

The Effect of Adaptation of Green Culture on Work Productivity through Turnover Intention in Private Universities in Medan City

Hendry

Universitas Prima Indonesia, Indonesia

Email: hendry@unprimdn.ac.id

Syaifuddin

Universitas Prima Indonesia, Indonesia

Email: drsyaifuddin@gmail.com

Sofiyan

Universitas Prima Indonesia, Indonesia

Email: sofiyanjournal@gmail.com

Corresponding author: hendry@unprimdn.ac.id

Abstract. *The main objective of this research is to determine the role of turnover intention in mediating the adaptation of green culture on the work productivity of lecturers at private universities in Medan City. The approach in this research is quantitative. The population comes from 5 private universities in Medan City, totaling 728 students. The sampling technique used cluster sampling, where 258 educational staff were used as research samples. The data analysis technique for this research uses statistical analysis, namely the Partial Least Squares-Structural Equation Model (PLS-SEM), which aims to carry out path analysis with latent variables. The results of data analysis show that the adaptation of green culture directly has a significant effect on employee work productivity. Then, turnover intention hurts employee work productivity. Finally, indirect turnover intention does not significantly mediate the adaptation of green culture on employee work productivity. The implications of the findings in this research show that green cultural adaptation currently needs to be carried out by private universities. The provision of green open space and green cultural values at the private higher education level in Medan City has yet to be consistently and sustainably implemented.*

Keywords: *Green Culture, Work Productivity, Turnover Intention.*

INTRODUCTION

The role of universities is to provide educational services through services in the education sector to community needs. It can be seen that the community as users of educational services is a group of people who have a direct or indirect interest in the implementation of education and its results, which includes teaching staff (lecturers), educational staff, students, the community, and the government (HS, 2021). The success of a higher education institution is strongly supported by the various parties mentioned above. One of the determining factors for the success of a higher education institution is the educational staff or employees; this is because employees directly interact with

Received on Agust 7th, 2022; Revised on Sept 2nd, 2022; Oktober 22nd, 2022

*Corresponding author, email address

students. Staff are also the first to meet students who will register for higher education. Apart from that, employees also help students with various administrative activities (M. Nasib, 2021).

According to data from UniRank in 2019, it is known that five universities are ranked as the best universities in North Sumatra Province, namely: Prima Indonesia University, Muhammadiyah University of North Sumatra, Medan Area University, Muhammadiyah University of North Sumatra, Panca Budi Development University and Al Wasliyah University. In increasing employee productivity, they need help understanding their respective work responsibilities, namely, employees' low understanding of their responsibilities. This results in work often needing to be completed on time.

Based on data from the Higher Education Service Institution Region I North Sumatra in 2020, there are 15 private universities with 1096 educational staff in Medan. Suppose this data is adjusted to Article 10, paragraph 2 point C in Ministerial Regulation Number 100 of 2016. In that case, The minimum number of educational staff (administrative staff, academic support staff, and library staff) in private universities in Medan is appropriate.

Table 1. Number of Education Personnel Based on Place of Work

No	University Name	Total
1	Universitas Muhammadiyah Sumatera Utara	621
2	Universitas Prima Indonesia	587
3	Universitas Pembangunan Panca Budi	385
4	Universitas Medan Area	324
5	Universitas HKBP Nommensen	297
6	Universitas Islam Sumatera Utara	287
7	Universitas Potensi Utama	243
8	Universitas Muslim Nusantara Al-Wasliyah	217
9	Universitas Methodist Indonesia	178
10	Universitas Harapan	139
11	Universitas Darma Agung	137
12	Universitas Dharmawangsa	116
13	Universitas Cut Nyak Dhien	84
14	Universitas Al Azhar	63
15	Universitas Amir Hamzah	52
Jumlah		1.096

Source: PTS, data processed by researchers, 2021

The description of secondary data shows the phenomenon of the development of the number of educational staff at private universities in the city of Medan. These educational staff require attention and supervision to anticipate and overcome the emergence of low or narrow cultural openness, personal and organizational compatibility, and poor organizational climate, which can hinder achieving the goals of Private Higher Education in Medan City.

Adaptation of green culture is one of the factors that influences an employee's work productivity (Machado, 2011)(Ahmad, 2015)(Sharma, 2021). Adaptive culture is a norm that defines an organization's need to promote flexibility, risk-taking, and experimentation internally (Jaaron, 2018). The characteristics of organizational culture include procedures for acting, values that are used as a basis for behavior, efforts to solve problems in the organizational environment, and how an organization encourages the achievement of its goals, which very much depends on the dynamics of the organization (Patarametagul, 2020). Cultural adaptation is characterized by strategic concentration and flexible responsiveness to changes in the external environment (Dwyer, 2009).

According to (Ávila, 2019), companies that can create this green cultural adaptation contribute to sustainable development and expand knowledge in the following areas: government agencies, companies operating in this sector, decision-makers, academics, and practitioners who deal with this problem at various levels. The existing problem phenomenon, namely adaptation to green culture, has yet to be seen optimally, where many employees need a creative and innovative attitude in providing solutions to work problems or designing work to be shorter so that other parties can understand it.

LITERATURE REVIEW

Productivity at Work

Every company aspires to maintain employees' maximum productivity levels (A. F. Nasib, 2020). Employee work productivity is crucial to a company's operational performance (S. Y. F. R. A. L. D. A. Nasib, 2023). This is because as employee productivity rises, so will the company's productivity and revenue (S. C. S. A. Y. Nasib, 2019). Productivity is generally defined as the relationship between input (labor, materials, and money) and output (goods or services) (A. Rahman, 2022). Psychology demonstrates that behavior is the end outcome of a process, including numerous psychological factors (I. L. Nasib, 2021). Talking about human or individual behavior,

namely productivity behavior, is all that productivity is. Specifically in the area of work or in the administration of work (Sedermayanti, 2013). Productivity generally entails a mindset that believes today's working practices must be superior to yesterday's and that the outcomes that can be produced tomorrow must be bigger or better than those produced today (Wijoyo, 2020). According to (A. D. P. M. M. F. Rahman, 2020), productivity is a comparison between labor output, like commodities or services, and the resources or energy expended during a production process. Productivity is a way of thinking that emphasizes constant attempts to adjust economic activity to shifting conditions. A strong belief in human advancement and the mentality to put theories and approaches into practice (Syaifulloh, 2020). According to (Siagian, 2015), work productivity is the capacity to maximize the benefits from facilities and equipment already in place by generating the best possible output.

Turnover Intention

Turnover Intention Desire is the desire that develops in a person to perform something. Turnover, on the other hand, is defined as an employee voluntarily leaving their job or switching to another (Sutrisno, 2016). A high turnover rate indicates employee dissatisfaction with the workplace (Wibowo, 2014). According to (Syahril, 2017)(Nursal, 2020)(Sendow, 2019) statements, employee job productivity is significantly impacted by turnover intention. A high intention rate of turnover, therefore, will have a detrimental effect on worker productivity, per (Vanormelingen, 2019)(Corseuil, 2019)(Shimomura, 2021). According to research findings (Xu, 2020), employee job productivity is negatively impacted by turnover intention. Additionally, study findings (Cobbinah, 2021) support the notion that turnover intention does not significantly increase employee productivity. The company's ability to compete against other companies would be hampered, according to (Singh, 2022), as a result of the impact of growing turnover intentions. According to (Mobley, 2011), the turnover intention depends on three factors, namely:

1. Other activities employees perform include contrasting what they receive from the company with what friends receive from other employers.
2. Intention to Search (intending to seek a different position) Employees put forth effort by looking at job openings through the numerous informational channels accessible or by enquiring about openings outside their current employer.

3. Intend to Quit (intend to leave the organization) When an employee starts exhibiting specific characteristics, it is a sign that they want to leave the organization. For instance, he intends to resign and is beginning to confirm that he wants to depart the business.

Adaptation of Green Culture

The term "adaptive culture" refers to various cultural characteristics that assist organizations in anticipating and adjusting to environmental changes, enabling them to adapt more to those changes (Rizvi & Garg, 2020). Adaptability is one of the critical characteristics of an organization in the modern context that competitive sustainability (Z. Y. J. S. Y. Z. Y. Wang, 2016) highlights. Therefore, organizations must comprehend the significance of cultural adaptability to thrive and compete (Shahzad, 2021). Over the past few years, research on green innovation has increased (Sharma, 2021). Due to mounting social and political pressure, organizations are gradually fostering more adaptable settings and supporting environmentally conscious innovative goods (C. H. Wang, 2019). Organizational culture is one of the critical determinants of innovation success and can support an organization's innovation (Othman, 2019). Organizations with an adaptive culture may be able to alter their internal processes in response to environmental changes (Patarametagul, 2020). As new products are precursors to organizational performance, the work environment and organizational culture encourage or influence employees' capacity for innovation. Organizations engaged in continuous innovation and developing knowledge and capabilities can thus enhance their performance (Syam, 2020).

RESEARCH METHOD

This study uses a quantitative method. The population comprises seven hundred twenty-eight students from 5 private universities in Medan City. Cluster sampling was utilized as the sampling method, and 258 teaching staff members were used as study samples. In order to do route analysis using latent variables, this study's data analysis technique uses statistical analysis, specifically a partial least squares-structural equation model (PLS-SEM). This research variable comprises the adaption of green culture, intention to leave the company, and work productivity.

Table 2. Operational Definition of Variables

Variable	Variable Definition	Variable Indicator	Scale
-----------------	----------------------------	---------------------------	--------------

Adaption of Green Culture	Different cultural characteristics that help organizations anticipate and adapt to environmental changes are called adaptable cultures. Adaptable culture enables organizations to be more adaptive to environmental changes.	1. Flexible values and responsiveness 2. adaptability and responsiveness 3. Creativity and innovation	Ordinal
Turnover Intention	Turnover is the desire of an employee to leave the organization of his own volition or move from one place to another.	1. Work comparative 2. Intention to Search 3. Intention to Quit	Ordinal
Work Productivity	Work productivity gauges an individual's effectiveness at performing a task.	1. Responsibility 2. Task execution 3. Quantity of work 4. Quality of work	Ordinal

Source: Processed by Researchers (2023)

FINDINGS AND DISCUSSION

Hypothesis Test

One can determine the outcomes of a hypothesis test by examining the probability value (probability) or the importance of the link between each study variable. The standard is that if $p < 0.05$, the association between the variables is significant and can be further examined. Because of this, the output of the complete path indicates a significant value at the 5% level, or the more significant value must be more significant than 1.98 (> 1.98), according to the probability number (p) in the output. When comparing the calculated t value to the t table, it is said that the computed t value is more than the more significant or that it is greater than 1.98. The supposition

Table 3. Direct Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
----------	---------------------	-----------------	----------------------------	--------------------------	----------	-------------

Adaption of green culture -> Turnover intervention	0,782	0,786	0,064	12,128	0,000	Significant
Adaption of green culture -> Work Productivity	0,201	0,296	0,149	2,680	0,007	Significant
Turnover intention -> Work Productivity	0,256	0,251	0,137	1,873	0,062	Not Significant

Table 4. Indirect Effect

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
Adaption of green culture -> Work Productivity -> turnover intention	0,200	0,200	0,099	2,014	0,045	Significant

CONCLUSION AND RECOMMENDATION

The Effect of Green Culture Adaptation on Turnover Intention

According to the examination of the data, it is clear that the idea of green culture directly affects the intention of education staff at private colleges in Medan City to leave their jobs. The findings of this study are consistent with research (Daisy Marthina Rosyanti, 2023) that found a significant relationship between turnover intention and the idea of green culture.

The findings explain that green culture plays an important role, from employees starting from their recruitment/orientation to exit. Nowadays, high employee satisfaction is built and maintained with non-physical and social policies and environmentally based practices. Green culture practices and policies are believed to increase employee engagement and productivity. The findings emphasize that the concept of green culture has been viewed as an essential component because it refers to a system of activities that motivates employees to learn environmental protection skills and pay attention to environmental issues, which is critical in achieving environmental goals.

According to research findings (Ong et al., 2022), the idea of green culture significantly influences turnover intention behavior. For many years, management has struggled with the crucial issue of turnover intention. Today, businesses need help with groomers' issues. Some human resources managers become irritated when they learn that

the recruitment process, which successfully attracts new hires who are dependable and qualified, ultimately fails because the hires opt for positions with other businesses.

According to research, "green culture" is defined as "actions and behaviors that can be scaled in the context of the work tasks that employees are required to perform and contribute to environmental sustainability" (Yanti & Nawangsari, 2019); examples include organizational policies, changing work practices, and producing goods using environmentally friendly processes. Green culture form of practices like reducing waste, recycling, conserving water, and using resources wisely.

The implications of the study's findings show that promoting environmental awareness requires the participation of all groups, including employees. There are many ways to implement a green culture in the workplace, such as turning off the lights at the appropriate times, turning on the air conditioning only when necessary, and using water as needed. According to Alnajdawi et al. (2017), green culture is claimed to significantly impact turnover intentions because it can boost employee green performance and contribute to overall and sustainable corporate performance.

The Effect of Adaption of Green Culture on Work Productivity

According to data analysis findings, the idea of green culture directly affects the work productivity of education staff at private universities in the city of Medan. The findings of this study corroborate those of studies (Nurfitriyana, 2023) that found a significant effect of green culture on worker productivity. This study supports the notion of green culture being one of the alternative strategies studies nowadays use to boost performance. Employees are encouraged to participate in green activities and develop green ideas through green culture, particularly in terms of employee dedication to the environment at work (Emilisa & Lunarindiah, 2020).

The findings of this study also corroborate those of a study (Rohani & Setyaningrum, 2023) that found that the idea of green culture significantly impacts work productivity. This study highlights how crucial it is for businesses to adopt a green culture. Doing so will help them achieve operational efficiency by managing paperless solutions with technology, reducing their carbon footprints, and improving waste management.

The findings of this study thus concur with those of research (Wijonarko & Wirapraja, 2022), which found that green culture is a critical element in boosting worker

productivity. The study's findings indicate that the company would be wise to adopt a "green culture," as it can assist businesses in adhering to environmental laws and regulations while lowering their risk of facing legal repercussions and reputational harm. Applying the idea of "green culture" can also show how environmentally friendly actions help employers draw in and keep talent, particularly from the younger generation, which is becoming more environmentally conscious.

The results of this study suggest that, in addition to having an impact on productivity, green culture is an environmentally friendly process or innovative product that aims to encourage efficient use of raw materials. This will maximize organizational performance if the company starts implementing a green culture by reducing the use of paper and separating organic and non-organic waste to make it easier to process.

The Effect of Turnover Intention on Work Productivity

According to data analysis findings, the plan to directly turn over the educational personnel at private universities in Medan City has no impact on work productivity and is not significant. The results of this study's consequences show that employee Work Productivity is based on employee loyalty to the organization and a desire to stay put. However, employees may feel that the workplace is not supportive, leading to turnover intentions and a sense of wanting to quit. For a business to succeed in its everyday operations, the productivity of its human resources plays a significant role in that accomplishment. The business must ensure employees' professional advancement and minimize.

The findings of this study corroborate those of studies (Fu'ada & Gumilar, 2018) that found turnover intention had no impact and is not significantly different from zero impact on job productivity. This study also highlights how increased turnover rates hinder a company's ability to expand and flourish each time an employee leaves. The organization incurs additional expenses that should be elsewhere. The cost of hiring new people, the expense of training them, the number of products that fail because of the organization may incur new hires who lack the necessary skills, and many other costs. Because new hires are unfamiliar with the job, productivity will suffer if the organization hires them more frequently.

According to research findings (Affandi & Basukianto, 2014), employee turnover intention is a significant factor that will lower work productivity. The findings of this

study indicate that businesses must boost productivity by lowering turnover intentions, which can be decreased if job stress is lowered. Adding more instructional personnel to ensure a manageable workload is one strategy for reducing work stress among health professionals. It has never been more critical to increase stress management and relaxation by creating a suitable work environment, which includes having enough tools and facilities for the job.

According to Kumparan.com, there are many ways to increase the productivity of teaching staff at private universities in Medan City. These include 1) businesses can assign tasks and responsibilities on each employee's skills and interests, 2) Bsik relationships between superiors and employees, 3) Providing adequate work facilities, guaranteeing work security and safety for employees, and 4) Offering training or job training programs as needed. Another choice is to perform cross-training, transferring knowledge across staff members to give each employee new abilities.

According to (Affandi & Basukianto, 2014), it is required to change employee work hours (shifts), employee circumstances (burnout), and targets or workloads when there is a hectic work environment at the university. Because employee Work Productivity will be impacted if there is an aim to turnover, employees, work comfort has a strong positive impact on employee and leader relationships, which is a solid basis for the development of production continuity. Work comfort will bring tranquility and job security.

The Effect of Adaption Of Green Culture on Work Productivity Through Turnover Intention

According to the data analysis results, indirect turnover intention has a Not Significant impact in mediating the notion of green culture on the Work Productivity of teaching staff at private universities in Medan City. The conclusions of this study's findings suggest that green culture investigates the relationship between structures of power and workplace culture to protect the environment. The significance of corporate alignments in releasing policies on environmental management initiatives through development planning that protects the interests of the environment can thus be clearly explained.

University institutions are implementing green culture initiatives, such as giving staff members a forum to learn how to lead more sustainable lives, how to implement their improvements at work, and how their actions impact the environment. Long-term

benefits include a direct impact on employees from this. The second step is informing staff members about sustainability and its business implications. It is crucial to teach employees about sustainability since doing so will encourage them to live more sustainably in their daily activities, which will benefit the environment. Plan how you will track your progress and determine what needs to be improved.

The author of (Wijonarko & Amaliyah, 2023), who wrote *The Role of Green Human Resource Management (GHRM) in CSR Implementation of Sustainable Environmental Management in the COVID-19 Pandemic*, supports the findings of this study by explaining that green culture has an impact on productivity because it aims to change employees into environmentally conscious people. Employee actions and efforts that go into a program to reduce paper use at work, report activities via email, and protect the environment can be considered evidence of this change.

According to a study by Sutawidjaya (2019), a company's adoption of a green culture can inspire employees to contribute to environmental protection and the sustainability of the business. Companies are now beginning to believe that their goals should go beyond maximizing profits, including improving the social and natural environment. One of the concepts used to change the organization's management system is the concept of green culture. Human resources, or personnel, who behave favorably toward the environment and environmental conservation initiatives, are the expected transformation.

CONCLUSION AND RECOMMENDATION

The following conclusions can be reached based on the findings of the research and discussion that have been mentioned previously:

1. Clearly, the idea of green culture significantly impacts the intention of education staff at private colleges in Medan City to leave their jobs.
2. The idea of green culture directly affects the work productivity of education staff at private universities in Medan City.
3. Specifically, the goal to turn over the educational staff at private universities in Medan City has no impact and is not Significant to Work Productivity.
4. The idea of turnover intention indirectly moderating the impact of green culture on academic staff's work productivity at Medan City private universities is Insignificant.

The recommendations that can be made in this study include the following, based on the conclusions above:

1. It should be upgraded better, primarily by increasing the efficiency and effectiveness of the resources already at hand, specifically the staff members, the facilities and infrastructure, the facilities, the training, and the time to reach high production.
2. Companies should pay attention to this so that employees feel a sense of attachment to the company, and the results of this study can contribute to this. The company should be able to maintain and reduce turnover intention by focusing only on employee satisfaction. However, it must also consider the suitability of employees with their jobs, increasing a sense of comfort for employees and increasing openness to employees by establishing good relationships between employees.
3. The business should offer additional assistance to the agency's implementation of a green culture since this will encourage staff members to act in ways that will help the business achieve long-term success.

REFERENCES

- Hidayati, S.N. (2016). Pengaruh Pendekatan Keras dan Lunak Pemimpin Organisasi terhadap Kepuasan Kerja dan Potensi Mogok Kerja Karyawan. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 5(2), 57-66. <http://dx.doi.org/10.30588/SOSHUMDIK.v5i2.164>.
- Affandi, L., & Basukianto. (2014). Kontradiksi Hubungan Antara Turnover Intention Dengan Turnover: Kajian Penyebab Tingginya Turnover Intention Dan Tidak Berpengaruhnya Turnover Intention Terhadap Turnover. *Jurnal Telaah Manajemen, li*.
- Ahmad, S. (2015). Green Human Resource Management : Policies And Practices. *Cogent Business & Management*, 25(1), 1–13. <https://doi.org/10.1080/23311975.2015.1030817>
- Ávila, J. J. G. M. M. M. (2019). Environmental Performance And Green Culture : The Mediating Effect Of Green Innovation . An Application To The Automotive Industry. *Sustainability*, 11, 1–18.
- Cobbinah, A. F. O. E. (2021). High-Performance Work Practices And Turnover Intention : Investigating The Mediating Role Of Employee Morale And The Moderating Role Of Psychological Capital. *Original Research*, 1–22. <https://doi.org/10.1177/2158244020988557>
- Corseuil, L. P. Da R. V. L. P. C. H. (2019). Turnover, Learning By Doing, And The

Dynamics Of Productivity In Brazil. *Economia*, 20(3), 191–210.
<https://doi.org/10.1016/J.Econ.2019.11.001>

- Daisy Marthina Rosyanti. (2023). The Effects Of Green Culture And Employee Motivation On Green Workplace Practice In The Food And Beverage Industry In Indonesia. *Jurnal Aplikasi Manajemen*, 21(1), 57–67.
<https://doi.org/10.21776/Ub.Jam.2023.021.1.05>
- Dwyer, R. J. (2009). “Keen To Be Green ” Organizations : A Focused Rules Approach To Accountability. *Management Decision*, 47(7), 1200–1216.
<https://doi.org/10.1108/00251740910978377>
- Fu'ada, E. N., & Gumilar, A. G. (2018). Studi Empiris Pengaruh Kepuasan Kerja, Turnover Intention, Produktivitas, Dan Keunggulan Bersaing. *Jurnal Ekonomi Dan Bisnis*, 12(2).
- Hs, N. H. L. P. R. K. Z. R. D. W. H. (2021). Increasing Brand Trust Through Marketing Communication And Its Impact On School Principal's Loyalty. *Budapest International Research And Critics Institute (Birci-Journal): Humanities And Social Sciences*, 4(2), 2208–2216. <https://doi.org/10.33258/Birci.V4i2.1913>
- Jaaron, A. A. Z. A. T. B. A. A. M. (2018). Green Human Resource Management Bundle Practices And Manufacturing Green Human Resource Management Bundle Practices And Manufacturing Organizations For Performance Optimization : A Conceptual Model. *International Journal Of Engineering & Technology*, 7(3), 87–91.
- Machado, S. G. A. H. C. V. C. (2011). The Influence Of Green Practices On Supply Chain Performance : A Case Study Approach. *Transportation Research Part E*, 47(6), 850–871. <https://doi.org/10.1016/J.Tre.2011.05.017>
- Mobley. (2011). *Pergantian Karyawan: Sebab, Akibat Dan Pengendaliannya*. Pt Pustaka Binaman Pressindo.
- Nasib, A. F. (2020). *Mengenal Dasar Manajemen*. Cv. Pena Persada.
- Nasib, I. L. (2021). *Manajemen & Bisnis Modern*. In *Jakarta: Pt Rineka Cipta*. Pena Persada.
- Nasib, M. (2021). The Effort To Increase Loyalty Through Brand Image, Brand Trust, And Satisfaction As Intervening Variables. *Society*, 9(1), 277–288.
<https://doi.org/10.33019/Society.V9i1.303>
- Nasib, S. C. S. A. Y. (2019). Optimalisasi Prestasi Kerja Melalui Peningkatan Disiplin, Motivasi Dan Lingkungan Kerja Pada Pt. Vamrer Jaya Abadi Medan. *The 2nd International Conference On Politics Of Islamic Development, April*, 192–201.
- Nasib, S. Y. F. R. A. L. D. A. (2023). *Memahami Faktor Penentu Dalam Meningkatkan Kepuasan Kerja Dan Kinerja Karyawan*. Cv. Adanu Abimata.
- Nurfitriyana, N. (2023). *Pengaruh Green Organizational Culture, Green Transformational Leadership, Dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior: Peran Mediasi Komitmen Organisasional*. Universitas Islam Indonesia Yogyakarta.
- Nursal, B. N. A. M. F. (2020). Pengaruh Turnover Intention Dan Kepuasan Kerja

- Terhadap Produktivitas Kerja Sales Promotion Girl (Spg) Matahari Department Store – Bekasi. *Business Management Analysis Journal (Bmaj)*, 3(2), 174–188. <https://doi.org/10.24176/Bmaj.V3i2.4819>
- Ong, J. O., Djamil, M., Enny Ariyanto, & Sugiyono. (2022). A Literature Review Of Green Human Resource Management For Gaining A Competitive Advantage. *Mix: Jurnal Ilmiah Manajemen*, 12(3).
- Othman, S. K. M. M. (2019). The Impact Of Green Human Resource Management Practices On Sustainable Performance In Healthcare Organisations : A. *Journal Of Cleaner Production*, 01(July), 1–63. <https://doi.org/10.1016/J.Jclepro.2019.118595>
- Patarametagul, W. (2020). A Model Of The Causal Relationships Between The Factors Influencing The Performance Of Green Organizations Managing Energy-Saving Buildings In Bangkok And Vicinity. *Asers*, Xi(7), 14505. [https://doi.org/10.14505/Jemt.V11.7\(47\).06](https://doi.org/10.14505/Jemt.V11.7(47).06)
- Rahman, A. (2022). Ekonomi Kreatif Berbasis Digital Dan Kemandirian Masyarakat Era Society 5.0. In *Global Aksara Pers* (Issue March).
- Rahman, A. D. P. M. M. F. (2020). Pengaruh Pendidikan, Umur Dan Pengalaman Kerja Terhadap Produktivitas Karyawan Pada Pt. Anela Km 79 Kabupaten Lamongan. *E-Jurnal Riset Manajemen*, 108–122.
- Rizvi, Y. S., & Garg, R. (2020). The Simultaneous Effect Of Green Ability-Motivation-Opportunity And Transformational Leadership In Environment Management : The Mediating Role Of Green Culture. *Yasmeen Shamsi Rizvi; Raksha Garg*, 1–27. <https://doi.org/10.1108/Bij-08-2020-0400>
- Rohani, M. N., & Setyaningrum, R. P. (2023). Pengaruh Green Organizational Culture, Work Life Balance Terhadap Organizational Performance Dimediasi Green Innovation. *Jurnal Mirai Management*, 8(2).
- Sedermayanti. (2013). *Manajemen Sumber Daya Manusia Repormasi Birokrasi Dana Manajemen Pegawai Negeri Sipil*. Pt. Rafika Aditama.
- Sendow, J. R. G. (2019). Pengaruh Insentif, Turnover Dan Keterlibatan Kerja Terhadap Produktivitas Kerja Karyawan Cv. Segarindo Utama Minahasa. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 7(2), 1081–1090.
- Shahzad, X. Q. A. K. S. Y. A. U. Z. M. (2021). Green Core Competencies To Prompt Green Absorptive Capacity And Bolster Green Innovation : The Moderating Role Of Organization ' S Green Culture. *Journal Of Environmental Planning And Management*, 1–46. <https://doi.org/10.1080/09640568.2021.1891029>
- Sharma, S. (2021). Analysing The Relationship Of Adaption Of Green Culture, Innovation, Green Performance For Achieving Sustainability: Mediating Role Of Employee Commitment. *Journal Of Cleaner Production*, 303, 127039. <https://doi.org/10.1016/J.Jclepro.2021.127039>
- Shimomura, H. H. T. K. K. (2021). Modeling And Simulation Of Production Systems To Evaluate The Effect Of Worker Turnover On Productivity. *Journal Of Advanced Mechanical Design, Systems And Manufacturing*, 15(2), 1–18. <https://doi.org/10.1299/Jamdsm.2021jamdsm0020>

- Siagian, S. (2015). *Teori Dan Praktek Kepemimpinan*. Rieneka Cipta.
- Singh, S. R. S. (2022). The Impact Of Leaders' Coaching Skills On Employees' Happiness And Turnover Intention. *Adminisrative Science*, 12(84), 1–15.
- Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia. Edisi Pertama*. Prenada Media Group.
- Syahril. (2017). Pengaruh Keselamatan Dan Kesehatan Kerja (K3) Dan Turn Over Intention Terhadap Produktivitas Kerja Pada Pt. Persademandiri Yang Bergerak Di Biro Pencatatan Kwh Pt. Pln (Persero) Padang. *Menara Ekonomi*, Vii(3), 75–86.
- Syaifulloh, N. K. S. N. U. M. (2020). Pengaruh Tingkat Pendidikan Terhadap Produktivitas Kerja Pembutik Bawang Di Sub Terminal Agribisnis Larangan. *Syntax Idea*, 2(5), 98–105.
- Syam, M. N. H. A. H. (2020). Pengaruh Komunikasi Dan Budaya Kerja Terhadap Kinerja Pegawai. *Journal Of Sustainable Business Hub*, 1(2), 39–45. [Http://Journal.Pdmi-Pusat.Org/Index.Php/Jsbh/Article/View/16](http://Journal.Pdmi-Pusat.Org/Index.Php/Jsbh/Article/View/16)
- Vanormelingen, S. D. W. E. M. L. S. I. V. B. S. (2019). The Impact Of Employee Turnover And Turnover Volatility On Labor Productivity: A Flexible Non-Linear Approach. *International Journal Of Human Resource Management*, 30(21), 3049–3079. [Https://Doi.Org/10.1080/09585192.2018.1449129](https://doi.org/10.1080/09585192.2018.1449129)
- Wang, C. H. (2019). How Organizational Green Culture Influences Green Performance And Competitive Advantage The Mediating Role Of Green Innovation. *Journal Of Manufacturing Technology Management*, January, 1–19. [Https://Doi.Org/10.1108/Jmtm-09-2018-0314](https://doi.org/10.1108/Jmtm-09-2018-0314)
- Wang, Z. Y. J. S. Y. Z. Y. (2016). Green Information Systems , Green Culture And Green Culture And Green Innovation Effectiveness : A Triad Model. *Association For Information Systems*, 1–20.
- Wibowo. (2014). *Manajemen Kinerja; Cetakan Keempat*. Pt. Raja Grafindo Persada.
- Wijonarko, G., & Amaliyah. (2023). The Role Of Green Human Resource Management (Ghrm) In Csr Implementation Of Sustainable Enviromental Management In The Covid-19 Pandemi. *Jurnal Manajemen Dan Organisasi (Jmo)*, 14(1).
- Wijonarko, G., & Wirapraja, A. (2022). Pengaruh Green Human Resource Management Terhadap Peningkatan Kepuasan Kerja Dan Produktivitas Karyawan Melalui Perspektif Technology Acceptance Model (Tam). *Konstelasi: Konvergensi Teknologi Dan Sistem Informasi*, 2(1).
- Wijoyo, S. I. R. A. A. L. H. D. I. H. (2020). Pengaruh Pelatihan Dan Motivasi Terhadap Produktivitas Kerja Karyawan Pada Pt. Lion Mentari Airlines Bandara Internasional Soekarno Hatta Cengkareng. *Jurnal Ilmu Komputer Dan Bisnis*, 11(2a), 91–100. [Https://Doi.Org/10.47927/Jikb.V11i2a.263](https://doi.org/10.47927/Jikb.V11i2a.263)
- Xu, C. W. J. (2020). Effects Of Professional Identity On Turnover Intention In China's Hotel Employees: The Mediating Role Of Employee Engagement And Job Satisfaction. *Journal Of Hospitality And Tourism Management*, 45(June), 10–22. [Https://Doi.Org/10.1016/J.Jhtm.2020.07.002](https://doi.org/10.1016/J.Jhtm.2020.07.002)
- Yanti, & Nawangsari, L. C. (2019). The Impact Of Green Transformational Leadership

And Green Training Toward Sustainable Corporate Performance Through Employee Green Behaviour : Conceptual Approac. *Seminar Nasional Peningkatan Mutu Perguruan Tinggi.*