

# The Influence of Organizational Culture on Turnover Intention with Green Human Resource Management as an Intervening Variable in Generation Z Employees in Sleman Regency

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## ABSTRACT

This research aimed to analyze the influence of organizational culture on turnover intention with green human resource management as an intervening variable. The population in this research consisted of Generation Z employees in Sleman Regency. The sampling method employed was purposive sampling, resulting in 100 respondents who met specific criteria, namely Generation Z employees in Sleman Regency aged 18-28 years. Primary data were collected through questionnaires that had been tested for validity and reliability. The data analysis in this study revealed both direct and indirect effects. The data analysis methods used in this research were classical assumption tests, path analysis, and hypothesis testing. The results of the data analysis indicated that: (1) Organizational culture has a positive and significant effect on green human resource management, (2) Green human resource management has a negative and significant effect on turnover intention, (3) Organizational culture has a negative and significant effect on turnover intention, (4) There is no mediating role of green human resource management in the relationship between organizational culture and turnover intention.

**Keywords:** HRM, Business Sustainability, Organizational Performance, Organizational Competitiveness.

## I. Introduction

Human resources (HR) are the most important assets in an organization or company, as they play a central role in achieving organizational goals. Essentially, the success or failure of an organization in reaching its objectives depends greatly on the people who manage it (Setiyati & Hikmawati, 2019). Therefore, to achieve optimal goals, companies need high-quality human resources so that effectiveness and productivity can run efficiently. Proper management of human resources requires an organizational culture that makes employees feel comfortable, safe, and calm, which in turn encourages motivation, creativity, and productivity. Employees who feel dissatisfied or uncomfortable with their work are likely to develop an intention to move to another workplace they perceive as better—this condition is known as turnover intention. Turnover intention is influenced by several factors, including age, length of service, education level, organizational commitment, job satisfaction, and organizational culture (Prawitasari, 2016). If companies fail to address these contributing factors effectively, it will hinder organizational performance and goal achievement. Every company has its

own organizational culture as a guide for internal sustainability, especially for employees, to ensure that company goals are properly met. Organizational culture is formed collectively to help the organization face future challenges (Wardani et al., 2016).

Implementing a strong organizational culture also requires a supportive work environment where employees feel safe and comfortable. The habits and rules applied within the company must be adjusted wisely so that employees do not feel burdened. Over the past decade, various efforts have been made to encourage both developed and developing countries to actively support environmental sustainability. However, environmental issues that hinder economic growth continue to negatively impact society (Insan et al., 2023). Therefore, companies today are required to develop an organizational culture that not only focuses on achieving corporate success but also integrates environmental awareness. Green Human Resource Management (GHRM) is an innovative approach to HR performance and functions within an organization, where environmental consciousness forms the foundation of all initiatives (Nasrifa, 2023). Implementing GHRM through organizational culture and human resource utilization helps create an environmentally friendly organizational culture. Organizational culture practices can foster GHRM within a company (Hastuti, 2022). Companies can begin with small steps such as reducing food and beverage waste during meetings, minimizing paper use, turning off electronic devices after use, conserving electricity, and improving ventilation and lighting.

Today, the workforce is increasingly dominated by Generation Z, who possess unique characteristics compared to previous generations. Growing up alongside rapid technological development, Generation Z brings distinct behaviors that companies must align with existing organizational cultures. These unique traits pose challenges that require companies to adapt to meet Generation Z's expectations regarding their work. According to Statistics Indonesia (BPS), Generation Z refers to those born between 1997 and 2012. Out of Indonesia's total population of 270.20 million, Generation Z makes up 27.94%, making them the largest generational group. Generation Z has high expectations for the workplace, emphasizing work-life balance, supportive work environments, and healthy organizational cultures. When working in companies with toxic cultures, they do not hesitate to change jobs for better conditions. Supporting this, a 2023 Jakpat survey of 832 Generation Z respondents revealed that 52.4% would leave their jobs if their company had a toxic work culture. The phenomenon of turnover intention among Generation Z creates internal issues between employees and employers, which in turn increases turnover rates. Therefore, organizational culture integrated with Green Human Resource Management (GHRM) plays a crucial role in reducing turnover intention among Generation Z employees. A reduction in turnover intention allows organizations to better develop competent human resources. The implementation of GHRM through organizational culture can thus serve as an effective strategy for sustainable employee engagement and retention.

## II. Literature Review and Hypothesis Development

According to Astiti et al. (2020), turnover intention refers to an employee's decision to resign voluntarily from a company due to certain influencing factors. This can also stem from an internal desire to leave an organization motivated by elements such as salary level (reward), organizational culture, and work environment (Hisbih et al., 2023). High or low turnover intention within a company directly affects recruitment and selection costs, which can disrupt operational efficiency—especially when the departing employees possess high motivation, skills, and loyalty (Prawitasari, 2016). Organizational culture is defined as the norms and habits accepted as truths by everyone within an organization (Bimantara, 2021). Similarly, Oktavia et al. (2024) describe organizational culture as a set of values, norms, and practices followed by all members of an organization that shape how they interact and perform daily tasks. These values encompass the underlying beliefs guiding decisions and actions, as well as the norms that establish work routines, habits, and procedures observed by organizational members. A strong and positive organizational culture provides comfort and supports performance, whereas a poor or incompatible culture can decrease employee productivity (Vientiany et al., 2024).

Green Human Resource Management (GHRM) refers to the implementation of sustainable resource management within a company by incorporating environmental considerations to maintain ecological balance in business operations (Purnama & Nawangsari, 2019). Recently, GHRM has become a popular topic in research due to the growing awareness of environmental management and sustainable development. However, GHRM is not only about environmental concern—it also integrates social and economic well-being for both employees and organizations (Nasrifa, 2023).

## 2.1. Hypothesis Development

### a. The influence of Organizational Culture on Green Human Resource Management

Putri (2024) states that organizational culture acts as a motivational force for employees in implementing GHRM practices. Sustrastanti and Rachmawati (2023) also highlight that organizational culture serves as a foundation for the successful adoption of GHRM in companies. Hastuti (2022), in her study “The Effect of Environmental Organizational Culture on Employee Performance Mediated by Green Human Resource Management (GHRM) and Job Satisfaction at KB Bukopin Bank, Yogyakarta”, found that environmental organizational culture positively influences GHRM practices.

*H1: Organizational culture has a positive influence on Green Human Resource Management.*

### b. The influence of Green Human Resource Management on Turnover Intention

Hussein and Zakhem (2024) found that GHRM practices enhance organizational culture, positively affecting employee behaviors that reflect the organization’s brand and negatively affecting turnover intention. Similarly, Amalia and Setyaningrum (2023) concluded that GHRM can serve as a strategic policy to reduce employee turnover intention. Supporting evidence from Hastuti (2022) shows that GHRM practices have a negative relationship with turnover intention.

*H2: Green Human Resource Management negatively influences turnover intention.*

### c. The influence of Organizational Culture on Turnover Intention

According to Fauziah et al. (2021), a well-implemented organizational culture fosters collaboration and shared awareness among employees about their roles in achieving company goals, thereby reducing turnover intention. Indradewa and Santiajie (2024), in their study “The Role of Organizational Culture, Knowledge Management, and Employee Engagement on Turnover Intention”, also found that organizational culture negatively affects turnover intention. Similarly, Mahayasa et al. (2023) discovered that organizational culture and job satisfaction both negatively influence turnover intention.

*H3: Organizational culture negatively influences turnover intention.*

### d. The influence of Organizational Culture on Turnover Intention mediated by Green Human Resource Management

Hastuti (2022) revealed that environmental organizational culture positively and significantly affects GHRM practices. Margaretha (2018) further stated that adopting new corporate cultures that integrate GHRM in recruitment, performance management, training, employee relations, and compensation fosters environmentally friendly organizational behavior and benefits the organization. Makarim and Muafi (2021) found that GHRM practices negatively affect turnover intention, while Islam et al. (2023) demonstrated that GHRM components—such as green involvement, green pay, and green rewards—reduce turnover rates. Sari et al. (2021) also showed that a strong organizational culture has a significant negative effect on turnover intention, meaning that robust cultural implementation can lower turnover levels.

*H4: Organizational culture, through Green Human Resource Management, influences turnover intention.*

### III. Research Method

The analytical method employed in this study is a quantitative approach with descriptive analysis. According to Sugiyono (2019), the quantitative method is based on the philosophy of positivism and is used to examine specific populations or samples, where data collection is conducted using research instruments, and statistical analysis is applied to test predetermined hypotheses. Data for this study were collected through questionnaires distributed to Generation Z employees in Sleman Regency.

#### 3.1. Population and Sampling Technique

The population in this study consists of Generation Z employees aged 18–28 years residing in Sleman Regency, with an unknown total population. The sampling technique used is non-probability sampling with a purposive sampling approach, as respondents were selected based on specific criteria—Generation Z employees aged 18–28 years. The Lemeshow formula was applied to determine the sample size, as the population size is unknown. Using a 95% confidence level ( $Z = 1.96$ ), a maximum estimation proportion ( $P = 0.5$ ), and a sampling error of 10% ( $d = 0.1$ ), the calculated sample size was 96.04, which was rounded up to 100 respondents to ensure accuracy and reliability (Sugiyono, 2019).

#### 3.2. Operational Definition of Variables

This study includes three variables: Turnover Intention (Y), Organizational Culture (X1), and Green Human Resource Management (X2).

**Table 1. Operational Definition of Variables**

Variable	Operational Definition	Indicators	Number of Items
Turnover Intention (Y)	The desire of an individual to leave their job due to dissatisfaction, motivating them to seek better employment opportunities.	1. Thoughts of quitting	6
		2. Intention to search for another job	
		3. Intention to quit	
Organizational Culture (X1)	The company's shared system of values and norms adopted by members to guide behavior and facilitate goal achievement through alignment and contribution.	1. Consistency	12
		2. Involvement	
		3. Mission	
		4. Adaptability	
Green Human Resource Management (X2)	The strategic implementation of environmentally sustainable HR practices aimed at fostering eco-friendly organizational behavior and performance.	1. Green recruitment	13
		2. Green training & development	
		3. Green performance & management appraisal	
		4. Green compensation	
		5. Green employee relations	
		6. Green exit	

Thus, the research involves 100 Generation Z employees in Sleman Regency as respondents, with data analyzed statistically using SPSS to test the relationships among organizational culture, Green HRM, and turnover intention.

#### IV. Result and Discussion

##### 4.1. Coefficient of Determination ( $R^2$ )

**Table 2. Results of Coefficient of Determination ( $R^2$ ) ( $X \rightarrow Z$ )**

Model	R Square	Adjusted R Square
1	0.133	0.125

**Table 3. Results of Coefficient of Determination ( $R^2$ ) ( $X \rightarrow Z \rightarrow Y$ )**

Model	R Square	Adjusted R Square
4	0.529	0.519

The Coefficient of Determination ( $R^2$ ) results show that organizational culture (X) influences Green Human Resource Management (Z) by 12.5%, with the remaining 87.5% affected by other factors not included in the study. The residual error value ( $e_1$ ) is 0.935, calculated using  $\sqrt{1-0.125}$ . Meanwhile, the combined effect of organizational culture (X) and Green Human Resource Management (Z) on turnover intention (Y) is 51.9%, while 48.1% is influenced by other variables outside the model, with a residual error ( $e_2$ ) of 0.481 calculated using  $\sqrt{1-0.519}$ .

##### 4.2. Hypothesis Testing (t-Test)

**Table 4. Results of the t-Test**

No	Hypothesis	t-count	t-table	Statement	Result
1	H1	3.884	1.660	Organizational culture has a positive and significant effect on Green Human Resource Management	Accepted
2	H2	-3.128	1.660	Green Human Resource Management has a negative and significant effect on turnover intention	Accepted
3	H3	-10.464	1.660	Organizational culture has a negative and significant effect on turnover intention	Accepted

##### 4.3. Path Analysis

Path analysis was conducted using regression to determine both direct and indirect (mediated) effects. The direct effect is represented by the standardized coefficients beta, while the indirect effect is obtained by multiplying the betas of the paths involved.

**Table 5. Results of Path Analysis Equation I ( $X \rightarrow Z$ )**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	27.604	2.998		9.208	.000
X (OC)	0.348	0.090	0.365	3.884	.000

$$Z = 0.348X + 0.935e_1$$

**Table 6. Results of Path Analysis Equation II (X, Z → Y)**

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	25.530	1.541		16.565	.000
X (OC)	-0.344	0.036	-0.711	-9.504	.000
Z (GHRM)	-0.021	0.038	-0.042	-0.555	.580

$$Y = -0.711X - 0.042Z + 0.481e_2$$

**Table 7. Summary of Path Analysis Results**

No	Path Analysis	Direct Effect (β)	Indirect Effect	Total Effect
1	X → Z	0.365		
2	X → Y	-0.711		
3	Z → Y	-0.042		
4	X → Y through Z		0.365 × -0.042 = -0.015	-0.711 + (-0.015) = -0.726

The analysis of the influence of Organizational Culture through Green Human Resource Management on Turnover Intention shows that the direct effect of Organizational Culture on Turnover Intention is -0.711, while the indirect effect through Green Human Resource Management is  $0.365 \times -0.042 = -0.015$ . Since the direct effect (-0.711) is greater than the indirect effect (-0.015), this indicates that Green Human Resource Management does not mediate the relationship between Organizational Culture and Turnover Intention. Therefore, although both variables contribute to reducing turnover intention, Organizational Culture exerts the dominant and direct influence.

#### 4.4. Discussion

##### a. Organizational Culture and Green Human Resource Management

The hypothesis of this study states that *organizational culture* has a positive and significant effect on *Green Human Resource Management (GHRM)*, which means that H1 is accepted. This is supported by the t-test results showing a significance value below 0.05 (Sig = 0.000). These findings indicate that companies implementing and consistently strengthening organizational culture are more likely to improve employees' environmentally friendly behavior. This result aligns with the research of Hastuti (2022), who found that an environmental organizational culture creates positive consequences through the application of GHRM practices within organizational routines. Similarly, Putri (2024) asserts that organizational culture acts as a motivating force that encourages employees to adopt GHRM practices. In line with this, Sustrastanti and Rachmawati (2023) identified organizational culture as a key asset in the implementation of GHRM practices within companies.

##### b. Green Human Resource Management and Turnover Intention

The hypothesis testing also indicates that *Green Human Resource Management* has a negative and significant effect on *turnover intention*, confirming H2. The t-test shows a significance value of 0.002, which is lower than 0.05. This implies that companies adopting GHRM practices can effectively reduce employee turnover rates. The finding is consistent with the research by Makarim and Muafi (2021), which demonstrated that GHRM plays an important role in decreasing turnover intention—employees are more likely to remain in organizations that promote environmentally friendly and comfortable working environments. Likewise, Hussein and Zakhem (2024) found that GHRM practices enhance employee engagement with environmental preservation efforts, thereby reducing their intention to leave the organization. Amalia and Setyaningrum (2023) further support this, suggesting that GHRM can serve as an organizational policy tool for mitigating turnover intention.

c. Organizational Culture and Turnover Intention

The results also confirm that *organizational culture* has a negative and significant effect on *turnover intention*, thus H3 is accepted. The t-test yielded a significance value of 0.020 ( $< 0.05$ ), indicating that the better a company implements its organizational culture, the lower the employees' turnover intention. This is consistent with Indradewa and Santiajie (2024), who found that a well-established organizational culture—implemented consistently and involving employees in the process—can reduce employees' intention to leave. Similarly, Mahayasa et al. (2023) showed that employees' positive perceptions of organizational culture significantly reduce their desire to resign.

d. Organizational Culture, Turnover Intention, and Green Human Resource Management

The results also reveal that *Green Human Resource Management* does not mediate the relationship between *organizational culture* and *turnover intention*. The indirect effect ( $-0.015$ ) is smaller than the direct effect ( $-0.711$ ), which indicates that GHRM has no mediating effect in this relationship. Although the hypothesis is rejected, this finding provides new insight suggesting that other variables may better mediate the influence of organizational culture on turnover intention. Several factors may explain why GHRM does not mediate this relationship. First, the direct influence of organizational culture on turnover intention is considerably strong, which minimizes the mediating role of GHRM. This is supported by Indradewa and Santiajie (2024), who demonstrated that organizational culture alone can significantly reduce turnover intention. Second, while organizational culture strongly influences GHRM—as found in Hastuti's (2022) study, which identified organizational culture as a major predictor of GHRM—the focus of GHRM differs conceptually. GHRM primarily emphasizes environmental sustainability and green HR practices, while organizational culture and turnover intention are more closely tied to psychological and behavioral aspects.

Furthermore, Amalia and Setyaningrum (2023) argue that GHRM does not significantly affect turnover intention, particularly in contexts where employees do not directly perceive environmental initiatives as part of their work experience. This may occur when environmental degradation and industrial pressures overshadow employees' perception of green practices. In conclusion, the results suggest that Green Human Resource Management is less relevant as a mediating variable between organizational culture and turnover intention. The strong direct effect of organizational culture remains the dominant factor in reducing turnover intention among Generation Z employees, while GHRM contributes more to the company's sustainability strategy rather than directly influencing employees' decision to stay or leave.

## V. Conclusion

Based on the results of data analysis and hypothesis testing, the following conclusions can be drawn:

- a. Organizational culture has a positive and significant effect on Green Human Resource Management (GHRM). This means that the stronger and more consistent the implementation of organizational culture within a company, the greater its positive impact on environmentally friendly HR practices.
- b. Green Human Resource Management (GHRM) has a negative and significant effect on turnover intention. This indicates that the better the implementation of GHRM practices, the lower the employees' intention to leave the company.
- c. Organizational culture has a negative and significant effect on turnover intention. This shows that a well-established and consistent organizational culture can reduce employees' desire to resign or move to another company.
- d. Green Human Resource Management (GHRM) does not mediate the relationship between organizational culture and turnover intention. Although organizational culture and GHRM both influence turnover intention, GHRM does not act as a mediating variable in this relationship. This suggests that organizational culture directly influences employees' turnover intention more strongly than through GHRM.

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