important to involve employees to drive the strategic objectives of the organization. Media companies in the era of globalization are expected to face increasingly fierce competition. The results of this study indicate that the variables of psychological contract, job burnout, and job insecurity affect the turnover intention of permanent employees at Gramedia Asri Media employees (Soelton et al., 2021). All human resources are unique in managing their business (Zeebaree et al., 2019). Innovation management also has a significant impact on business performance because unique resources and market orientation have no value if they are not developed innovatively. Understanding the needs and wants of customers and continuing to develop the company's resources can certainly improve the performance of the garment business (Soelton et al., 2020). Human Resources (HR) play an important role in the progression of the organization. They are a key factor in providing good service, a source of innovation, and creativity through thinking and this can increase company productivity and become a competitive advantage for the company (Safitri & Ibrahim, 2021).

Human Resources have a very important role in the organization because an organization requires management readiness. In this sense, human resources (HR) who have skill knowledge (both soft skills and hard skills) in managerial matters and at the same time sensitivity in seeing opportunities have the competence to endure (Soelton & Hardiati, 2017). Green management relates to human resources that implement and integrate a policy and law that combines several functions with various interests and stakeholders in organizations in creating a green environment (Adi et al., 2022; Gholami et al., 2016). Diverse opinions exist concerning the implementation of GHRM (Tang et al., 2018). Results of previous studies explain the implementation of GHRM which includes the process of recruitment, training, and performance management. All of the previously stated are expected to be environmentally friendly and have a convenient payment and reward system, as well as a clean environment and good participation from employees (Islam et al., 2020; Nejati et al., 2017). Green human resource management (GHRM) plays an important role in organizations' sustainable development strategies. However, there is still a research gap in the integration of available GHRM-related knowledge to gain a competitive advantage (Ong et al., 2022).

Green Management based human resource is a vital component for a variety of employees at every stage of their employment from recruitment and orientation to departure. At the value level, the satisfaction felt by each employee is not only built and maintained by physical, non-physical, and social policies in various kinds of environment-based activities. The application of green recruitment and selection is recognized as part of an important component in a green human resource management process for the work environment (Yusoff & Nejati, 2018). Environmentally friendly training and development are guided by a system that can encourage

employees to acquire skills and protect the environment. They defined this system as environmentally friendly training and development. As well as focusing one's attention on environmental problems which are essential to the accomplishment of environmental objectives (Jabbour & Jabbour, 2016).

Green Management based human resource is necessary for employee participation in environmental performance. However, this is not always the case. Green management resources of conventional HR procedures as well as less tangible HR strategies encourage employee participation in environmentally friendly activities (Genoveva & Samukti, 2020; Jabbour & Jabbour, 2016; Purnomowati & Asrihapsari, 2021). The results of previous studies said that there are mediating variables that affect external factors as an example of everything that has been provided by customers and stakeholders as well as regulations in the work environment (Guerci et al., 2015).

Based on the findings of the researcher's observations, a review of the implementation of green management at international airport employees reveals that the organization has put in place a number of rules for employees, including requesting that they print documents using recycled paper. Then others are perceived as conservation efforts, such as those that encourage biking to work, recycling waste, and rewarding departments for using the least amount of paper each month. Reducing the use of all paper-based things for correspondence by replacing them more with digital media as much as possible and launching a campaign to encourage people to bring their own cutlery to reduce the usage of plastic. The regulations applied at Angkasa Pura Airports are contained in the SKEP of the Board of Directors Number KEP.32/OM.01.01/2015 concerning Guidelines for Implementing Environmental Management Systems at Airports which are the basis for implementing several regulations. Furthermore, the application of green human resource management is also outlined in the directory instructions relating to energy use in the airport area under number INST.DU.04/LB.02/2018.

According to several studies, GHRM has an impact on employees' workplace green behavior (Dumont et al., 2017; Islam et al., 2020; Zhang et al., 2019). The implementation of the application of human resources consisting of training, career development, job security, compensation, appraisal, job descriptions, and decision-making has an impact on the desire to leave employees (Santhanam et al., 2017). In contrast to the results of research by Islam et al. (2020), the application of selection, training, and giving green rewards does not have a significant effect on employee intentions to leave.

Intention to move is a special concern of management which can have a significant effect which has become the biggest problem in the business environment (Wisantyo & Madiistriyatno, 2015). A human resource manager feels disappointed when they see the successful recruitment process of recruiting new employees who have quality and can be relied on. However, in the end, it is only perceived as a waste of time because the new employees choose to work elsewhere (Chen et al., 2011). Stating that Leadership on Organizational Culture, Work Involvement, and Employee Performance, Servant Leadership is the right leadership style for cooperatives. According to the research results, there is an analysis of relevant literature presented in a descriptive form and a research framework that focuses on GHRM.

Research conducted by Dumont et al. (2017), Zhang et al. (2019), and Islam et al. (2020) sees that the existence of a GHRM procedure will have an impact on the behavior of everyone in creating a green environment at work. Research results from Santhanam et al. (2017), Sinniah and Kamil (2017) show the decrease in the significant influence of employees on their desire to leave is due to the management taking policies and applying them to the work environment, including training and development, job security, compensation or salary, job appraisal, job descriptions, and employee participation in decision making. The results of different studies can be used as a comparison, this is conveyed by Islam et al. (2020) which states that there is no significant effect of job selection, training, and rewards given to employee intentions to leave.

Policies taken in the Angkasa Pura environment, especially in region I with the application of environmentally friendly operational methods can be given appreciation. The policy that has been implemented within Angkasa Pura is in line with the Company's dedication to being able to create an environmentally friendly airport which is one of the main goals of the organization. Application of international standards or ISO 14001:2014/SNI 19-14001:2005 regarding Environmental Management Systems at airports that have been controlled by Angkasa Pura I (Persero) is a real step toward policy in protecting the environment. For example, SOEs that have partnered have increased turnover and the highest goals for all partners. This study analyzes the impact of employee turnover intention on a company, one of which is in the airport environment by using data. This research study links the level of turnover intention with green human resource management.

Islam et al. (2020), and Han et al. (2020) from the results of their research argue that there is no insignificant relationship between the application of human resources and employees who want to leave and usually this happens significantly in developed countries. Green human resource management in its application as well as the employee's intention to leave can be said to be research that is rarely carried out even in Indonesia itself, so this research is the beginning of research conducted in developing countries regarding the impact that will be caused if employees intend to leave their jobs and work environment factors can mediate this situation. This research was conducted at Sultan Hasanuddin Makassar Airport.

## **LITERATURE REVIEW**

The theory of attribution examines how people behave individually. This idea clarifies how an individual interprets a situation, cause, or justification for his conduct (Hong et al., 2021). Scientific interest in causal inference was spurred by Fritz Heider's initial development of attribution theory in the early 20th century. Others in the field of social psychology eventually built on his work, most notably Harold Kelley and Bernard Weiner who created several complementary and occasionally converging attribution theories (Fiske & Taylor, 1991). In many cases, motivation and aptitude alone are insufficient; situational (external) factors also influence attribution. For instance, arriving at work on time is a feature that combines the weather, motivation, and ability such as if an employee arrives late in the morning and there is a blizzard. Managers can deduce the reasons for events by using knowledge about motivation, aptitude, and situational circumstances (Hewett et al., 2017).

Development of green employee competencies requires thinking about a green environment within the organization that can be used for human resource management (HR), including

recruitment, selection, training, and development leadership (Roscoe et al., 2019). From the results of research conducted by Renwick et al. (2012), after the recruitment and training process is carried out, new employees must remain motivated because every period there is a performance appraisal which will have an impact on providing incentives to employees who meet the criteria in measuring their performance and all employees have equal opportunities. The results of research from Nisar et al. (2022) have claimed that all strategies in GHRM can encourage green behavior of employees by voluntarily being able to provide increased performance.

Green human resource management is very important in the business world since it seeks to be able to promote environmental issues. The development of policies within the organization must be in accordance with the procedures used in the work environment which are guided by green human resources so that employees are educated to know every problem in their work environment by enacting green work environment protection regulations. Green HRM also can aid entrepreneurs and producers in creating brand image and reputation. Environmental audits are necessary for organizations to change corporate culture, think about waste management, and assisting local communities impacted by pollution.

Green Selection and Recruitment (GRS) is an expanding GHRM practice that is gaining more and more interest from scholars in the area (Jepsen & Grob, 2015). The results of research by Tang et al., 2018 illustrate that green recruitment and selection is the main procedure in determining and selecting individuals who have awareness and care for the environment which are committed and ready to work well.

According to the results of research conducted by Suharti and Sugiarto (2020), green recruitment and selection process that is environmentally friendly will provide direct benefits and motivation for all employees. One of them is the main motivation that increases performance for the employees themselves which is linked voluntarily and has intangible benefits in the form of environmentally friendly products, production, and sharing of information. When a person can express his attitude and sight in the environment, it will be a source of motivation for all those who keep the environment in good condition (Jumady & Lilla, 2021). Furthermore, the results of the research state that there is a possibility of achieving a competitive advantage based on an increased environment (Saeidi et al., 2019).

Organizations can find and hire people who are committed to environmental issues (Jabbour & Jabbour, 2016). Green HRM methods have been shown to include green recruiting and selection (Yusoff & Nejati, 2018). The purpose of the organization is to provide good training and make its employees aware of the importance of the protection given to their employees. Green training is also defined as human resource activities to enhance skills and motivate employees to comprehend environmental issues (Zoogah, 2011). Jabbour defines green training and development in 2017 as having the ability to raise employees' awareness, attitudes, knowledge, and abilities regarding activities to promote environmentally friendly programs at work. Green training and development are a system of initiatives that encourages staff to become knowledgeable about environmental concerns and learn how to safeguard the environment, both of which are essential for attaining environmental goals (Jabbour & Jabbour, 2016).

All employees of the company, not just those who are connected to the environment department, should have access to green training in addition to educational programs. Green training helps raise employee understanding of environmental-friendly business practices. Research from Nawangsari and Sutawidjaya (2018) states that employees who take part in green training programs will realize the value of green environmental protection in increasing empathy for environmental control and prevention procedures by collecting waste data and finding sources of pollution.

When given the proper organizational abilities, motivations, and opportunities, employees perform better, according to the Ability-Motivation-Opportunity paradigm. In this context, green training is a capacity-building technique that raises awareness, knowledge, and skills about green personnel (Pinzone et al., 2016), supporting several solutions to reduce environmental effects (Siyambalapitiya et al., 2018).

The word turnover intention refers to three elements: the idea of quitting work, the intention to hunt for a fresh job, and finally the desire to quit (De Clercq et al., 2021; Sulistyan, Ermawati, Hidayat, et al., 2019). Tendency or intention of employees to leave their positions willingly or to change locations at their own discretion is known as turnover intention (Urrutia Pereira et al., 2021). An employee's intention to leave the company is defined as a deliberate, conscious decision made by the employee to leave the company (Sulistyan, Ermawati, & Ariyono, 2019).

The physical and non-physical surroundings of employees at work that influence them are collectively referred to as the work environment (Sulistyan, 2017). The entirety of the perceived non-financial component that fosters an atmosphere conducive to employees doing their duties is also referred to as the work environment (Zaeni et al., 2022). In addition to other considerations, the workplace environment influences whether employees decide to stay with the company (Burbar, 2021). Regarding this, a pleasant workplace that is tidy, appealing, inspirational, and supportive has a favorable effect on employee commitment, turnover intentions, and retention (AlBattat & MatSom, 2014).

The purpose of this study is to determine whether employee turnover intentions inside the firm, particularly among millennials, are positively correlated with the work environment. Green human resources with employee intentions and work environment are moderating variables. The results of previous studies stated that they were inconsistent with the results of the research conducted.

## **Hypothesis Development**

### **Relationship between Green Recruitment and Selection with Turnover Intention**

Research conducted previously by Tang et al. (2018) in the recruitment and selection process of an employee with a quick response saw that green recruitment and selection is a sensitive issue for recruiting committed employees to create a maximum performance. The recruitment process does not have to have a great opportunity to enter prospective employees but tries to select the best individual candidate workers or those who believe that this prospective employee is the hope for the organization. This is supported by the opinion of Rudolph et al. (2021) who state that in an organization, it is expected that an individual who has the motivation to complete his work goes in a direction that is in accordance with his organizational goals and can work together with his abilities without the hindrance of any kind. Employees who are motivated to

improve their performance are bound to get incentives from their superiors. Therefore, an employee who is motivated in improving the environment seems to be the most important driver.

### **Relationship between Green Training and Turnover Intention**

The practical application of the human resource management process is offered to the main organization as a resource for all employees in improving performance by holding periodic job training. Employees are provided with training so it can impact all activities within the organization to increase performance and reduce problems in the work environment (Sulistyan, 2020). Therefore, the purpose of holding training is none other than to develop the ability of employees to be friendly to their environment so that they can work well and can reduce the reduction of activities related to pollution and unnecessary waste (Singh et al., 2019). The results of research by Renwick et al. (2012) state that many employees who work in operational positions can be properly placed so that they can identify and eliminate hazardous processes, namely waste and so on.

### **Work Environment Relations with Turnover Intention**

Research from Nitisemito (2015) states that the work environment is something that can influence employees in carrying out the tasks assigned. The work environment is a condition that can influence a person's attitudes and behavior to move and work optimally, healthily, safely, and comfortably (Kurniawaty et al., 2019). Every employee works optimally to produce comfortable working conditions and be able to support all employee activities with a sense of satisfaction (Sulistyan & Budiyanto, 2019). Two indicators can measure the work environment, including work atmosphere or working conditions that can provide comfort and a sense of security which include clear lighting and the absence of loud noises which can interfere with work concentration.

### **Work Environment Mediates Green Human Resource Management with Turnover Intention**

Sulistyan, Ermawati, Hidayat, et al. (2019) from the results of previous research regarding the work environment is the intensity that has an impact on employee turnover or decisions that can be maintained by the organization. The work environment is the main determinant that has an impact on employees (Sulistyan, 2017). Research from Demus et al. (2015) shows that the results of their research said that there is a positive and negative attachment to the work environment in the form of commitment, employee involvement, and employee intentions to keep working better. A good environment will be able to inspire and support employees at work so that it can have a positive impact on the intensity of employee turnover and increase commitment for each employee. This is the result of research by AlBattat and MatSom (2014). Therefore, the results of this study can be expected to find the right and good way so that the work environment can lead to a positive relationship to reduce the level of turnover intention. So, the results of the research are expected to be able to find the right formula for the work environment leading to a positive relationship with turnover intention.

## Research Model

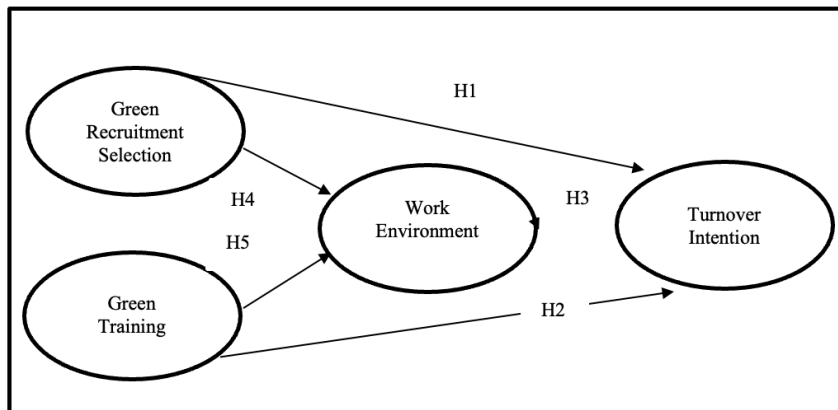


Figure 1. Conceptual Framework

The following is the suggested theory:

H1: Green Recruitment significantly and favorably influences turnover intention.

H2: Green training significantly and favorably influences turnover intention.

H3: The workplace has a favorable and considerable impact on the intention to leave.

H4: Friendly recruitment or selection mediated by the work environment on employee intentions to leave.

H5: Green training on employee exit intentions mediated by the work environment.

## METHODS

### Research Approach

To evaluate the established hypothesis, this study employs a quantitative methodology, specifically positivist research where data is collected using research instruments and analyzed using quantitative or statistical methods. Deductive reasoning is used in this study to solve the problem after developing a theory into a hypothesis. This study's problem has a causal connection form. The foundation of scientific inquiry, according to Sekaran and Bougie (2016), is causal research. The study investigates whether changing one variable affects other factors. Partial Least Square is the method of analysis employed in this study.

The employees known as the population are made up of things or people with specific attributes and characteristics that are used by researchers to study and then form conclusions about (Sugiyono, 2016). All of PT's employees were the population used in this investigation. Sultan Hasanuddin International Airport's Angkasa Pura I Branch can hold up to 105 passengers. The sample is a portion of the population that is selected or established using specific criteria and methods to infer the characteristics of the population. The purposive sampling method was used to choose the sample for this study. Employees who are permanent and between the ages of 20 and 40 are included in the sample criterion.

For data collecting, primary data is taken directly from the source. From providing questionnaires about the workplace, anticipated turnover, and green human resource management to respondents.

Secondary data is primary data that has undergone further processing and presentation by the primary data collectors or by other parties. Secondary data for the study was gathered from



academic sources that addressed issues including work environment, intention to leave, and green human resource management.

To acquire the data for this study, a questionnaire was immediately delivered to respondents. Once the data were collected, the data were then analyzed.

Validity and dependability of the test instrument. An evaluation known as a validity test is done to determine the degree of accuracy. The level of consistency and stability of the measuring device used to measure the concept of bias is determined by a reliability test (Sekaran & Bougie, 2016).

A summary, organization, or arrangement of data is shown in the tabulation in the form of numerical tables and graphs. Researchers typically utilize descriptive statistics to provide details about the features of the primary research variables and demographic information about respondents. When there is an issue with the specification of the data, such as small study sample sizes, missing data (missing values), and multicollinearity, variance-based statistics are intended to address it.

In this research, the p-value with an alpha of 5% was less than 0.05, and this value of probability was used to test the hypothesis. Then, 1.96 is the t-table value for 5% alpha. Therefore, using these criteria for accepting or rejecting the hypothesis,  $H_a$  is accepted if  $p < 0.05$  and  $H_0$  is rejected if  $t\text{-statistics} > 1.96$  in addition to accepting or rejecting the hypothesis using probability.

## RESULTS AND DISCUSSION

### Results

The results of the study are in the form of an overview of the research object and descriptive data. Models analysis results from *Structural Equation Modeling (Full Model of Structural Equation Modeling)* which is a unitary step in the submission of hypotheses. The respondents in this study were employees at PT. Angkasa Pura I, Sultan Hasanuddin International Airport with a total of 236 respondents.

Construct reliability test. The results of the analysis of construct reliability testing can be seen in the following table:

	Cronbach's Alpha	Composite Reliability
Green Recruitment	0.867	0.943
Green Training_	0.923	0.866
Work environment	0.823	0.610
Turnover Intention	0.846	0.631

Source: primary data processed in 2022

From the results of the analysis contained in the table, it is stated that all the variables have fulfilled the requirements both in terms of reliability as shown in Cronbach's alpha. The value

is not more than 0.5 and also the loading factor value is more than 0.6. So, the researcher can conclude that the proposed variables are valid and also reliable so this research can be continued.

**Model Structural Test**

Hypothesis Testing and Path Coefficient Values. The results of the direct influence path test are as follows:

	Direct Effect	T Statistics	P Values	Information
<b>Green Recruitment - &gt; Turnover Intention</b>	0.712	4.919	<b>0.000</b>	H1 Supported
<b>Green Training_ -&gt; Turnover Intention</b>	0.396	3.720	<b>0.009</b>	H2 Supported
<b>Work environment -&gt; Turnover Intention</b>	0.346	2.523	<b>0.000</b>	H3 Supported

Source: primary data processed in 2022

From the table above it can be seen that:

The table above explains the results of the study that there is a significant direct effect of green recruitment on employee intention to leave as indicated by a coefficient value of 0.712, a t-count value of 4.919, and a probability of 0.000. In conclusion, if this green recruitment has a good impact on reducing employee intentions to leave. Thus, the hypothesis proposed is accepted.

Green training influences turnover intention with a coefficient value of 0.396, t count of 3.720, and a significance of 0.009. In conclusion, if the training is always carried out well, it will suppress the employee's intention to leave. Thus, the hypothesis proposed is accepted.

The result of a direct and significant relationship between the work environment and the desire to leave employees has a coefficient value of 0.346, a t-count value of 2.660, and a significance value of 0.000. It can be concluded that if the work environment is good, the desire to leave the employee is reduced. Thus, the hypothesis proposed is accepted.

**Indirect Influence**

The results of the indirect influence analysis are as follows:

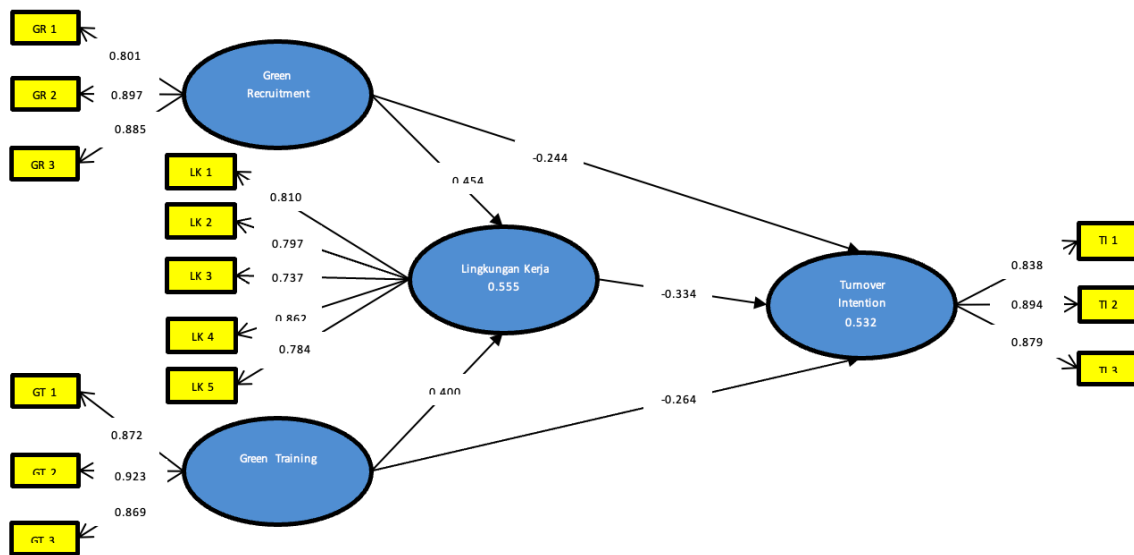
Relation pattern	<i>Indirect Effects</i>			
	Coefficient	T Count	P Values	Description
<b>Green Recruitment -&gt; Work environment -&gt; Turnover Intention</b>	0.710	4.342	<b>0.000</b>	Significant
<b>Green Training_ -&gt; Work environment -&gt; Turnover Intention</b>	0.817	4.047	<b>0.000</b>	Significant

Source: primary data processed in 2022

The table above describes the indirect test of the recruitment process on the desire to leave mediated by the work environment of 0.710 with a t count of 4.342 and a significance of 0.000. In conclusion, there is a significant relationship where the work environment mediates in influencing the recruitment of employees' desire to leave work. Thus, the hypothesis is accepted.

There is a mediating effect of the work environment in mediating the training process on the employee's desire to leave with a value of 0.817, t count of 4.047, and a significance of 0.000. It can be concluded that a positive and significant relationship between green training and employee desire to leave mediated by the work environment is proven.

It is known that the results of this study state that there is an indirect and dominant relationship in influencing employee intentions to leave with a training program mediated by the work environment with a t count of 4.342, a significance value of 0.000 which will support the research that has been done.



Keterangan :

(\*) = Signifikan path,  $\alpha = 0,05$

Source: primary data processed in 2022

## Discussion

### Green Recruitment Relationship with Turnover Intention

This study explains that there is a significant attachment to green recruitment and employee intention to leave. If green recruitment is good, it will suppress employee intentions to leave work. In conclusion, employees can work well with the recruitment process in accordance with procedures so that they can suppress employee intentions to leave work in an organization.

One example of a green recruitment process is employees who work well behaved and with knowledge and skills with work environment management in organizations. Obaid and Alias

(2015) argue that the employee recruitment process will have an impact on effective employee performance which is mediated by the work environment.

In line with the results of this study according to Islam et al. (2020), green recruitment has a positive impact on reducing employees with the intention to leave amongst millennial employees. This research supports the existence of a commitment to influencing employees to stay in their jobs. No employees are intending to move from their jobs because of the image of the company which is a state-owned company that motivates employees not to change jobs.

This study provides an explanation that the recruitment carried out by this company has been running effectively, therefore it can be given as an illustration that the company is in the process of recruiting employees who have the knowledge, skills, and awareness to maintain a good work environment. Overall, all employees gave answers that strongly agreed, this means that the company has carried out the green recruitment process very well and is trying to reduce employee intentions to leave. Employee commitment to have loyalty to the company with the aim of attracting employees to be aware of their work environment is one of the factors causing low intention to leave for employees who work. In the respondents' answers, this attracts employee candidates who work with an environmentally friendly system by maintaining comfort in the work environment from pollution and waste that can interfere with work. This can mean that every employee who works from the start of the recruitment process must be able to understand how appropriate and aligned environmentally friendly criteria are where employees can commit to their organization and this situation will indirectly reduce the intention to move.

### **Relationship between Green Training and Turnover Intention**

This study resulted in a positive and significant effect of green training in reducing employee intention to leave. The results of this study are in line with Islam et al (2020) stating that green training influences employee turnover rates. If green training is applied, it can help reduce the interest of the employees themselves to leave their jobs. Green training has a real role and is closely related to practice in the management of an organization. The previous research is also in line with Sulistyan (2020) which states that green training can be one of the elements that must be considered properly in the company as one of the main keys to improving human resources. Furthermore, Renwick et al. (2012) also gave the same sentiment that human resources were the key to the success of an organization by considering all the elements involved in the organization

According to Jabbour and Jabbour (2016), employees who attend training related to the work environment are consistent with the knowledge, practices, and attitudes of employees. If good green training is carried out and implemented by the organization then the impact on improving the work of employees who stay at work will increase. Employees who have the desire to leave are felt to be low motivated, this can be illustrated by the fact that the employee stated that he strongly agreed if the training was carried out in an integrated manner by involving all employees in environmental management. Green training means something that is carried out optimally and according to needs that are in line with organizational goals. The conclusion that can be drawn from this research is that green training is applied to organizations to get better new employees so that they can support the organization to achieve its goals. This is in line

with the results of research from Soelton et al. (2021). Permanent employee turnover intention for Gramedia Asri Media employees.

Reducing turnover intention in a company by providing the development of training programs whose management can provide improvements in work can increase individual awareness for each employee of their work environment, as well as having work skills and expertise for each employee. This means that there is full awareness of employees to maintain a comfortable and environmentally friendly work environment. This is what guides each employee at a better level, especially at PT. Angkasa Pura I Sultan Hasanuddin International Airport, the form of training held leads to a better and significant result in reducing the intention to leave for its employees. Therefore, companies that have a green training program in the next period will be maximized and add the latest and updated programs to meet the needs of each employee which means there is a shift from traditional methods to a comprehensive digitalization system adapting to changing times.

### **Work Environment Relations with Turnover Intention**

From the results of the research that has been done, it can be stated that the work environment has a positive and significant impact on employee intentions to leave. If the work environment worsens, the employee's intention to leave is even greater. Thus, the work environment here is the main benchmark in the running of an organization that is comfortable and environmentally friendly and can suppress employee turnover intentions. Indicators that act as mediation can influence employee intentions to leave, namely the work environment. This study explains that there is a relationship between the work environment which has an impact on high employee intention to leave if it is not managed properly. The results of previous research by Soelton et al. (2020) stated that there was a positive and significant effect on turnover intention.

The results of the research are in line with the research results of Sulistyan (2017) who stated that the existence of a work environment can provide impetus to reduce the intensity of employees' desire to leave work. The work environment has an impact on employee retention. In addition, there are research results that a clean, comfortable, inspiring, and attractive work environment will have a positive impact on the employee turnover rate in the organization (AlBattat & MatSom, 2014).

The work environment described in PT. Angkasa Pura I Makassar Sultan Hasanuddin International Airport supports and can show a positive result in improving the work of its employees, relating to the theory of needs applied to a company. The existence of the emergence of the theory of needs itself is expressed by the results of statements from the employees themselves where each employee has a real awareness to improve the quality of life in his work environment. This can be described as almost all employees who have concern for their work environment, but also will have an impact positive on all elements of work. Employee awareness both directly and indirectly provides work comfort that will reduce the level of employee intention to change jobs. Current working conditions provide a sense of security and comfort while working so that they can continue to retain their employment. The results of this study are not in line with the findings of Pratama et al. (2022) stating that the work environment has a negative and significant effect on turnover.

### **The work environment mediates Green Recruitment with Turnover Intention**

From this study, it can be shown that there is a significant relationship between the work environment which can mediate the effect of green recruitment on employee intentions to leave. Thus, the work environment has a strong influence on the recruitment relationship in suppressing employee intensity to leave work.

This is in line with the results of the study by Islam et al. (2020) which stated that the work environment can provide good results in mediating green recruitment with the turnover intention for millennial employees who cannot commit to their organization. The results of this study proves that the existence of this work environment can have a positive impact on increasing green recruitment with the turnover intention for employees of PT. Angkasa Pura I Sultan Hasanuddin International Airport Makassar. This is what can suppress the employee's intention to leave or move. Human resources are important resources that support organizations in achieving competitive advantage. The results showed that job insecurity and work conflict had a positive and significant effect on turnover intention. The variable turnover intention has a significant negative effect on employee performance.

This research strengthens the existence of a commitment that is built from the recruitment process related to employee job training which is scheduled by the company to create comfort in an environmentally friendly work environment. Awareness of a green work environment allows employees to work in a comfortable atmosphere. The results of the study can describe the conditions at the company that there is a good and optimal relationship, namely green recruitment, and its impact on reducing employee intentions to leave. So that every employee also has the same opportunity with environmentally friendly recruitment with the intention of leaving employees.

### **The work environment mediates Green Training with Turnover Intention**

Previous empirical research by Sulistyan, Ermawati, Hidayat, et al. (2019) stated that there was an influence on the employee recruitment process in influencing employees' intentions to leave mediated by the work environment.

This study discusses the existence of a work environment relationship that is accompanied by a training program that supports the environment and can reduce employee intentions to change jobs. In this case, the work environment that is accompanied by a training program that supports the environment will reduce the employee's intention to move. From the results of this study, it shows that there are conditions in companies where low employee turnover intentions can lead to positive things in the environment. With audit training, for example, it can explain that this environment requires employees to be sensitive to their work environment. In addition, training programs, for example in the application of assessments are focused on developing employees and identifying the use of natural resources, disposal to the environment, and evaluating and implementing possibilities in environmental improvement systems (Soelton et al., 2021).

The role of a comfortable work environment provides a reason for every employee to remain in the company. Job training programs carried out by each organization will provide harmony and balance in the organizational environment so that the impact on the intensity of employee turnover will decrease. With consistency in the organizational environment, the company uses a green training comfortable program that can synergize with the work environment so that it

is useful for emphasizing the employee's intention to change jobs. In line with the previous study by (Soelton et al., 2021), the test results of this study state that there is a simultaneous influence between work environment variables, job satisfaction, and job stress on Turnover Intention at the College of Technical Workers - PLN (STT - PLN) Jakarta.

## CONCLUSION

According to the study's findings, there is a substantial positive association between green recruitment and training through the workplace and employee intention to leave. Researchers can therefore conclude that there is a direct correlation between green recruitment and training and employee intention to leave. If the green recruitment and training aspects are effective, the results will have an impact on lowering employee turnover. In this study, the work environment variable has an indirect effect on the link between turnover and employee satisfaction, meaning that the more satisfied employees are with their work environment, the lower their intention to leave. Therefore, the work environment in this study can have a favorable effect on green recruiting and training on employee plans to leave. Based on the findings of this study, it can be stated that green recruitment and training can affect employee intentions both directly and indirectly.

## Suggestion

Researchers suggest for employees of PT. Angkasa Pura I Branch of Sultan Hasanuddin Makassar International Airport to continue so that companies can encourage employees to create a comfortable and attractive work environment. With the existence of operational standards applied in the company, written regulations will emphasize everyone who carefully understands the concept of environmentally friendly. In the process of recruitment and training, being able to influence employee intentions to move is considered very important to retain employees, with this process as the most important basis for determining employee performance appraisal and being able to see the function of human resource management itself. Human resources are an asset in an organization and therefore the need for employees to be maintained to not leave.

For future researchers, it is expected to carry out the same research even with different objects for the sake of perfecting this research. Then, this can be used as another research object so that it broadens the research orientation with a wider population and sample in researching organizations engaged in other industrial sectors so that the findings of this study may be different from findings in other industrial sectors. The hope for future researchers is to measure all indicators which are of course different from green human resource management, including green payments, green compensation, and green rewards for turnover.

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