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The Impact of Green Human Resource Management Practices (GHRMPs) on Turnover Intention (TI): Moderated by Work-Health Balance (WHB) and Work-Family Balance (WFB)

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Abstract

This study aims to investigate the direct relationships between GHRMPs (GR, GTT, GRA and GI) and TI, the indirect relationship between GHRMPs and TI through the moderation role of each WHB and WFB. This study conducted amongst the employees of Malaysian manufacturing industry. The study employed the quantitative method with a population of 2.8 million employees in the main four manufacturing hubs in Malaysia (Penang, Kulim, Klang Valley, and Johor), the representative sample attained 403 employees from the different hubs mentioned. The data analyzed descriptively via SPSS and the hypothesis tested using AMOS. The findings of this research as there is a statistical significant and negative (Reducing TI) influence of GHRMPs (GR, GTT, GRA and GI) on TI in the Malaysian manufacturing industry. There is a statistical significant negative (Reducing TI) influence of the moderator WFB on the relationship between GHRMPs (GR, GTT, GRA and GI) and TI in the Malaysian manufacturing industry. There is a statistical significant negative (Reducing TI) influence of the moderator WHB on the relationship between GHRMPs (GR, GTT and GRA) and TI in the Malaysian manufacturing industry. While There is a statistical insignificant positive (Increasing TI) influence of the moderator WHB on the relationship between GI and TI in the Malaysian manufacturing industry.

Keywords: *Turnover, Green Human Resource Management Practices GHRMPs, Work-Health Balance WHB, Work-Family Balance WFB.*

Introduction

The vision of sustainable development is an essential toward the organizational success and prosperity nowadays. The practices of human resource management is crucially escalating the performance and outcomes of the development strategies (Suleman, Amponsah-Tawiah, & Ametorwo, 2023). In 1996 Wehrmeyer introduced the concept of green people and greening human resource management, again in 2017 Wehrmeyer defined green human resource management as the optimal way for sustaining the organizational development and organizational performance through educating the employees and behaving them to be more efficient and more involved in their tasks. Afum, et al., (2020) asserted that green human resource management practices GHRMP significant and effective in the manufacturing industry which is the industry to be examined in this research paper. On the other hand, Malik, et al., (2020) asserted that only two of the GHRMPs positively effecting the sustainable performance of the organization. In 1996 was the first time mentioned by (Wehrmeyer, 1996), in Wehrmeyer, (2017) defines the green human resource management is educating the employees and raising up their levels in term of knowledge and skills, also improving their engagement and obligations to their organizations. There is a dearth of studies examining the nexus of GHRMP and turnover intention TI reported in (Islam, et al., 2020; Makarim, & Muafi, 2021; Shafaei, Nejati, & Yusoff, 2020; Yong, Yusliza, & Fawehinmi, 2020). Makarim, & Muafi, (2021) asserted that in some developing countries such studies rarely conducted like Malaysia while it's never been done in countries such as Indonesia. Especially the Malaysian industries needy for further investigation on GHRMPs and TI while few empirical studies were conducted in sectors like tourism and hospitality including nursing (Islam, et al., 2020). This study targeting the Malaysian manufacturing industry examining the impact of GHRMPs on TI, examining the moderating role of work-health balance on the relation between GHRMPs on TI, and examining the moderating role of work-family balance on the relation between GHRMPs on TI.

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Literature Review

Turnover Intention (TI)

Turnover intention as the willingness of the employees to quit and leave their jobs looking for another job in some other organizations to get higher salaries, more security, better working environment and so on reasons based on their experience struggle in the current job (Al-Suraihi, Samikon, & Ibrahim, 2021). Certain studies mentioned the nexus of green human resource management and employee's turnover intention (Shafaei, Nejati, & Yusoff, 2020; Yong, Yusliza, & Fawehinmi, 2020; Suleman, Amponsah-Tawiah, & Ametorwo, 2023). The current study is examining the impact on green human resource management in the Malaysian manufacturing industry regarding to the importance of the industry in the country and the reported high turnover rates (Melhem, 2019; Ibrahim, 2021; Romaiha, et al., 2023; Mahmad, & Zaman, 2023). Adding to the well-known factors that affect the turnover intention in the Malaysian manufacturing industry as reported in (Ibrahim, Ali, & Zumrah, 2019) the recent factor expected to be effectives as well in this particular industry is GHRMP where it is going to be examined in this paper. In previous studies like (Bangwal, & Tiwari, 2015; Suleman, Amponsah-Tawiah, & Ametorwo, 2023) the employees expected to have high willingness to remain in the green working environment and being a green employee. The employee's willingness to look for another vacancy somewhere else is part of the ET, GHRMPs is one of the variables enhance the employee's morality, talent acquisition, and corporate social responsibilities to be reflected on declining the employee's turnover (Deshwal, 2015; Ibrahim, et al., 2024). As Islam, et al., (2020) found that GHRMPs negatively effecting turnover intention in the tourism industry this research paper is going to examine the impact of GHRMPs on ET.

Green Human Resource Management Practices (GHRMPs)

The green human resource management is about e-learning and e-documents keeping, increasing the employee engagement, efficient, teleconferences, virtual interviews and so on (Cao, Yan, &Teng, 2023). According to Yong, Yusliza, & Fawehinmi, (2020) GHRM is structuring and sustaining green sense amongst the employees and concerning more about the surrounding environment while they are doing their tasks. Green human resource management practices assist the organization to survive and being sustained in the current rabidly developed business environment, which embodied in showing their existence and be effective socially and financially (Huang, et al., 2023; Suleman, Amponsah-Tawiah, & Ametorwo, 2023). Thus, Suleman, Amponsah-Tawiah, & Ametorwo, (2023) stated that development of green human resource management practices has to be balanced with the industrial revolution and also with the capabilities of the employees in the firms. Briefly, green human resource management practices crucially contribute in the development of the organizations, economies and nations in certain perceptions (social, financial and environmental). In some other Asian nation Karatepe, Hsieh, & Aboramadan, (2022) found in general the GHRMP enhancing work engagement and involvement and significantly influences the turnover intention. Suleman, Amponsah-Tawiah, & Ametorwo, (2023) stated that GHRMP concerns mostly the behavioral aspect of the employees, which creates an environment with green behavior in the organization. Therefore, the professional practices of green human resource management is creating the suitable working environment and establish the trust and commitment of the employees toward their jobs and organizations. The GHRMPs guides the employees toward sustainability and success and the organizations toward environment friendly through save water, recycle waste, bike to work campaigns, and minimize papers use (Dumont, Shen, & Deng, 2017; Zhang et al., 2019). In one of the best descriptions for GHRMPs Renwick, Redman, & Maguire, (2013) explained as the actions that improve the employee sustainability and activating the environmental care approach towards higher performance and greater outcomes, the green concept was categorize in three perceptions (employee green abilities, motivating green employees, structuring green opportunities). Regardless of the different views of GHRMPs in the previous studies referred to policies, functions and regulations but all reached to the environmental friendly perception including all the HRMP green pay, green involvement, green recruitment, green selection, green training, green rewards system, green performance (Nejati, Rabiei, & Jabbour, 2017). The perspective of GHRMPs as non-physical satisfaction, social and environmental base much preferable by the employees and attaining the peak of their productivity and effectiveness (Al-Swidi, Gelaidan, & Saleh, 2021; Hooi, Liu,

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& Lin, 2022). The implementation of GHRMPs in the organizations improve the performance of the employee and organizations and enhance their willingness to retain in their jobs, based on the previous empirical studies GHRMPs reflected on the employee's behaviour mentality and decisions (Bangwal and Tiwari 2015). Thus, the hypotheses developed as:

H1: There is statistically significant negative impact of Green Human Resource Management Practices (GHRMPs) on Turnover Intention (TI) in the Malaysian manufacturing industry

Green Recruitment (GR)

Green recruitment defined as targeting the employees who care and sensitive to the environment such as electronic-application system (Makarim, & Muafi, 2021; Tang et al., 2018). Green recruitment is hiring the employees with more awareness, friendly and caring about the environment, with initiative thinking about the societies, performing fully concerned to not harm the environment. In another words green recruitment embodied in vast pool of employees while characterize as pro-environmental candidates to be recruited. The GHRMPs could be predictors pf employee turnover in the industries (Likhitkar, & Verma, 2017; Sarode, & Patil, 2016) playing a vital role in organizational goals achievements. Dedicating the employees based on environment friendly base is the new strategies to be followed by the organizations toward future sustainability (Jabbour & Jabbour 2016), while green recruitment stated as the crucial practice out of HRMPs (Yusoff & Nejati 2019). Green recruitment is about the vision, policies and culture of the organizations (Tang et al., 2018), in the same study there is no examination for recruitment as a dimension of direct effect on employee turnover but was examined as a construct GHRMPs. Based on the literature the hypotheses developed as:

H1a: There is statistically significant negative impact of Green Recruitment (GR) on Turnover Intention (TI) in the Malaysian manufacturing industry

Green Training (GTT)

According to Jabbour & Jabbour (2016) green training is the continuous and sustained employee's development and enrichment, focusing on expanding the employees knowledge, education, skills, on-the-job training and create the culture of pro-environment awareness toward the attainment of the organizational target while being friendly to the surrounding environment. Stated by Jabbour (2013) that green training is the most practiced function of human resource in the organizations as well as, the most effective (Noor et al., 2022). Encouraging the employees to turn into the technology and leave the tradition manner of working in considering the environmental effect is the philosophy and backbone that green training was based on (Nawangsari, & Sutawijaya, 2019). The previous studies examined the green training effect on employee turnover and found to be negatively effecting employee turnover and turnover intention (Islam, et al., 2020; Makarim, & Muafi, 2021). As claimed by (Pinzone et al., 2019) the much better green training is implemented in the organizations the higher is the indication of the survival and sustainability of these firms. Accordingly, the authors developed the following hypotheses:

H1b: There is statistically significant negative impact of Green Training (GTT) on Turnover Intention (TI) in the Malaysian manufacturing industry

Green Recognition and Awards (GRA)

Green recognition and awards defined as the awards and appreciation of the organizations the attitudes of the employees which environmental friendly, including rewarding and praising the employees that consider and aware of the waste reduction, avoid actions harming the surrounding environment and accessing these employees to follow the green perceptions b attending seminars to bring into organization the green culture by giving the employees eco-friendly gifts and free bus pass (Jarupathirun, & De Gennaro 2018; Nasurdin, Tan, & Khan, 2018). According to Makarim, & Muafi, (2021) employee's turnover affected by the intrinsic variables such as recognition. Meanwhile, McCartney et al., (2022); Qadri, et al., (2022) reported the importance of the monetary factors on the employee's intention to leave their organizations. In the western

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organizations US and Europe the top management related the monthly bonus, celebration the achievement of an individual, and commission structure to the environmental care in attempt to greening the organizational performance.

In the Malaysian context only compensation and pay were examined to affect the employees intention to stay in several industries such as hospitality and manufacturing industry (Johari, et al., 2012). Based on the previous literature the following hypotheses developed:

H1c: There is statistically significant negative impact of Green Recognition and Awards (GRA) on Turnover Intention (TI) in the Malaysian manufacturing industry

Green Involvement (GI)

Green involvement is the attraction of those employees who are attracted to be involved in environmental friendly working campaign (Jabbour & Jabbour 2016). In general Dumont, Shen, & Deng, (2017) found that the green practices enhancing the employee's involvement which effecting the organizational productivity. Being a green organization attracting the employees which they are interested in the environmental friendly. An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-intrapreneurs. Mainly the progress of green involvement about changing the employees' health condition and their psychology, where it's creating the employees pride and feeling of being cherished by their employer to be resulted as greater involvement. In the Malaysian contexts Nasurdin, Tan, & Khan, (2018) reported as different generations and time needed for different perception toward greater involvement and less turnover. As well as, confirmed by Warner, & Zhu, (2018) as the Asian employees will be having different values, belief and attitude as being led by technology revolution and new process of achievement. Kothiswari, (2018); Alzyoud, (2018) argued that the implementations of GHRM would improve the employee satisfaction, develop the employees' skills and abilities and retainthe employees for longer time. Qadri, et al., (2022) has examined the impact of green involvement in the Malaysian hotel industry and found a significant impact on turnover intention in the industry. Therefore, the authors developed the following hypotheses:

H1d: There is statistically significant negative impact of Green Involvement (GI) on Turnover Intention (TI) in the Malaysian manufacturing industry

Work-Health Balance (WHB)

Nowadays the employees observing the concern and priorities of their organizations, environmental awareness and care must be employed along with the employees' health care and well-being (Makarim, & Muafi, 2021). GHRMPs shall consider the employees safety but not only the environment, sustainable management balance between the employees' health and environmental friendly. Such strategies ensure the higher level of employee belongingness to their jobs. Recently, the employees in the market leaving the organizations which they just care about the achievement of their visions and objectives without caring about the employees' health and even their families, such perceptions encourage the employees to be more involved in the organizations and reduce turnover rates (For instance, by encouraging cycling to work, car sharing, public transport). Green human resource practices cherish the employees through their sustainability, trust and loyalty, not only that but supporting their health and the health of the community (Ren, Tang, & E Jackson, 2018). Thus, work-health balance has been recommended as a moderator of the relationship between GHRMPs and turnover intention by (Hammoudeh, & Ibrahim, 2023). Thus, in this research paper the authors developed the following hypotheses:

H2: There is statistically significant negative moderating role of Work-Health Balance (WHB) on the relationship between Green Human Resource Management Practices (GHRMPs) and Turnover Intention (TI) in the Malaysian manufacturing industry

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H2a: There is statistically significant negative moderating role of Work-Health Balance (WHB) on the relationship between Green Recruitment (GR) and Turnover Intention (TI) in the Malaysian manufacturing industry

H2b: There is statistically significant negative moderating role of Work-Health Balance (WHB) on the relationship between Green Training (GTT) and Turnover Intention (TI) in the Malaysian manufacturing industry

H2c: There is statistically significant negative moderating role of Work-Health Balance (WHB) on the relationship between Green Recognition and Award (GRA) and Turnover Intention (TI) in the Malaysian manufacturing industry

H2d: There is statistically significant negative moderating role of Work-Health Balance (WHB) on the relationship between Green Involvement (GI) and Turnover Intention (TI) in the Malaysian manufacturing industry

Work-Family Balance (WFB)

The green human resource management practices could impact the organizational outcomes and attain the targeted growth if it's as named rolled or controlled by the family concern (Ren, Tang, & E Jackson, 2018), this perception is related to (ISO14000) and the evolution of green management systems. Park, & Min, (2020) stated that the organizational support to the employee's family create the most suitable friendly working environment resulted as loyalty of the employees and their family members. Work-family balance is the recent concern of the employees with the higher family requirements and needs, the employees found to look for alternative offers to afford the sustainability and safe future for their families (Suifan, Abdallah, & Diab, 2016). The researchers were highly encouraged to use work-family balance as a moderator of the relationship between the selected GHRMPs and turnover intention in the Malaysian manufacturing industry (Hammoudeh, & Ibrahim, 2023; French, et al., 2020). Thus, based on the previous studies and recommendations the authors developed the hypotheses as:

H3: There is statistically significant negative moderating role of Work-Family Balance (WFB) on the relationship between Green Human Resource Management Practices (GHRMPs) and Turnover Intention (TI) in the Malaysian manufacturing industry

H3a: There is statistically significant negative moderating role of Work-Family Balance (WFB) on the relationship between Green Recruitment (GR) and Turnover Intention (TI) in the Malaysian manufacturing industry

H3b: There is statistically significant negative moderating role of Work-Family Balance (WFB) on the relationship between Green Training (GTT) and Turnover Intention (TI) in the Malaysian manufacturing industry

H3c: There is statistically significant negative moderating role of Work-Family Balance (WFB) on the relationship between Green Recognition and Award (GRA) and Turnover Intention (TI) in the Malaysian manufacturing industry

H3d: There is statistically significant negative moderating role of Work-Family Balance (WFB) on the relationship between Green Involvement (GI) and Turnover Intention (TI) in the Malaysian manufacturing industry

Underpinning Theories

Legitimacy Theory

The main base of this theory is integrating the business with the societies, as the employees, suppliers, stakeholders and consumers are all the societies members (Dowling, & Pfeffer, 1975). The employee turnover is affecting the societies in certain aspects as the doubtable future of the families and losing the health insurance (Zhang, Liu, & Li, 2023), which lead the author to rely the literature and model development on the legitimacy theory. There is another view of the point that the societies are the main suppliers of the employees to the business environment (Jijelava & Vanclay, 2017). As the attitude of the employees and their intentions influencing the organizations and the organizations influencing the citizens conditions too. The theory is supporting the concept of green human resource management practices such

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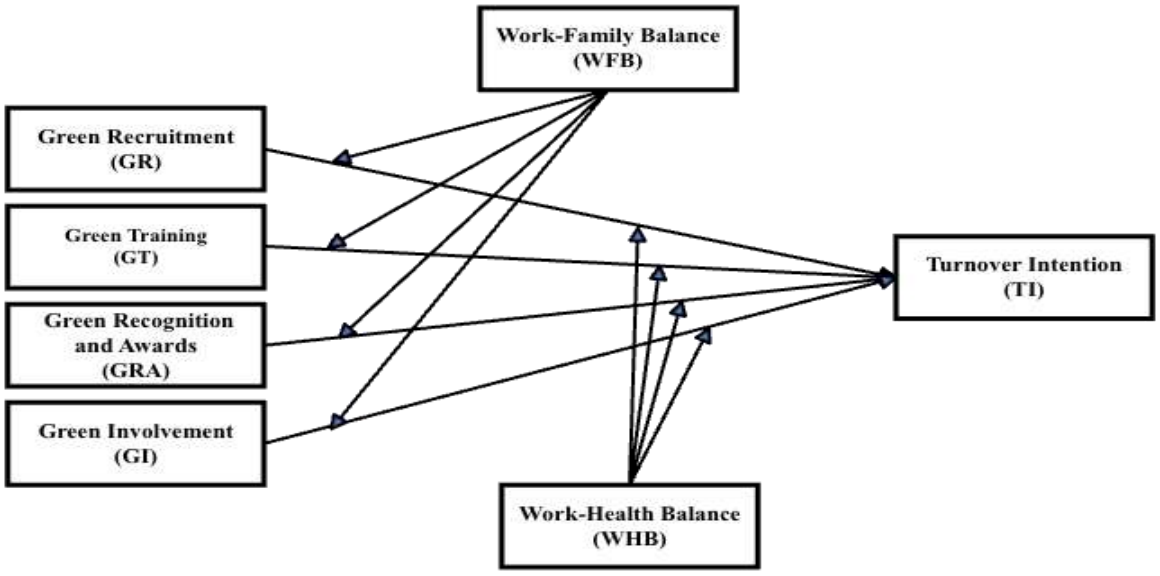
as training, selection and recognition the employees, which encourage the authors to use this theory to support the theoretical framework.

Social Identity Theory

This theory inter-relate the individuals and the societies which the employees required to prepare themselves and qualify themselves to be able to remain and afford a sustainable working conditions for themselves and their organizations (Hogg, 2021). In order to understand the relationship between the individuals and how they effect each other and their organization environment Chaudhary, (2019) asserted that social identity theory is the theoretical base of GHRMPs and turnover intention. Additionally, social identity theory concerns the existed employees and maintain the relationships between the employees and enrich their self-confidence. Rubel, Kee, & Rimi, (2021) reported that such theory works on employee's belongingness through enriching their values and improving their practices to affect the outcomes of those employees to be at the end proud of themselves and their organizations. Thus, the employees will be totally involved in their societies and committees to create the organizational identifications and being devoted in the tasks been given to them which encourage the author to propose social identity theory to support GHRMPs. In another view of the point the organizations establish their reputations and popularity as being the pioneer of the market and attractive for all talented employees (Shen, Dumont, & Deng, 2018). Social identity theory explains the nexus of each green employees and green employers toward a sustainable working environment, by the existence of job satisfaction, employee identity and employer identity resulted in higher performance and further success (Parida et al., 2021). The previous studies, supported by the theories led the authors to come up with the conceptual framework (Figure.1) presented below to be tested.

Figure 1 Research Model



Methods

This paper employed the quantitative research method, designed as a descriptive study which is the most appropriate design for such population size with similar characteristics, cases, and vast geographical distribution (Omair, 2015). investigating the employees in the manufacturing industries. To identify the targeted population size is approximately 2.8 million employees engaged in the Malaysian manufacturing industry according to Statista Research Department April 24th 2024 at the link (https://www.statista.com/statistics/809645/annual-employment-in-the-manufacturing-industry-malaysia/#statisticContainer), where they are allocated in variate manufacturing hubs in Malaysia (Penang,

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Kulim, Klang Valley, and Johor). The authors assure to include all the four important hubs to be having representative in the samples been collected.

Furthermore, this huge population requires a suitable sampling method, this papers targets the employees in the Malaysian manufacturing industry and all of the employees sharing the same characteristics where each employee has the same chance to represent the population guide the author to employ the simple sampling method. Additionally, the sampling size could represent the employees according to (Krejcie, & Morgan, 1970) is 385 as a maximum.

The measurement tool was prepared for this method is questionnaires been self-distributed by the author within time reached to five months. The items of the questionnaire see (Tables. 1,2,3,4,5,6 & 7) were adapted from previous studies with a few amendments to be more suitable for the employees' culture and language ability which was one of the authors challenges to collect the data. The first variable as presented in (Table 1) turnover intention items which been used to collect the responses.

Table 1.Turnover Intention Items

Code	Items	Reliability	Sources
TI1	I am willing to stay at a green factory employs green human resource management practices.	0.832	Lee, Lee, & Gunarathne, (2019)
TI2	I am thinking to leave the current job.	0.911	Mobley, Horner, & Hollingsworth, (1978)
TI3	I feel involved in my working culture.	0.893	
TI4	I am satisfied about the green human resource management practices in my current job.	0.874	
TI5	My employer is giving me chance to improve my career.	0.925	

Turnover intention items were amended to suit the current study which were adapted from both studies (Lee, Lee, & Gunarathne, 2019; Mobley, Horner, & Hollingsworth, 1978) example: The item TI4 amended from *I am satisfied about the management practices in my current job*. Where all were in Likert five scales 1(Strongly Disagree) to 5(Strongly Agree). The Cronbach's Alpha for all items indicating high reliability forward data analysis procedures. The variable GHRMPs consist certain selected dimensions as elaborated in the literature, all the items for each GR, GT, GRA and GI adapted as Likert five scales 1(Strongly Disagree) to 5(Strongly Agree). First, GR items, reliability and references presented in Table 2.

Table 2. Green Recruitment Items

Code	Items	Reliability	Sources
GR1	The factory attracts green job candidates.	0.894	Makarim, & Muafi, (2021)
GR2	They recruit employees who have environmental awareness.	0.926	
GR3	The factory targets employees with environmental knowledge and interest.	0.851	Jabbour, Santos & Nagano (2010)
GR4	There are green opportunities announced in our factory.	0.883	Guerci, Longoni & Luzzini (2016)

Green recruitment items adapted from (Makarim, & Muafi, 2021; Jabbour, Santos & Nagano 2010; Guerci, Longoni & Luzzini 2016) with some changes for the items to be more simple and understandable matching the factories employees for instance: GR3 amended from *The managerial environment is training the employees in the hotel to improve their environment awareness and develop their knowledge, skills and expertise.* All the items scored high Cronbach's Alpha encouraging the authors to pursue the next step in data analysis. Second, Green training items presented in Table 3 along with reliability and references of the items.

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Table 3. Green Training Items

Code	Items	Reliability	Sources
GTT1	I am given opportunities to upgrade my knowledge, skills and to improve my performance through continuous training.	0.915	Delery & Doty (1996).
GTT2	I am given opportunity to know more and be involved in the factory's activities through training programs.	0.937	
GTT3	I receive training to improve my environmental professionalism.	0.892	
GTT4	The factory provides green training for environmental responsibilities and environmental issues.	0.901	Guerci, Longoni & Luzzini (2016)

Green training items adapted from (Delery & Doty 1996; Guerci, Longoni & Luzzini 2016) also been amended to suit the industry and population targeted in this research for instance: GT2 was *I am given opportunity to be involved in the company culture and been trained to involve more in the organizational environment.* All items reliability indicated scores high eligible to be proceeded in the next data analysis step. Third, green recognition and awards item, reliability and sources stated in Table 4.

Table 4. Green Recognition and Awards Items

Code	Items	Reliability	Sources
GRA1	My factory implements green management practices including recognition and awards.	0.794	Jarupathirun, & De Gennaro 2018
GRA2	I am given free transportations.	0.861	
GRA3	The gifts in my factory all environment friendly.	0.847	
GRA4	There is a celebration of best employee with green practices in the monthly meeting in out factory.	0.899	

The adapted items from Jarupathirun, & De Gennaro (2018) with some amendments for achieving the research purpose and suit the population for instance: GRA2 was *I am given free bus pass*. As shown in Table 4 the items reliable to be tested and analyzed in the next step. Forth, Green innovation items, reliability and source presented in Table 5 below.

Table 5 Green Involvement Items

Code	Items	Reliability	Sources
GI1	There are a number of formal or informal communication channels to spread green involvement in our factory.	0.910	Tang, et al., (2018)
GI2	In our factory, employees are involved in quality improvement and problem-solving on green method.	0.856	
GI3	Our factory emphasizes a culture of environmental protection involvement.	0.923	
GI4	The factory has integrated training to create emotional involvement of employees in environmental management.	0.844	

According to Tang, et al., (2018) the items in Table 5 used as a measurement tool of GI, the items indicated high reliability qualifying all to be proceeded to data analysis. Due to the different population targeted in this research some items were amended for example GI3 was: *My company emphasize a program of environmental protection.* Thus, these were the instrumentation of GHRMPs dimensions. The following Table 6 shows the items of Work-Health Balance.

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Table 6. Work-Health Balance Items

Code	Items	Reliability	Sources
WHB1	The factory is giving me tasks interfere with my health condition.	0.792	Gragnano, et al., (2017).
WHB2	I am easily able to manage my health in the current job	0.743	
WHB3	I am financially supported to use the public transportation in my factory.	0.760	
WHB4	I am free to do my task based on my health condition which motivates me to remain in the current factory.	0.802	
WHB5	Green culture and health caring is valuable for me.	0.758	

Work-Health Balance items adapted from Gragnano, et al., (2017) attained accepted scores of reliabilities above 0.7 encouraging the authors to proceed the items toward analysis procedures. Some items were amended to fit the population of the current study for example: WHB3 was *encouraging public transportation use*. Table 7 below presents Work-Family Balance items, reliability and sources.

Table 7. Work-Family Balance Items

Code	Items	Reliability	Sources
WFB1	There is family insurance in my factory.	0.792	Suifan, Abdallah, & Diab, (2016)
WFB2	I am allowed to take leave in case my family members illness.	0.845	
WFB3	The green culture and family concern make me with no intention to leave the factory.	0.739	
WFB4	I am given enough time to spend with my family equally as in my job.	0.771	Greenhaus, Collins, & Shaw, (2003).
WFB5	The time I spend with my family relief job stress and refresh my energy to work better.	0.894	

Work-Family Balance items adapted from Suifan, Abdallah, & Diab, (2016); Greenhaus, Collins, & Shaw, (2003) with some amendments been made to some items such as WFB1 was *My family is a priority in my company*. The item's reliability was tested to score accepted Cronbach's Alpha values qualifying all items to be included in the data analysis procedures. Finally, in the next section the research hypotheses will be tested to achieve the research objectives.

Data Analysis

Data analysis procedures contain each of descriptives and exploratory factor analysis. Toward the attainment of the prior mentioned analysis, the research employed both SPSS and AMOS to do the initial descriptive tests and SEM to conduct exploratory factor analysis.

Demography and Descriptives

The researchers distributed around 780 questionnaires where its approximately the double of the sample needed to avoid any lack in the collected responses from the targeted population which it might cause the failure of the research, especially with the limitations faced the researcher as the management of the factories refused that employee answering the questionnaires during the working hours making the researchers expecting much of unreturned questionnaires. The returned surveys were 427 within two months, after the monitoring of researchers only 403 were valid for data analysis procedure where 19 been kicked out due to huge missed answers and 5 excluded due to multi answers for each item. The demography and descriptive results summarized as shown in the table below:

Journal of Ecohumanism
2024
Volume: 3, No: 7, pp. 2618 – 2634
ISSN: 2752-6798 (Print) | ISSN 2752-6801 (Online)
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Table 8. Demography and Descriptives

Demography							
	Items						**Frequencies**
Age	22-30						96
	31-35						113
	36-40			Years old			95
	41-45						57
	Above 45						42
	Total						***403***
Gender	Male						348
	Female						55
	Total						***403***
Working Period	Less than 1						101
	1-3						213
	4-6			Year			84
	Above 6						5
	Total						***403***
Qualifications	Trainings						347
	Bachelor						48
	Master						7
	Ph.D						1
	Total						***403***
Descriptives							
	TI	**GR**	**GTT**	**GRA**	**GI**	**WFB**	**WHB**
N	403	403	403	403	403	403	403
Cronbach's Alpha	0.953	0.902	0.781	0.876	0.803	0.877	0.825
Mean	10.960	9.874	9.756	9.905	11.857	9.098	8.203
Median	12.00	12.00	10.00	11.00	9.00	9.00	12.00
Std.Dv	1.948	1.891	2.048	2.127	1.978	2.182	2.190
Kurtosis	-1.323	-0.632	-0.936	-1.632	-0.279	-0.224	-0.199
Skewness	0.583	0.975	-0.083	0.890	-0.673	0.958	-1.953

Demography section indicates that the Malaysian manufacturing industry has higher percent of employees aged 31-35 years old and less aged above 45 years old and mostly males with only minority females who run the administrative tasks either managerial member. There was a vast difference in employees' period of time frequency as only for two categories less than a year and 1 to 3 years recorded the highest frequencies. Lastly, the employees of the manufacturing industry in Malaysia is mostly not educated but just joined training or gain the working skills once they joined the factories.

Descriptives included size of the sample analyzed as 403, Cronbach's Alpha for all the collected sample with scores more than 0.7. Mean, median and standard deviation were all in the range of model goodness indications normality of the collected data. Kurtosis and Skewness based on George & Mallery (2019) to be in the range of -2 to +2 where all scores fall into the identified range for each (TR, GR, GTT, GRA, GI, WFB, WHB).

Confirmatory Factor Analysis

Certain tests were conducted in the confirmatory factor analysis such as Average Variance Extracted (AVE) which represents the loading of the items on each variable. The assessment indications for the research model embodied in certain critical fit indexes, the values of $\chi 2/df$, CFI, RMSEA and SRMR, referred to scholars (Hair et al. 2010; Williams et al. 2009).

Journal of Ecohumanism
2024
Volume: 3, No: 7, pp. 2618 – 2634
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Table 9. Items loadings, AVE and Model Fit Indications

	TI	GR	GTT	GRA	GI	WHB	WFB
TI1	0.655						
TI2	0.732						
TI3	0.631						
TI4	0.749						
TI5	0.381						
GR1		0.593					
GR2		0.853					
GR3		0.703					
GR4		0.797					
GTT1			0.673				
GTT2			0.860				
GTT3			0.699				
GTT4			0.580				
GRA1				0.802			
GRA2				0.769			
GRA3				0.556			
GRA4				0.674			
GI1					0.538		
GI2					0.592		
GI3					0.694		
GI4					0.701		
WHB1						0.643	
WHB2						0.678	
WHB3						0.863	
WHB4						0.632	
WHB5						0.580	
WFB1							0.594
WFB2							0.558
WFB3							0.601
WFB4							0.663
WFB5							0.609
AVE	***0.59***	***0.61***	***0.64***	***0.55***	***0.58***	***0.60***	***0.67***

Notes: N = 403, $\chi2$=133.630, df=100, p<0.02, $\chi2$/df=1.729, CFI=0.965, RMSEA=0.062, SRMR=0.082.

All are significant (p<0.006).

The criteria of fit model standardized as $\chi2$/df less than 2, RMSEA must score less than 0.08, SRMR score must be below 0.10 and CFI score 0.95 or above (Hair et al. 2010; Williams et al. 2009). Based on certain criteria (Hair et al. 2010) identified construct convergent validity; (1) significant loading estimates, (2) minimum loading estimate of 0.50 considered as a good item, and (3) AVE equivalent or higher than 50 percent.

The table above shows the item scored loading less than 0.5 to be eliminated for the goodness of the model fit where the loading of TI5 was 0.381 caused the elimination of the item. The final measurement model fit indices yielded acceptable results ($\chi2$/df, = 133.630; CFI = 0.965; RMSEA = 0.062; SRMR = 0.082). Moreover, as shown in Table 1, factor loadings of the measurement indicators ranged from 0.538 to 0.863.

Exploratory Factor Analysis

Using AMOS confirmatory factor analysis employed resulted in accepted loading for all items on the variables except for WFB2 and TI4 with dual loading on other dimensions. The items were deleted toward

Journal of Ecohumanism
2024
Volume: 3, No: 7, pp. 2618 – 2634
ISSN: 2752-6798 (Print) | ISSN 2752-6801 (Online)
https://ecohumanism.co.uk/joe/ecohumanism
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the goodness of the model fit. Rather than that there were only few issues fixed to attain the optimal scores of the model which will be elaborated in the later steps. The hypotheses testing method employed referred to (Dawson, 2014) specifically for the moderation role in AMOS through certain steps as:

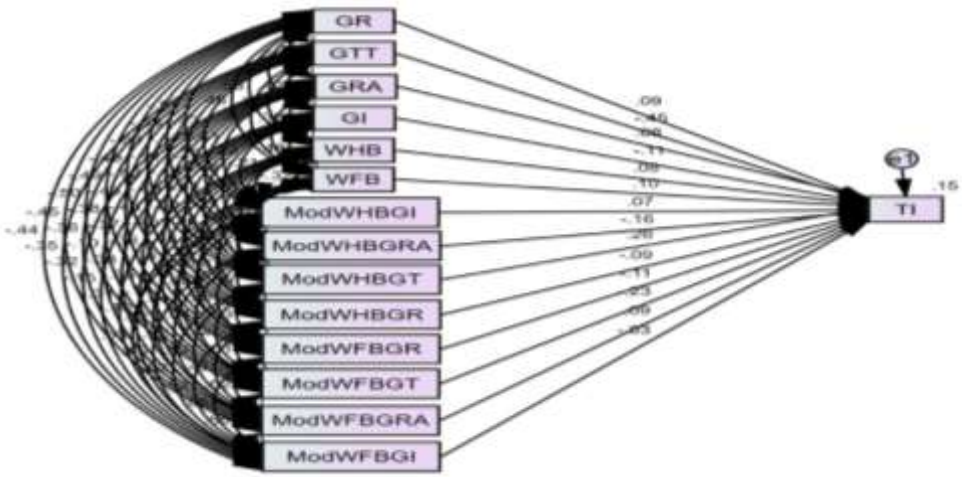
- Inclusion all variables (independent variables, dependent variable and moderators) in the model using AMOS sheet.
- Calculate the central means for all independent variables and moderators.
- Multiply the central means for all independent variables with each moderator.
- Inclusion the multiplied variables (each independent multiply one moderator) separated function in the model.

The steps formed in a formula as stated below where X=GR, Z=GTT, W=GRA, N=GI, D=WHB, R=WFB.

$$Y = b_0 + b_1 X + b_2 Z + b_3 W + b_4 N + b_5 D + b_6 R + b_7 D*X + b_8 D*Z + b_9 D*W + b_{10} D*N + b_{11} R*X + b_{12} R*Z + b_{13} R*W + b1_4 R*N \epsilon$$

The implications of the formula in AMOS as presented in figure 2 resulted with good model fit.

Figure 2. Hypothesis Testing



Running the model resulted as stated in the table below by a significant effect of all independent variables GHRMPs (green recruitment GR, green training GTT, green recognition ad rewards GRA, green involvement GI) on turnover intention. The moderators tested as predictors of turnover intention as well resulted in a significant impact. Most importantly the estimations of the direct effect of all variables on turnover intention was negative, indicating that GR, GTT, GRA, GI, WHB and WFB decreasing the employee's turnover intention in the Malaysian manufacturing industry.

Table 10. Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
TI	<---	GRA	-.118	.090	1.316	.000	Sig
TI	<---	GR	-.123	.001	1.220	.000	Sig
TI	<---	GTT	-.632	.087	-7.301	.000	Sig
TI	<---	GI	-.178	.092	-1.940	.012	Sig

Journal of Ecohumanism
2024
Volume: 3, No: 7, pp. 2618 – 2634
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			Estimate	S.E.	C.R.	P	Label
TI	<---	WHB	-.092	.072	1.276	.000	Sig
TI	<---	WFB	-.117	.074	1.580	.004	Sig
TI	<---	ModWHBGI	.025	.023	1.073	.283	Insignificant
TI	<---	ModWHBGRA	-.054	.024	-2.227	.000	Sig
TI	<---	ModWHBGTT	-.080	.025	3.118	.002	Sig
TI	<---	ModWHBGR	-.026	.026	-1.004	.000	Sig
TI	<---	ModWFBGR	-.032	.026	-1.257	.009	Sig
TI	<---	ModWFBGTT	-.075	.025	-3.044	.002	Sig
TI	<---	ModWFBGRA	-.030	.022	1.364	.000	Sig
TI	<---	ModWFBGI	-.010	.022	-.454	.000	Sig

The moderation role of WHB functions on the relationships between the independents and dependent variables resulted as work health balance WHB do not moderate the relationship between GI and TI, a score of P 0.283 is more than 0.05 labeled as insignificant indication. WHB is significantly moderates the relationship between GRA and TI scored P 0.000 labeled as significantly moderates the relationship between GRA and TI with a negative estimation. In another words the moderation of WHB decreases TI amongst employees of the manufacturing industry in Malaysia.

WHB significantly moderates the relationship between GTT and TI with P 0.002. The estimation of the relationship was a negative value indicating the negative influence on turnover rates. WHB in the table above attained the accepted score of P 0.000 as a moderator on the relationship between GR and TI, the significant moderation role of WHB on the relationship between GR and TI estimated with a negative score indicates the negative impact of WHB indirectly on TI. The following part related to the moderation role of WFB between the independent variables and the dependent variable. The resulted reported as WFB is significantly moderating the relationship between GR and TI in the Malaysian manufacturing industry P 0.009. Where the significant impact estimated negatively effecting the relationship between the variables. WFB significantly moderating the relationship between GTT and TI with P 0.002, the effect estimated to be negative as reported in the table which will be causing decrease in the turnover intention rate. WFB indicated a significant moderating impact of the relationship between GRA and TI P 0.000. The significant impact estimated to be negative as stated in the table decreasing the turnover intention in the Malaysian manufacturing industry. WFB significantly moderated the relationship between GI and TI P 0.000. The estimation of the significancy was negative where this moderation will contribute in deducting the turnover rates in the Malaysian manufacturing industry.

Discussion

This study proposed that GHRMPs (GR, GTT, GRA and GI) negatively influencing the turnover intention in the Malaysian manufacturing industry. The continuous argument of HRMPs on the turnover intention amongst the employees of the manufacturing industry in the country encouraged the researcher to conduct this research. Based on previous studies WFB and WHB were suggested as moderator of turnover intention. Since employees belong to the community, they are expected to reciprocate the firm's actions toward the community with favorable attitudes and behaviors. Moreover, when an organization implements GHRM anticipated to be reflected on turnover intentions. (Hollingworth and Valentine, 2014). Accordingly, the employees with extensive and regular connections with their employers and firms in a friendly and smooth pattern they have no intention to leave, which support the negative impact of green involvement on turnover intention. Green recruitment found negatively significant affecting turnover intention, fulfilling the recommendation of Jepsen & Grob (2015) as recruitment is an interesting and attractive for the firms should be examined by the researchers, and confirming the results of (Makarim, & Muafi, 2021; Kothisware, 2018) that recruitment negatively affect turnover intention amongst the employees. Where its been studied in Malaysia and the hypothesis was not supported in (Zhang, et al., 2019; Islam et al. 2020). In addition, green training has a negative significant impact on turnover intention tally with the results of (Tang, et al., 2018). Green recognition and awards found significantly negatively affecting employee turnover intention

Journal of Ecohumanism
2024
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in the Malaysian manufacturing industry, confirming the results of (Shaikh, 2010; Thadani, Sakhawalkar, 2015). Which argued by Nasurddin & Ling, (2018) that there is no influence of green rewards amongst the Malaysian nurses. As mainly in Johari, Jet al., (2012) found the rewards affecting the Malaysian manufacturing new young generation's retention rates. As Qadri et al. (2022) stated based on their research that only green rewards and green involvement affecting turnover intention amongst the Malaysian young generation employees. Which is argued by Islam et al. (2020) that in the Malaysian industries green recruitment and selection, green training and green rewards having insignificant impact on turnover intention.

Thus, the employees needy for suitable environment and green employer to enhance their intention to remain in their firms (Renwick & Redman, 2013). The researcher examined the moderation role of WHB on the relationship between GR, GRA, GTT and GI toward TI to be found as significantly effecting the relationship between GR, GRA and GTT toward TI, while its insignificantly moderating the relationship between GI and TI. The moderation role WFB was examined as recommended by Raza, et al., (2018) where it plays the role of mediator and the results were as WFB significantly has a negative effect on the relationship between each of GR, GTT, GRA and GI towards TI amongst the employees in the Malaysian manufacturing industry.

Conclusion and Future Research

This study examined the direct impact of GHRMPs on TI in the Malaysian manufacturing industry, and the indirect impact of GHRMPs on TI via the moderation influence on WHB and GFB on the relationship between GR, GTT, GRA and GI on TI. The results found to support all the hypothesis except for the moderation role of WHB on the relationship between GI and TI, as the assumption of the researcher was as there is a significant negative impact of WHB as a moderator on the relationship between GI and TI in amongst the employees in the Malaysian manufacturing industry. Apparently, this hypothesis was rejected in the specified industry. Meanwhile, the direct hypothesis of GHRMPs were all supported with indicating a significant influence of GR, GTT, GRA and GI on TI in the Malaysian manufacturing industry. The indirect relationships of GR, GTT, GRA and GI through the moderator GFB were all supported with statistical indication of significant negative influence for the moderator on the relationships. Another indirect relationships between GR, GTT, and GRA on TI moderated by WHB amongst the employees in the Malaysian manufacturing industry were all supported indicating the statistical significant negative role for the moderator on the relationship, but only for the indirect relationship between GI and TI moderated by WHB indicated insignificant statistical value with a positive influence on TI in the specified industry. The Malaysian manufacturing industry is critically recommended to implement the GHRMPs in the field and introduce the WHB and WFB to both employers and employees to recognize these concepts in the organizational cultures, which will be resulted in reducing the employee's turnover intention amongst the employees. Finally, the future researchers recommended to examine further practices in the same industry, as well examining the same practices in different industries such as the retail industry and education institutions. Also maximizing the sample size encouraged for future researchers to confirm either disconfirm the current results.

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Journal of Ecohumanism
2024
Volume: 3, No: 7, pp. 2618 – 2634
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