

**THE EFFECT OF REWARDS AND GREEN HUMAN RESOURCE
MANAGEMENT ON EMPLOYEE TURNOVER AT THE SUKOHARJO
DISTRICT LAND OFFICE**



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Abstract

This study explores the influence of rewards and Green Human Resource Management (GHRM) practices on employee turnover at the Sukoharjo District Land Office, with job satisfaction as a mediating variable. Using Social Exchange Theory and Herzberg's Two-Factor Theory as the theoretical foundation, the research employed a quantitative method with PLS-SEM to analyze data from 85 purposively selected employees. Rewards included both financial (e.g., bonuses) and non-financial (e.g., recognition), while GHRM encompassed eco-friendly recruitment, environmental training, and employee engagement in sustainability programs. Results show that both rewards and GHRM significantly reduce turnover, with job satisfaction partially mediating these effects, enhancing the impact when employees feel valued and motivated. Among GHRM components, environmental training and participatory green initiatives proved most effective. Despite its contributions, the study is limited to a single public institution and does not address other potential turnover factors such as leadership, work-life balance, or career development. Future research should broaden the context and apply mixed methods to deepen understanding of sustainable HRM strategies.

Keywords: Employee Turnover, GHRM, Job Satisfaction, PLS-SEM, Rewards

INTRODUCTION

In an increasingly competitive era, effective human resource management (HRM) is a fundamental determinant of organizational success and sustainability. The escalating competition in the job market necessitates maintaining workforce stability to ensure organizational continuity. One critical measure of employee stability is turnover rates, which pose a significant challenge for institutions, including government agencies such as the Land Office of Sukoharjo Regency. The Sukoharjo Regency Land Office has faced persistent employee turnover issues, which not only lead to substantial recruitment and training expenses but also disrupt organizational performance and workflow. This study is motivated by the need to address these challenges, and aims to identify the key factors influencing employee turnover at this particular institution. Research has shown that employee success is often evaluated based on their ability to execute tasks responsibly while aligning with the organization's vision, mission, and strategic objectives (Candra, 2022).

Human resources are invaluable assets in any institution, particularly within the public sector, where effective administration is crucial (Salsabila et al., n.d.). Highly competent and motivated employees are instrumental in ensuring operational efficiency and achieving organizational goals. However, the unique HR challenges faced by public sector organizations, such as bureaucratic rigidity and limited financial incentives, often contribute to employee turnover (Waskito & Putri, 2022). This turnover results in adverse consequences such as increased hiring costs, prolonged training periods, and the loss of critical expertise and institutional knowledge (Rostandi & Senen, 2021). In the case of the Land Office of Sukoharjo Regency, such issues have been particularly evident, making it necessary to investigate the role of job satisfaction and HR practices in mitigating turnover.

Job satisfaction, a crucial determinant of employee retention, encompasses the overall attitude employees have toward their work (Djajasinga et al., 2021). Several factors influence job satisfaction, including compensation and the implementation of Green Human Resource Management (GHRM). Competitive and equitable compensation structures can significantly enhance job satisfaction, reducing turnover intentions. A well-structured reward system, encompassing extrinsic and intrinsic rewards such as salary, recognition, and benefits, plays a vital role in boosting employee performance and retention (Salman & Olawale, 2021;

Amadi et al., 2021). Additionally, the adoption of Green Human Resource Management (GHRM) has emerged as an innovative approach in workforce administration. GHRM integrates environmental sustainability into HR policies, ensuring that ecological considerations are embedded across all HR functions (Bhatti et al., 2022). By promoting eco-friendly practices, organizations can not only foster workplace satisfaction but also reduce employee turnover, as studies have shown that green training initiatives can diminish employees' intent to leave (Maskuroh et al., 2023).

This study will focus on how reward structures and GHRM influence employee turnover at the Land Office of Sukoharjo Regency. The findings are expected to contribute to the academic understanding of HRM in the public sector and offer practical insights for policymakers looking to improve employee retention and reduce turnover in government institutions.

REVIEW OF LITERATURE

Reward

A reward, whether intrinsic or extrinsic, serves as an acknowledgment of an individual's or group's achievements or contributions, intended to motivate and reinforce desired behaviors (Yadewani & Reni Wijaya, 2021). Rewards are generally categorized into financial and non-financial forms. Intrinsic rewards refer to non-material satisfactions, such as personal growth, job satisfaction, and sense of accomplishment, while extrinsic rewards include tangible benefits such as salary, bonuses, and promotions. Herzberg's Two-Factor Theory suggests that while extrinsic rewards (hygiene factors) are necessary to prevent dissatisfaction, intrinsic rewards (motivators) are more likely to drive long-term satisfaction and performance (Herzberg, 1966). However, the effectiveness of rewards can vary across different roles, organizational settings, and generational cohorts. For instance, younger employees, particularly Millennials, may place greater emphasis on intrinsic rewards such as work-life balance and professional development, while older generations may prioritize financial incentives (Anggara & Nursanti, 2019). Moreover, research indicates that while rewards positively influence employee motivation and engagement, their impact on reducing

turnover may be conditional upon their perceived fairness and alignment with organizational culture (Foenay et al., 2020).

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) represents an eco-conscious approach to human resource practices that integrates sustainability into all aspects of HR, from recruitment and training to compensation and performance evaluation (Makarim & Muafi, 2021). The concept focuses on fostering an environmentally responsible organizational culture through policies that promote resource conservation, reduce carbon footprints, and support sustainable business practices (Alexander, 2021). While GHRM practices like green recruitment and training are generally viewed as having a positive impact on employee satisfaction and retention, there is a lack of consensus on their broader applicability across different sectors. In particular, research highlights that in organizations with resistance to change or insufficient support from top management, GHRM initiatives may face implementation challenges (Elizabeth Pahalasari & Murwaningsari, 2023). Additionally, GHRM's impact may vary across industries, with studies showing stronger effects in private-sector organizations compared to public-sector entities (Muchtadin, 2022). For example, in government institutions, the adoption of GHRM practices might be hindered by bureaucratic constraints and resistance to novel practices. This presents a potential avenue for future research to explore the sector-specific impacts of GHRM.

Employee Turnover

Employee turnover refers to the voluntary or involuntary departure of employees from an organization, often quantified as the ratio of employees who leave to the total number of employees over a given period (Akgunduz et al., 2020). Turnover intention, defined as the likelihood that employees plan to leave their current job, is heavily influenced by job satisfaction, compensation, career advancement opportunities, and the work environment (Berber et al., 2022). A deeper exploration reveals that turnover is not merely an individual decision but is often the result of organizational factors such as leadership style, communication, and job stress (Stephen Martin & Martin Uribe, 2021). The consequences of high turnover can be severe, leading to increased recruitment and training costs, loss of organizational knowledge, and decreased morale among remaining employees. However,

turnover does not always equate to dissatisfaction; for instance, turnover may be voluntary and even beneficial if employees seek better opportunities for career growth (Islam et al., 2023). In the public sector, turnover may be influenced by additional factors such as political stability, governmental policies, and the perceived job security offered by the organization.

The Influence of Rewards on Employee Turnover

Research has consistently shown that both financial and non-financial rewards have a significant impact on employee turnover intention (Meron, 2017). Well-structured reward systems that align with employees' expectations can reduce turnover by increasing job satisfaction, enhancing motivation, and fostering organizational commitment (Anggara & Nursanti, 2019). However, the impact of rewards on turnover is not always linear. Rewards may fail to reduce turnover if employees perceive them as unfair, inconsistent, or insufficient relative to their contributions. Equity Theory posits that employees compare their inputs (e.g., effort, skills) and outputs (e.g., salary, recognition) with those of others, and perceive inequities as a source of dissatisfaction (Adams, 1965). Thus, rewards must be perceived as equitable to be effective in reducing turnover. Furthermore, the relationship between rewards and turnover may be moderated by organizational culture and leadership practices. In organizations where leaders are perceived as supportive and transparent, the impact of rewards on reducing turnover is likely to be more pronounced (Hariyani et al., 2022).

H1: Rewards have a significant negative impact on employee turnover.

The Influence of Green Human Resource Management on Employee Turnover

GHRM, by embedding sustainability into HR practices, offers potential benefits not only for the environment but also for employee retention. Studies have shown that GHRM practices, such as eco-friendly recruitment, green training, and sustainable performance evaluations, can positively influence employees' job satisfaction and reduce turnover intentions (Elizabeth Pahalasari & Murwaningsari, 2023). However, the effect of GHRM on turnover is not universally positive. In organizations where GHRM practices are poorly implemented or lack top management support, employees may view these initiatives as superficial or tokenistic, leading to increased turnover intentions. Additionally, the impact of GHRM on turnover may vary depending on the sector. In the hospitality industry, GHRM practices have been shown to significantly reduce turnover intentions among millennial

employees (Islam et al., 2023). In contrast, government institutions may experience slower adoption of GHRM, with employees less likely to perceive these initiatives as beneficial unless integrated into the organization's core values. Thus, while GHRM can reduce turnover, its effectiveness depends on organizational readiness, cultural alignment, and sector-specific factors (Muchtadin, 2022).

H2: Green Human Resource Management has a significant negative impact on employee turnover.

RESEARCH METHOD

This research investigates the impact of rewards and green human resource management (GHRM) on employee turnover, with job satisfaction acting as a mediating factor. The study uses a quantitative methodology, appropriate for testing relationships between variables and formulating hypotheses based on existing theories. Deductive reasoning is employed to derive hypotheses from the literature, and a causal framework is applied to explore cause-and-effect relationships among the variables.

The population for this study consists of 179 employees at the Land Office of Sukoharjo Regency. Based on a structured sample size calculation, the minimum sample size required for statistical analysis is determined to be 77, rounded to 85 respondents. Purposive sampling is used to select participants with at least one year of tenure, ensuring that respondents have sufficient experience to provide valuable insights into the variables under study. This sampling method is suitable for targeting employees with the relevant work experience, though it may limit generalizability. The choice of Sukoharjo Regency Land Office is justified by its relevance to the study's focus on public sector HRM practices, although future research could expand to other sectors to enhance the generalizability of the findings.

Data collection involves both primary and secondary data. Primary data is gathered through structured questionnaires utilizing a Likert scale, which is chosen for its reliability in measuring attitudes, perceptions, and job satisfaction levels across a large sample. The Likert scale has been validated in previous studies and is considered appropriate for measuring the constructs of rewards, GHRM practices, and turnover intention within the

public sector context. Secondary data, drawn from previous studies and organizational records, supplements the primary data and provides additional context.

The dependent variable, employee turnover, is measured by resignation rates, turnover ratios, employee intent to leave, and underlying reasons for turnover. Independent variables include rewards, including both financial and non-financial incentives, and GHRM practices, which encompass eco-friendly recruitment, environmental training, and employee participation in sustainability initiatives.

Data analysis is conducted using Partial Least Squares-Structural Equation Modeling (PLS-SEM), a robust technique suitable for complex models with minimal sample size constraints. SMARTPLS software is used for analysis, enabling the use of multiple measurement scales. The analysis process consists of two stages: the measurement model (Outer Model) and the structural model (Inner Model).

For the measurement model, convergent validity is assessed through loading factor values, and discriminant validity is verified using cross-loading analysis and Average Variance Extracted (AVE) comparisons. Reliability is evaluated using Composite Reliability and Cronbach's Alpha to ensure internal consistency of the constructs. The structural model is evaluated based on model fit indices, including the Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and Comparative Fit Index (CFI), to assess the goodness-of-fit of the model. Path coefficients are examined for statistical significance, with p-values used as indicators of relevance. Bootstrapping within SMARTPLS is employed to validate the findings and estimate the distribution of the sample.

RESULTS AND DISCUSSION

Respondent Description

This study investigates the influence of rewards and green human resource management (HRM) on employee turnover, with job satisfaction as an intervening variable. A total of 85 respondents, meeting predetermined criteria, were surveyed. The respondents were categorized based on their demographic characteristics age, gender, and work duration collected from the completed questionnaires. A summary of respondent characteristics is presented in Table 1:

Table 1.
Respondent Characteristics

Category	Classification	Frequency	Percentage
Age	< 20 years	0	0%
	21-40 years	61	71.76%
	>40 years	24	28.24%
Gender	Male	42	49.41%
	Female	43	50.59%
Work Duration	1-3 years	16	18.82%
	3-5 years	6	7.06%
	>5 years	63	74.12%
Total		85	100.0%

Source: Processed Data from Smart PLS 3.0, 2025

Table 1 presents respondent characteristics based on age, gender, and work duration. The majority of respondents fall within the 21-40 age group, accounting for 71.76% of the total, while those above 40 years old comprise 28.24%. No respondents were recorded under the age of 20. Gender distribution is nearly balanced, with 49.41% male and 50.59% female respondents, indicating a slight dominance of female participation in the survey. Regarding work duration, the majority (74.12%) have been employed for more than five years, whereas 18.82% have worked for 1-3 years, and only 7.06% fall within the 3-5 year category. This data suggests that the workforce is predominantly experienced, with most respondents having long-term employment status.

Measurement Procedure

Data Analysis

Table 2.
Construct Validity and Reliability Results

Construct	Validity			Reability			Conclusion
	Items	Outer Loadings	VIF	Chonbach's Alpha	Composite Reliability	AVE	
Reward	X.1.1	0.838	4.427	0.844	0.896	0.68	Valid dan reliable
	X.1.2	0.743	1.391				
	X.1.3	0.870	3.864				
	X.1.4	0.789	1.708				

Green	X.2.1	0.891	2.304				
Human	X.2.2	0.906	2.627	0.860	0.915	0.78	Valid dan Reliable
Resource Managemen t	X.2.3	0.854	1.915			1	
	Y.1.1	0.838	3.179				
Turnover	Y.1.2	0.838	2.331	0.842	0.893	0.67	Valid dan Reliable
karyawan	Y.1.3	0.856	2.257			6	
	Y.1.4	0.752	2.739				

Source: Processed Data from Smart PLS 3.0, 2025

Based on the validity and reliability test results, all indicators have outer loading values above 0.7. However, according to Chin (1998), loading values between 0.5 and 0.6 are already considered sufficient to meet the requirements for convergent validity, indicating good indicator validity. The highest marginal indicator is X2.2 (0.906), while the lowest is Y1.4 (0.752); both are acceptable and do not compromise the model's quality. Additionally, construct reliability, measured through Cronbach's Alpha and Composite Reliability, shows strong results. The Cronbach's Alpha values range from 0.842 to 0.860, while the Composite Reliability (CR) values range from 0.893 to 0.915. This indicates that all constructs have high internal consistency and are suitable for further analysis.

The AVE test results show that all constructs have AVE values above 0.5, meaning that each construct explains more than 50% of the variance in its indicators. The lowest AVE value is found in the "Reward" construct (0.683), while the highest is in the "Green Human Resource Management" construct (0.781). This demonstrates that each construct has good convergent validity and is relevant to the study.

Multicollinearity testing is conducted by examining the Variance Inflation Factor (VIF) values. According to the table, all VIF values are below 5, indicating no multicollinearity issues between indicators. The lowest VIF value is in indicator X1.2 (1.391), while the highest is in indicator X1.1 (4.427). Thus, each indicator in the model is independent and does not exhibit excessive correlation with other indicators, making it suitable for regression analysis or structural modeling.

R-Square Test

Table 3.
R-Square Test Result

	R-Square	Adjusted R-Square
Employee Turnover	0.491	0.478

Source: Processed Data from Smart PLS 3.0, 2025

The R-squared value for Employee Turnover is 0.491, indicating that 49.1% of the variation in Employee Turnover can be explained by the independent variables in the model. The Adjusted R-Square value of 0.478 suggests a minimal adjustment when accounting for the number of predictors, confirming that the model has a moderate predictive capability.

Q-Square Test

Table 4.
Q-Square Test Result

	SSO (Sum of Squares Observed)	SSE (Sum of Squared Errors)	Q² (1 - SSE/SSO)
Green Human Resource Management	255.000	255.000	0.00
Reward	340.000	340.000	0.00
Turnover Karyawan	340.000	233.490	0.313

Source: Processed Data from Smart PLS 3.0, 2025

The Q-Square test results indicate that the Green Human Resource Management and Reward variables have a Q² value of 0.00, meaning the model does not have predictive power for these variables. This occurs because their SSO and SSE values are equal. However, the Employee Turnover variable has a Q² value of 0.313, suggesting that the model has a reasonable predictive capability for this variable. In other words, the model can explain a significant portion of the variance in Employee Turnover.

Hypothesis Test

Path Coefficient Test

Table 5.
Path Coefficient Test Result

	Sampel Original (O)	Sampel mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Result
REWARD (X1) - >TURNOVER (Y)	0.402	0.407	0.118	2.792	0.005	Accepted
GREEN HUMAN RESOURCE MANAGEMENT (X2)- >TURNOVER (Y)	0.370	0.378	0.133	2.792	0.001	

Source: Processed Data from Smart PLS 3.0, 2025

The first hypothesis examines whether Reward (X1) has a negative and significant impact on Employee Turnover (Y). The statistical analysis reveals a t-statistic of 2.792, an influence coefficient of -0.402, and a p-value of 0.005. Since the t-statistic exceeds 1.96 and the p-value is below 0.05, the hypothesis is substantiated, indicating that Reward (X1) inversely affects Employee Turnover (Y) in a statistically significant manner. This implies that an augmentation in reward mechanisms leads to a diminution in employee departure rates. In other words, enhanced incentive structures correlate with a reduced propensity for employees to resign. The statistical significance reinforces the credibility of this inverse relationship, confirming its empirical validity. Similarly, the second hypothesis investigates whether Green Human Resource Management (X2) exerts a negative and significant effect on Employee Turnover (Y). The computed t-statistic of 2.792, an influence coefficient of -0.370, and a p-value of 0.001 establish that the hypothesis is accepted, affirming that Green Human Resource Management (X2) significantly and negatively influences Employee Turnover (Y). This denotes that the incorporation of environmentally conscious human

resource strategies contributes to mitigating employee attrition. Put differently, the more effectively sustainable HRM policies are implemented, the less inclined employees are to disengage from the organization. The robustness of this association is statistically validated, reinforcing that the negative correlation between Green Human Resource Management and Employee Turnover is not incidental but empirically substantiated.

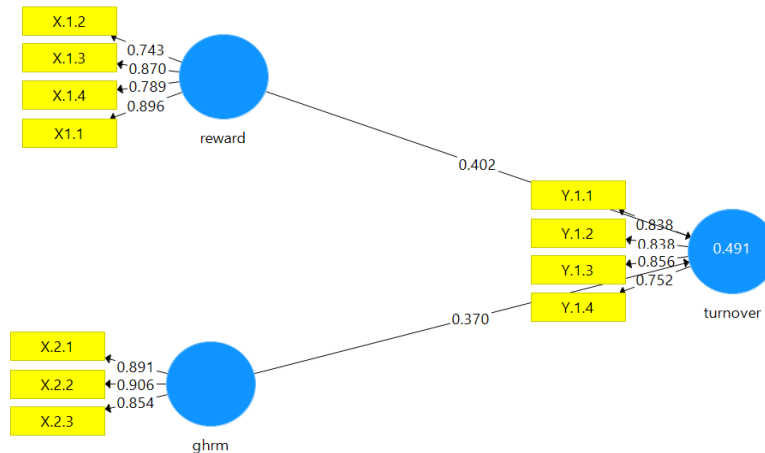


Figure 1.
Output Mode

The Influence of Rewards on Employee Turnover

The compensation system significantly influences an employee's decision to stay or leave an organization. In this study, a negative and significant relationship was found between rewards (X1) and employee turnover (Y), as indicated by a t-statistic value of 2.792, an influence coefficient of -0.402, and a p-value of 0.005. These results suggest that enhancing the reward system can effectively reduce employee turnover. This aligns with the findings of Nasrifa (2023), who emphasized that inadequate rewards encourage employees to seek alternative employment. Additionally, the study by Elshaer et al. (2021) underscores the importance of a fair and competitive reward system in motivating employees and reducing turnover.

To deepen the analysis, it is important to note that reward systems are not one-size-fits-all; they must be tailored to the specific needs and demographics of the workforce. For example, intrinsic rewards, such as recognition and career development opportunities, may have a more significant impact on younger employees who value personal growth, while

extrinsic rewards, like salary increases and bonuses, may be more effective for employees in later stages of their careers or those who are more motivated by financial incentives. Furthermore, the reward systems explored in this study seem to share similarities with those examined in Nasrifa (2023) and Elshaer et al. (2021), especially regarding the balance of intrinsic and extrinsic rewards. However, future research could explore how different types of rewards specifically influence turnover rates in various sectors or among different employee age groups.

The Impact of Green Human Resource Management on Employee Turnover

Green Human Resource Management (GHRM), which integrates sustainability and eco-friendly practices into organizational operations, has emerged as a significant factor in reducing employee turnover. This study found a strong negative relationship between GHRM (X2) and employee turnover (Y), with a t-statistic of 2.792, an influence coefficient of -0.370, and a p-value of 0.001. These findings support Berliana Widyaningrum (2021), who found that environmentally-oriented recruitment and training policies contribute to a reduction in turnover. Similarly, Sugiyanto et al. (2023) demonstrated that stronger GHRM adoption correlates with lower turnover rates.

The mechanisms through which GHRM reduces turnover deserve further exploration. Participation in sustainability initiatives may enhance employee job satisfaction by providing a sense of purpose and alignment with personal values. Employees who engage in eco-friendly practices may feel more connected to their organization's broader mission, leading to greater job satisfaction and, ultimately, lower turnover intentions. Furthermore, an organizational culture that prioritizes sustainability may contribute to fostering a sense of community and shared values, strengthening employee loyalty.

However, it is also important to critically assess the potential limitations of GHRM practices. In organizations that do not inherently emphasize environmental concerns, GHRM initiatives might be perceived as tokenism or a secondary priority, rather than a genuine commitment to employee welfare. Employees in these settings may question the authenticity of the sustainability efforts and, in some cases, this could even detract from their engagement and loyalty. Addressing these challenges is crucial for practitioners seeking to implement GHRM strategies effectively.

In summary, while GHRM practices have demonstrated a clear positive effect on employee retention, companies must ensure that their sustainability initiatives are perceived as sincere and meaningful. This will require aligning GHRM practices with the organization's overall culture and values to avoid any perceptions of superficial commitment. By fostering an authentic, sustainable workplace environment, organizations can maximize the benefits of GHRM in reducing employee turnover.

CONCLUSION

Research on reward systems and Green Human Resource Management (GHRM) at the Sukoharjo Land Office highlights their direct impact on employee turnover, with rewards (both financial and non-financial) reducing turnover by boosting motivation and loyalty when distributed fairly. HR managers should refine reward policies by balancing intrinsic rewards, such as recognition and personal growth opportunities, with extrinsic rewards, like competitive salaries and performance-based bonuses. In GHRM, effective integration involves embedding sustainability into recruitment processes, offering ongoing environmental training, and encouraging employee participation in eco-friendly initiatives, which fosters a supportive work environment. The study's focus on a single institution limits the generalizability of the findings, as industry-specific dynamics and organization size may affect how reward systems and GHRM practices influence turnover. Additionally, relying on quantitative surveys introduces potential biases, such as response and social desirability biases, which could be mitigated by employing more representative sampling methods. Future research should broaden the scope to include various industries, use qualitative approaches, and explore mediating factors like organizational commitment to provide more comprehensive insights. Companies are encouraged to ensure competitive rewards, strengthen GHRM practices, and address broader workplace factors like work-life balance to improve employee retention and organizational stability.

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