Journal of Information Systems Engineering and Management
2025, 10(32s)
e-ISSN: 2468-4376
https://www.jisem-journal.com/

Research Article

The Influence of Green Human Resource Management Practices on Millennial Turnover Intentions in Shanghai, China

Li Xi [1,2], Zou Yirui [2*], Ratneswary Rasiah [3]

[1] *Staff, Medical Equipment Department, The Second Affiliated Hospital of Zhengzhou University, Henan, China. SUKD2100564@segi4u.my*
[2] *Postgraduate, Graduate School of Business, SEGi University (Malaysia), Selangor, Malaysia. SUKD1902025@segi4u.my*
[3] *Associate Professor, Graduate School of Business, SEGi University (Malaysia), Selangor, Malaysia. ratneswaryrasiah@segi.edu.my*

ARTICLE INFO

Received: 24 Dec 2024

Revised: 12 Feb 2025

Accepted: 26 Feb 2025

ABSTRACT

This research investigates how four essential Green Human Resource Management (GHRM) practices—Green Recruitment and Selection, Green Training, Green Involvement, and Green Rewards—influence the turnover intentions of millennial employees in Shanghai, China. Data were collected from 393 millennial employees in Shanghai through a questionnaire survey and analyzed using SmartPLS 4. The findings indicate that each of these GHRM practices significantly reduces employees' turnover intentions. Additionally, green rewards indirectly decrease turnover intentions through the serial mediation of employee engagement and job satisfaction, highlighting the effectiveness of green rewards in reducing turnover rates among millennials in Shanghai.

Amid the global climate crisis, companies must balance environmental responsibility with reducing millennial turnover. This study explores how GHRM practices impact millennial employee behavior and turnover intentions in Shanghai, offering practical recommendations for policymakers, practitioners, and academics, and addressing a gap in current research.

Keywords: Turnover Intentions, Green Training, Green Rewards, Green Recruitment and Selection, Green Involvement, Millennials

INTRODUCTION

In the current volatile, uncertain, complex, and ambiguous (VUCA) market environment, companies are increasingly focusing on human resource management strategies to effectively attract and retain talent while adapting to the rapidly changing global economy (Wan & Duffy, 2022). However, employee turnover continues to rise globally and has become a significant concern for many organizations, as it places considerable pressure on productivity, morale, and financial health (Al-Suraihi & Ibrahim, 2021; Jung & Yoon, 2021; Tenakwah, 2021). Employee turnover and absenteeism are not only persistent issues but also have substantial negative impacts on organizational operations (Circadian Information Limited Partnership, 2005; Chiat & Panatik, 2019; Health and Work Infographics, 2020; Moorepay, 2021; Folger, 2021; Barraclough, 2023).

As one of the world's largest labor markets, China experiences particularly high employee turnover rates data shows that more than 60% of new employees depart within two years, with both overall and voluntary turnover rates surpassing those observed in other countries. (Miao & Jun, 2020; Chu & Li, 2022). Millennials are gradually becoming the majority of China's workforce, typically defined as those born between 1981 and 1996 (Li, 2021). Due to the unique impact of the one-child policy, China's Millennials have significantly different life experiences from their international counterparts, often displaying a strong propensity for innovation, risk-taking, and entrepreneurial spirit (Cai & Feng, 2021; HROne team, 2023). Among them, Shanghai, as a leading economic city in China, attracts a large number of Millennials seeking career advancement and financial opportunities (Michael, 2019). Growing up amid highly developed information technology and increasing global interconnectivity, this generation has developed unique values and career expectations, with their proportion in Shanghai's labor market steadily increasing (Booysen, 2019; Shanghai Municipal Statistics Bureau, 2021).

Millennial employees introduce new challenges and possibilities to business management and operations, especially in the areas of recruitment and employee retention. Millennials value diverse opportunities and flexible career development paths and are more inclined to choose positions that meet their welfare and professional growth needs, leading to shorter tenures within organizations compared to earlier generations (Rodriguez et al., 2019; Folarin, 2021; Roloff, 2021). Nonetheless, the effect of GHRM practices on their employee attrition tendencies remains uncertain in academic studies (Islam et al., 2023). Although research in this field has grown in recent years, there is still limited exploration of specific initiatives such as green involvement. This is especially relevant in Asia, where improper resource management and low environmental awareness pose significant challenges, and the impact of GHRM practices has not yet been fully validated (Han et al., 2023).

This research seeks to investigate the impact of four key GHRM initiatives on the turnover intentions of millennial employees in Shanghai, China. Through a questionnaire survey, data from 393 Millennials were collected. The findings can offer valuable perspectives for policymakers and business managers, helping them to effectively reduce the turnover rate among Shanghai Millennials through GHRM and support sustainable business development.

LITERATURE REVIEW

Turnover Intention

Turnover intention describes an individual's motivation to depart from their current position in search of improved opportunities, often due to dissatisfaction with their existing role (Ekhsan, 2019). This intention is shaped by factors like the work environment and levels of job satisfaction, which collectively determine how long employees are likely to stay within an organization. Given the potential adverse effects of employee turnover on businesses and the labor market, understanding its determinants is crucial (Lazzari et al., 2022).

Different studies offer varying perspectives on the dimensions of turnover intention. Spector (1982) categorized turnover intention into three aspects: the likelihood of leaving the current job, motivation to seek alternative employment, and the availability of external job opportunities. Santoni and Harahap (2018) refined this concept further, identifying intentions to resign, pursue better positions, or explore improved job prospects. Building on this, Na-Nan et al. (2021) created a novel scale that includes three components: the intention to quit, thoughts of quitting, and the search for new job opportunities. A review of prior literature indicates that most scholars measure turnover intention using questionnaires (Aburumman et al., 2020), though some studies employ secondary data (Gaudenz et al., 2019).

Previous research on turnover intention has primarily focused on its influencing factors. For example, employee engagement and job satisfaction significantly impact turnover tendency, with higher engagement generally correlating with lower turnover intention (Jaharuddin & Zainol, 2019). Specifically, contentment with HR practices, including performance evaluation, training, and compensation, can greatly boost employee engagement, thereby helping to lower turnover intention. In this context, GHRM practices—such as green rewards—can boost employee satisfaction and effectively increase retention, particularly in sustainable organizations (Islam et al., 2022). Reducing turnover intention is vital for an organization's development and sustainability, as decreased turnover fosters organizational stability and sustained growth (Rafiq et al., 2022). Therefore, for companies aiming to build a sustainable employment ecosystem, improving employee retention is essential (Qadri et al., 2022). This reasoning forms the basis for this study's integration of GHRM practices with employee engagement and satisfaction to investigate turnover intentions among millennials in Shanghai.

Green Recruitment and Selection

As an emerging practice in GHRM, green recruitment and selection (GRS) is gradually attracting increasing attention from scholars (Mwita & Kinemo, 2018; Phamet & Paillé, 2020; Das & Dash, 2023). According to Tang et al. (2018), GRS entails choosing environmentally aware candidates who are driven to improve the organization's environmental performance as part of the hiring process. Green recruitment is typically conducted through emails, online forms, and other digital channels (Mwita & Kinemo, 2018). As an extension of traditional recruitment, GRS plays an important role during both economic booms and recessions (Morin et al., 2011). GRS enhances enterprises' environmental performance by selecting candidates who demonstrate environmental awareness (Phamet & Paillé, 2020).

Tang et al. (2018) classify GRS into several dimensions: candidate green employer branding, green awareness, and green standards, with the goal of attracting candidates who possess strong environmental awareness. Additionally, green recruitment attracts high-quality applicants through external channels and leverages cultural and experiential diversity to enhance creativity and innovation while also reducing costs (Alnawaiseh & Almasarweh, 2020).

A wide range of studies have shown that green recruitment has positive effects in reducing employee turnover intentions. Effective green recruitment reduces the likelihood of employee turnover (Makarim & Muafi, 2021; Insan et al., 2023; Malau et al., 2024). However, some studies offer different perspectives on the effects of GRS on TI (Qadri et al., 2022; Islam et al., 2023). Nevertheless, GRS is a key predictor in reducing TI (Alnawaiseh & Almasarweh, 2020; Singh & Pandey, 2020).

Overall, the relationship between GRS, EE, and TI requires further research. Based on this, the study puts forward the following hypotheses.

H1a: GRS is significantly negatively related to TI.

H1b: GRS is significantly positively related to EE.

Green Training

Green training (GT) refers to the process of helping companies achieve environmental management goals and tasks through on-the-job training and continuing education (Daily & Huang, 2001). Its primary purpose is to enhance employees' attitudes, behaviors, knowledge, and skills in environmental protection, thereby preventing the loss of environment-related expertise (Obaid, 2015). Green training is not only considered a key factor in promoting organizational sustainable development but is also widely recognized as one of the core practices in GHRM (Pham et al., 2018).

Tang et al. (2018) outlined three core aspects of green training: promoting environmental awareness, managing environmental knowledge, and fostering an organizational atmosphere that supports environmental initiatives. By enhancing employees' environmental consciousness, expertise, and abilities, and by creating an inclusive environment for environmental protection, green training effectively contributes to the realization of an organization's overall environmental goals.

Studies indicate that green training significantly reduces employee turnover intentions. (Maqableh & Helalat, 2022; Insan et al., 2023; Malau et al., 2024). A study by Makarim and Muafi (2021) on Millennials found that green training significantly reduces turnover intentions among Millennial employees. Insan et al. (2023) highlighted that green training can effectively decrease turnover intentions by enhancing employees' environmental awareness, skills, and responsibility toward the work environment, thus aiding the organization in reaching its overall goals.

Additionally, green training is a crucial predictor of employee engagement (Alnawaiseh & Almasarweh, 2020). According to research by Aktar and Islam (2019), there is a notable positive correlation between green training and employee engagement, with both displaying considerable positive effects. Therefore, this study presents the hypotheses:

H2a: GT is significantly negatively related to TI.

H2b: GT is significantly positively related to EE.

Green Involvement

Green involvement(GI) is a key component of GHRM, highlighting the vital role employees have in tackling environmental challenges (Kumar Gupta et al., 2018; Aziza et al., 2023). It involves providing employees with opportunities to apply green strategies to prevent environmental pollution and address ecological issues (Kumar Gupta et al., 2018). This process reflects employees' commitment to the organization's environmental responsibilities (Aziza et al., 2023), and by engaging in environmental protection activities, employees can significantly enhance their awareness and understanding of environmental responsibility (Mathes et al., 2014).

Actively promoting employee involvement in environmental management enables organizations not only to inspire support for pollution prevention and control projects but also to establish green teams or committees that facilitate

the implementation of environment-related initiatives. Furthermore, green involvement fosters an environmental culture by establishing formal and informal communication channels, enhancing employees' environmental awareness, alignment with organizational values, and problem-solving skills (Kaur & Mittal, 2021). Florida and Davison (2001) pointed out that actively engaging employees in environmental management can substantially decrease resource waste and pollution.

Many studies have shown that green involvement can significantly reduce employee turnover intentions (Qadri et al., 2022; Islam et al., 2023; Arfari et al., 2023). Additionally, green involvement positively affects employee engagement, enhancing employees' work involvement and sense of responsibility (Aktar & Islam, 2019; Ali Ababneh et al., 2021; Wang et al., 2022). Building on the aforementioned research, this study proposes the following hypotheses:

H3a: GI is significantly negatively related to EE.

H3b: GI is significantly positively related to EE.

Green Rewards

Green rewards (GR) are incentives created to motivate employees to engage in environmentally sustainable practices (Gupta et al., 2021). Implementing green rewards within an organization plays a key role in promoting environmental protection activities. By offering green rewards and incentives, organizations encourage employees to actively contribute to environmental protection practices (Saputra et al., 2024). Green rewards not only serve as a powerful tool to support organizations' environmental protection efforts but also effectively promote environmental management activities (Tirno et al., 2023). In green human resource practices, non-monetary rewards, like recognition and praise, further motivate employees to engage in environmental protection (Alabi et al., 2022).

GR can acknowledge employees' performance, effectively enhancing their enthusiasm and sense of responsibility in fulfilling their duties (Wang et al., 2022). Consequently, many organizations implement reward mechanisms to increase employees' self-awareness and encourage environmentally friendly behaviors (Ullah et al., 2020). Aremu and Adepoju (2022) categorize green rewards into six dimensions: additional benefits, bonuses, salary increases, recognition, promotions, and acknowledgment of green efforts. There are some studies indicate that green rewards significantly reduce employees' turnover intentions (Qadri et al., 2022; Wicaksari et al., 2024). Furthermore, green rewards are significantly positively correlated with employee engagement (Machhi & Parmar, 2023; Razali & Vasudevan, 2024). Therefore, the following hypotheses are formulated:

H4a: GR is significantly negatively related to TI.

H4b: GR is significantly positively related to TI.

Employee Engagement

Employee engagement (EE) refers to how involved, enthusiastic, and committed employees are toward the work and workplace (Shelke & Shaikh, 2023). Engaged employees significantly enhance work efficiency and drive the company toward achieving its business goals through high levels of physical and mental commitment (Paul & Sharma, 2022). Employee engagement is a complex construct that encompasses cognitive, emotional, and behavioral dimensions (Ferguson & Carstairs, 2007). For instance, Turner and Turner (2020) found that thorough and transparent human resource management practices (HRMP), combined with empathetic management, are key factors in fostering employee engagement.

In academia, various studies offer various viewpoints on the aspects of employee engagement. Truss et al. (2013) classified engagement into three components: "Say," "Stay," and "Strive." while Djoemadi et al. (2019) described it with three different levels: "not engaged," "slightly engaged," and "completely engaged." Schaufeli et al. (2006) developed a 17-item scale for measuring employee engagement, which includes vitality, involvement, enthusiasm, meaning, challenge, and time perception.

Employee engagement is not only central to management theory but is also widely regarded as a mediator between HRM and performance indicators, which is crucial for organizational development (Turner & Turner, 2020; Desta, 2019; Byrne, 2022). There are some studies have shown a significant positive association between employee engagement and job satisfaction, reinforcing the positive effect of engagement on job satisfaction from various viewpoints (Tentama et al., 2019; Sudjiwanati & Pinastikasari, 2020; Noercahyo et al., 2021). Building on this, the following hypothesis is put forward:

H5: EE is significantly positively related to JS.

Job Satisfaction

Job satisfaction is a crucial factor in achieving goals such as recognition, income, and promotion, which collectively lead to a sense of fulfillment for employees (Babu et al., 2022). As a complex psychological phenomenon, job satisfaction has a profound impact on job quality and employee motivation (Živanović et al., 2019). The growth of job satisfaction is shaped by multiple factors, such as an individual's confidence in their ability to perform their duties, the rewards and learning opportunities offered by the organization, and the dynamics between management and employees (Maharjan, 2019). High levels of job satisfaction bring numerous benefits, including improved productivity, performance, creativity, innovation, motivation, and employee engagement (Andrade & Westover, 2023).

Karatzas et al. (2023) divided job satisfaction into high and low satisfaction, pointing out that low satisfaction can lead to stress, burnout, and work alienation, while high satisfaction can stimulate motivation, enhance productivity, and reduce staff turnover. Alam and Asim (2019) distinguished between intrinsic and extrinsic satisfaction, highlighting the impact of different dimensions on overall job satisfaction. Sabri et al. (2011) measured job satisfaction through three parts—work atmosphere and satisfaction, career growth and motivation, and organizational support and communication—using a nine-question scale. This study adopted the dimension design questionnaire developed by Sabri et al. (2011).

Studies have consistently shown that job satisfaction exerts a significant negative impact on turnover intention, implying that satisfied employees are less inclined to leave. (Rohmatillah, 2021; Chavadi et al., 2022; Chen et al., 2023). Even under challenging working conditions, job satisfaction can effectively reduce turnover intention (Chen et al., 2023). Additionally, many studies suggest that employee engagement and job satisfaction serve as serial mediating roles in the relationship between human resource practices and turnover intention (Zhang & Li, 2020; Oprea et al., 2020; Zhang & Zhang, 2021; Memon et al., 2021; Naasani et al., 2021; Xue et al., 2022; Aftab et al., 2022). For instance, Zhang and Li (2020) discovered that enhancing employee engagement and job satisfaction can partially mediate turnover intention, further bolstering the serial mediation hypothesis. Accordingly, the following hypotheses are suggested:

H6a: EE and JS serve as serial mediators between GRS and TI.

H6b: EE and JS act as serial mediators between GT and TI.

H6c: EE and JS serve as serial mediating roles between GI and TI.

H6d: EE and JS act as serial mediating roles between GR and TI.

H7: JS is significantly negatively correlated with TI among millennial employees in Shanghai.

METHOD

Research Design and Sample

The research adopted a purposive sampling approach, distributing the questionnaire to eligible participants across various office locations, including Lujiazui in Pudong New Area, People's Square in Huangpu District, and Xujiahui in Xuhui District. Participants were required to meet the following criteria: (1) they were born between 1981 and 1996, within the millennial age range; (2) they held a full-time job; and (3) they expressed a willingness to participate in the study.

The sample size was determined using Krejcie and Morgan's (1970) table, aiming for a 95% confidence level and a 5% margin of error. This produced an estimated minimum sample size of 384 for a population of 4.5 million millennials in Shanghai (Shanghai Statistics Bureau, 2021). This method was chosen for its simplicity and suitability for the study's statistical requirements (Memon et al., 2020; Lund, 2021). A total of 393 valid responses were gathered, as outlined in Table 1.

Table 1. Demographic Profile of the Sample

Characteristics	Option	Frequency (n)	Percentage (%)
Year of birth range	1996-1991	126	32.1
	1990-1986	131	33.3
	1985-1981	136	34.6
Gender	Male	196	49.9
	Female	197	50.1
Position	Lower-Level Management	188	47.8
	Middle-Level Manager	137	34.9
	Top Level Management	68	17.3
Years of service	Blow 1 year	105	26.7
	1-4 years	88	22.4
	5-8years	104	26.5
	9 years and above	96	24.4
Education	Other	46	11.7
	High school or equivalent	53	13.5
	Vocational or technical education	80	20.4
	Bachelor's degree	132	33.6
	Master's degree and above	82	20.9

Measures

All variables used in this study were adopted from widely cited, well-established scales in academia and measured on a seven-point Likert scale. Turnover intention was assessed using a 10-item scale developed by Na-Nan et al. (2021). Green Recruitment and Selection were assessed with a 4-item scale by Chaudhary (2019), examining whether companies emphasize green awareness in hiring. Green Training was evaluated using a 6-item scale by Saputra et al. (2024) to determine if companies provide environmental training. To gauge employee participation in green initiatives, a 5-item Green Involvement scale by Chaudhary (2019) was used. Green Rewards were measured through a 4-item scale by Saputra et al. (2024). Employee Engagement was assessed with Schaufeli et al. (2006) 17-item scale, capturing employees' vitality at work. Finally, job satisfaction was measured using Sabri et al. (2011) 9-item scale, evaluating employees' satisfaction with their jobs.

DATA ANALYSIS

This study employed SmartPLS 4.0 to assess the measurement model. Table 2 and Figure 1 show that all items in the measurement model have outer loadings above 0.7, indicating strong item retention and association with their constructs. All constructs exhibited strong internal consistency and reliability, with Cronbach's alpha values between 0.877 and 0.960 and composite reliability (CR) values ranging from 0.882 to 0.960. Moreover, the average variance extracted (AVE) values for all constructs fell between 0.609 and 0.739, exceeding the recommended threshold of 0.5, thereby establishing convergent validity (Hair et al., 2019).

Table 2. Measurement Model Assessment

Constructs	Cronbach’s Alpha	Composite Reliability	AVE
GRS	0.882	0.887	0.739
GT	0.910	0.911	0.690
GI	0.890	0.894	0.695
GR	0.877	0.882	0.730
EE	0.960	0.960	0.609
JS	0.920	0.922	0.614
TI	0.929	0.930	0.613

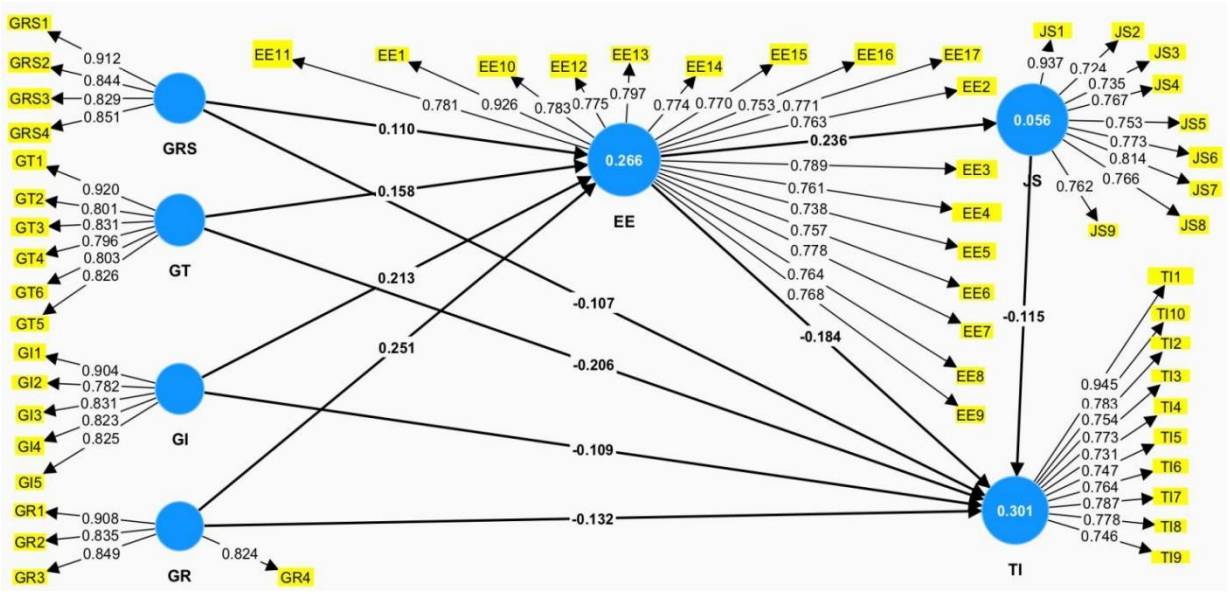

Figure 1. PLS-SEM Structural Model

Table 3 indicates that the square root of the AVE for each construct, presented on the diagonal, exceeds its correlations with other constructs, satisfying the Fornell-Larcker criterion for discriminant validity. Furthermore, all values in the HTMT table are under 0.85, providing additional evidence for the discriminant validity of all constructs (Hair et al., 2019).

Table 3. Discriminant Validity Assessment

		EE	GI	GR	GRS	GT	JS	TI
Fornell–Larcker criterion	EE	0.780						
	GI	0.385	0.834					
	GR	0.395	0.336	0.855				
	GRS	0.3282	0.301	0.235	0.860			
	GT	0.339	0.346	0.294	0.309	0.831		
	JS	0.236	0.193	0.183	0.168	0.133	0.784	
	TI	-0.405	-0.350	-0.348	-0.305	-0.393	-0.249	0.783
Heterotrait-monotrait ratio of correlations (HTMT)	EE							
	GI	0.407						
	GR	0.422	0.372					
	GRS	0.297	0.327	0.257				
	GT	0.358	0.380	0.321	0.337			
	JS	0.247	0.206	0.200	0.184	0.143		
	TI	0.425	0.376	0.380	0.331	0.421	0.266	

Table 4 indicated a significant negative relationship between green GRS and TI, GT and TI, GI and TI, and GR and TI, supporting hypotheses H1a, H2a, H3a, and H4a. There are significant positive relationships between GRS and EE, GT and EE, GI and EE, and GR and EE, supporting hypotheses H1b, H2b, H3b, and H4b. Moreover, the analysis results reveal a significant positive correlation between EE and JS, as well as a significant negative correlation between JS and TI, supporting hypotheses H5 and H7.

According to the mediation effect analysis results in Table 4, only the mediation effect of the GR→EE→JS→TI path is significant, supporting hypothesis H6d. However, the mediation effects for the other paths did not meet the significance threshold, and hypotheses H6a, H6b, and H6c are not supported. In summary, this study found that only the mediation effect of the GR→EE→JS→TI path was significant, while the mediation effects of the other paths were not significant.

Table 4. Path Analysis

Paths	Path coefficients (t-value)	95% confidence intervals
Direct effects		
GRS→TI	0.043*(2.023)	(-0.211, -0.003)
GT→TI	0.000***(3.957)	(-0.306, -0.102)
GI→TI	0.040*(2.051)	(-0.211, -0.003)
GR→TI	0.017*(2.377)	(-0.235, -0.022)
GRS→EE	0.018*(2.365)	(0.018, 0.209)
GT→EE	0.001**(3.219)	(0.068, 0.256)
GI→EE	0.000***(3.892)	(0.104, 0.322)
GR→EE	0.000***(5.027)	(0.152, 0.350)
EE→JS	0.000***(4.963)	(0.141, 0.321)
JS→TI	0.008**(2.643)	(-0.204, -0.032)
EE→TI	0.001**(3.409)	(-0.290, -0.079)
Mediation effects		
GRS→EE→JS→TI	0.135(1.494)	(-0.008, -0.000)
GT→EE→JS→TI	0.058(1.894)	(-0.010, -0.001)
GI→EE→JS→TI	0.054(1.924)	(-0.013, -0.001)
GR→EE→JS→TI	0.034*(2.117)	(-0.014, -0.002)
Note(s): ***p < 0.001; **p < 0.01; * p < 0.05		

DISCUSSION

This study examines the influence of GHRM practices on turnover intentions among millennial employees in Shanghai and focuses on the serial mediation effects of employee engagement and job satisfaction. The findings show that GHRM practices are significantly associated with job satisfaction, employee engagement, and turnover intentions.

The results indicate that GRS, GT, GI, and GR significantly reduce employees' turnover intentions. Specifically, GRS attracts environmentally conscious employees, enhancing organizational loyalty and reducing TI, consistent with studies by Makarim and Muafi (2021), Insan et al. (2023), and Malau et al. (2024). GT reduces TI by enhancing environmental awareness and a sense of belonging, consistent with findings by Maqableh and Helalat (2022), Insan et al. (2023), and Malau et al. (2024). GI fosters employees' commitment to corporate environmental goals, thereby reducing TI, supporting the research of Qadri et al. (2022), Islam et al. (2023), and Arfari et al. (2023). GR motivates employees to stay by recognizing their contributions to environmental protection, further strengthening their sense of accomplishment and increasing retention intentions, which aligns with the findings of Qadri et al. (2022), Islam et al. (2023), and Wicaksari et al. (2024).

The results also uphold the social exchange theory, which suggests that employees adjust their attitudes and behaviors based on the company's care and investment in them. GRS (H1b), GT (H2b), GI (H3b), and GR (H4b) all significantly enhance EE. For example, GRS draws in employees who resonate with the company’ s environmental values, thereby enhancing their commitment to the organization. This finding aligns with studies by Alnawaiseh and Almasarweh (2020) and Singh and Pandey (2020). GT enhances engagement by improving employees’ environmental knowledge and skills, supporting the findings of Aktar and Islam (2019). GI encourages responsibility by involving employees directly in environmental activities, aligning with studies by Aktar and Islam (2019), Ali Ababneh (2021), and Wang et al. (2022). GR by recognizing employees’ contributions to environmental protection, boosts engagement, consistent with the results of Machhi and Parmar (2023) and Razali and Vasudevan (2024).

Additionally, improved EE positively influences JS, as indicated by Tentama et al. (2019) and Sudjiwanati & Pinastikasari (2020). This relationship implies that employees' commitment to their work boosts job satisfaction and reinforces their intention to remain with the organization. Furthermore, increased job satisfaction significantly reduces turnover intentions, supporting studies by Rohmatillah (2021), Chavadi et al. (2022), and Chen et al. (2023).

According to the research results, EE and JS have a significant serial mediating effect between GR and TI, supporting hypothesis H6d. This finding indicates that GR can reduce employees' turnover intentions by improving EE and JS, aligning with Zhang and Li (2020), who suggested that enhancing EE and JS can partially mediate TI. This result also aligns with studies by Oprea et al. (2020), Zhang and Zhang (2021), Memon et al. (2021), and Naasani et al. (2021), which emphasize the crucial role of EE and JS in GHRM practices, particularly in reducing TI.

However, EE and JS did not show significant mediating effects between GT, GI, GRS, and TI in this study, thus failing to support hypotheses H6a, H6b, and H6c.

For millennial employees in Shanghai, EE, and JS do not show significant mediating effects between GT, GI, GRS, and TI, and there may be several reasons for this. While GT enhances environmental skills, it is primarily limited to skill training and doesn't provide deep motivation in job satisfaction or a strong sense of belonging that fosters long-term engagement. GI offers some opportunities for involvement, but millennials often expect more impactful and substantial participation (Deloitte, 2021), the somewhat formalized nature of GI may make it harder for them to sustain engagement. Similarly, GRS attracts employees who value environmental principles, but without sufficient incentives for long-term growth, EE and JS are not effectively enhanced, limiting their potential to indirectly reduce TI.

In contrast, Green Rewards directly addresses millennials' need for achievement and tangible rewards through specific recognition and reward mechanisms. This approach not only builds an emotional connection between employees and the company's environmental goals but also provides practical incentives, making it more effective in boosting EE and JS and reducing TI than GT, GI, and GRS.

LIMITATION AND FUTURE RESEARCH

The study is subject to certain limitations. Such as the sample comes from Millennial employees in Shanghai, an economically developed city, so the results may not fully apply to less developed areas. Additionally, data was collected through questionnaires, which may introduce subjective bias and affect accuracy. Future studies could broaden the sample to encompass regions with varying levels of economic development and integrate qualitative and quantitative approaches to minimize subjective bias.

CONCLUSIONS

The study evaluates the impact of GRS, GT, GI, and GR on TI, with a focus on the serial mediating roles of EE and JS among Millennial employees in Shanghai. The findings reveal that these GHRM all significantly reduce turnover intentions. Additionally, GR amplified this effect by enhancing EE and JS, whereas the indirect effects of GRS, GT, and GI were not significant. This study provides policymakers and business managers with empirical evidence to support the implementation of GHRM practices for enhancing employee retention, while also addressing a research gap concerning the impact of GHRM on Millennial employees in Shanghai.

REFERENCES

[1] Aburumman, O., Salleh, A., Omar, K., & Abadi, M. (2020). The impact of human resource management practices and career satisfaction on employee's turnover intention. *Management Science Letters, 10*(3), 641-652.

[2] Aftab, M., Bokhari, S. A. A., & Ali, M. (2022). An empirical study on individual performance and turnover intention among university employees: a multiple mediation model. Asia-Pacific *Journal of Business Administration, (ahead-of-print).*

[3] Aktar, A., & Islam, Y. (2019). Green human resource management practices and employee engagement: Empirical evidence from RMG sector in Bangladesh. *Available at SSRN 3363860*.

[4] Alabi, O. A., Olonade, Z. O., Omotoye, O. O., & Odebode, A. S. (2022). Non-financial rewards and employee performance in money deposit banks in Lagos State, Nigeria. *ABUAD Journal of Social and Management Sciences, 3*(1), 58-77.

[5] Alam, A., & Asim, M. (2019). Relationship between job satisfaction and turnover intention. *International Journal of Human Resource Studies, 9*(2), 163.

[6] Alnawaiseh, M. B., & Almasarweh, M. S. (2020). The relationship between GHR recruitment and employee engagement in Jordanian Public Universities. *International Journal of Scientific & Technology Research, 9*(1), 590-595.

[7] Al-Suraihi, W. A., Samikon, S. A., & Ibrahim, I. (2021). Employee Turnover Causes, Importance and Retention Strategies. European Journal of Business and Management Research (EJBMR).

[8] Ali Ababneh, O. M., Awwad, A. S., & Abu-Haija, A. (2021). The association between green human resources practices and employee engagement with environmental initiatives in hotels: The moderation effect of perceived transformational leadership. *Journal of Human Resources in Hospitality & Tourism, 20*(3), 390-416.

[9] Andrade, M. S., & Westover, J. H. (2023). Job Satisfaction - An International Comparison of Public and Private Sector Employees. *International Journal of Public Administration, 46*(16), 1151-1165. https://doi.org/10.1080/01900692.2022.2076696

[10] Aremu, A. B., & Adepoju, O. O. (2022). Mediating Effect of Green Reward on Green Training and Environmental Performance in Nigerian Food and Beverages. *South Asian Journal of Social Studies and Economics, 15*(3), 1-8.

[11] Arfari, A., Berlyanti, D. O., & Adawiyah, W. R. (2023). Green involvement, workplace well-being, and career planning affect turnover intention; is it possible? *Journal Konseling Pendidikan Islam, 4*(1), 1–11.

[12] Aziza, N., Imanullah, M. F., & Agus, A. (2023, December). Green Employee Involvement, Green Training, and Mediating Effects of Green Competencies on Corporate Environmental Performance. *In 1ST Bengkulu International Conference on Economics, Management, Business and Accounting (BICEMBA 2023)* (pp. 95-105). Atlantis Press.

[13] Babu, P. S., Gemeda, T. M., & Nefa, A. G. (2022). Job satisfaction as a function of self-efficacy and personal strain among high school teachers in Chittoor district of Andhra Pradesh state of India. *International Journal of Educational Research Review, 7*(4), 268-279..

[14] Barraclough, D. (2023, January 25). Employee absenteeism: Main causes and cost to businesses. *Expert Market*. https://www.expertmarket.com/business-insights/employee-absenteeism-causes-business-cost

[15] Booysen, C. (2019). *Antecedents to the intention to quit amongst Generation Y Information Technology professionals in software development organisations in South Africa* (Doctoral dissertation, Stellenbosch: Stellenbosch University).

[16] Byrne, Z. S. (2022). Understanding employee engagement: *Theory, research, and practice*. Routledge.

[17] Cai, Y., & Feng, W. (2021). The social and sociological consequences of China's one-child policy. *Annual Review of Sociology, 47,* 587-606.

[18] Chaudhary, R. (2019). Green human resource management in Indian automobile industry. *Journal of Global Responsibility, 10*(2), 161-175.

[19] Chavadi, C. A., Sirothiya, M., & MR, V. (2022). Mediating role of job satisfaction on turnover intentions and job mismatch among millennial employees in Bengaluru. *Business Perspectives and Research, 10*(1), 79-100.

[20] Chen, X., Al Mamun, A., Hussain, W. M. H. W., Jingzu, G., Yang, Q., & Shami, S. S. A. A. (2023). Envisaging the job satisfaction and turnover intention among the young workforce: Evidence from an emerging economy. *Plos one, 18*(6), e0287284.

[21] Chiat, L. C., & Panatik, S. A. (2019). Perceptions of employee turnover intention by Herzberg's motivation-hygiene theory: A systematic literature review. *Journal of Research in Psychology, 1*(2), 10-15.

[22] Chu, X., Ding, H., Zhang, L., & Li, Z. A. (2022). Strengths-Based Leadership and Turnover Intention: The Roles of Felt Obligation for Constructive Change and Job Control. *Frontiers in Psychology, 13,* 786551.

[23] Circadian Information Limited Partnership. (2005). Absenteeism: The bottom-line killer. *Circadian Technologies,* Inc. https://circadian.com/images/pdf/CIRCADIAN_-_Absenteeism_-_Bottom_Line_Killer.pdf

[24] Daily, B. F., & Huang, S. C. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of operations & production management, 21*(12), 1539-1552.

[25] Das, S., & Dash, M. (2023). Green Recruitment and Selection: An Innovative Approach towards Organizational Development and Environmental Sustainability. *International Journal of Advances in Social Sciences, 11*(2), 61-69.

[26] Deloitte. (2021). *The Deloitte Global 2021 Millennial and Gen Z Survey: A call for accountability and action*. Deloitte Touche Tohmatsu Limited. https://www2.deloitte.com/cn/zh/pages/about-deloitte/articles/millennialsurvey-2021.html

[27] Desta, B. K. (2019). An Empirical Study on Employee Engagement at National Cement Share Company in Dire Dawa Administration, Ethiopia. *European Journal of Business and Management, 11*(10), 1-11.

[28] Djoemadi, F. R., Setiawan, M., Noermijati, N., & Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. *Polish Journal of Management Studies, 19.*

[29] Ferguson, A., & Carstairs, J. (2007). Employee engagement: Does it exist, and if so, how does it relate to performance, other constructs and individual differences. *Industrial and Organisational Psychology, 23*, 133-147.

[30] Folarin, K. (2021). Cultivating millennial leaders. *American Journal of Leadership and Governance, 6*(1), 1-7.
[31] Florida, R., & Davison, D. (2001). Gaining from green management: environmental management systems inside and outside the factory. *California management review, 43*(3), 64-84.
[32] Gaudenz, C., De Geest, S., Schwendimann, R., & Zúñiga, F. (2019). Factors associated with care workers' intention to leave employment in nursing homes: A secondary data analysis of the Swiss Nursing Homes Human Resources Project. *Journal of Applied Gerontology, 38*(11), 1537-1563.
[33] Gupta, R., Verma, R., & Budhwar, P. (2021). Green human resource management: A systematic literature review and directions for future research. *Journal of Cleaner Production, 280*, 124187.
[34] Gupta, S. K., & Bhatia, N. (2023). A decade of trend in the employee turnover intention study in India: A systematic review and recommendation. *FIIB Business Review,* 23197145231158907.
[35] Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European business review, 31*(1), 2-24.
[36] Han, J. W., Kok, S. K., & McClelland, R. (2023). The impact of green training on employee turnover intention and customer satisfaction: An integrated perspective. *Corporate Social Responsibility and Environmental Management, 30*(6), 3006-3019.
[37] Health and Work Infographics: References. (2020, December). *Health and work infographics: References*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/949524/References_Health_and_Work_infographics_v_final.pdf
[38] Hill, R. (1998). What sample size is "enough" in internet survey research? *Interpersonal Computing and Technology: An Electronic Journal for the 21st Century, 6*(3-4), 1-12.
[39] HROne Team. (2023, February 16). How to attract millennials and generation Z talents in China? *HROne*. https://hrone.com/blog/gen-z-and-millennials-employees-in-china/
[40] Insan, A. N., Asnawar, A., Nur, M., & Masmarulan, M. (2023). Green Human Resources Management on Turnover Intentions Mediated by Work Environment Employees. MIX: *Journal Ilmiah Manajemen, 13*(1), 208-226.
[41] Islam, M. A., Mendy, J., Haque, A. A., & Rahman, M. (2022). Green human resource management practices and millennial employees' retention in small and medium enterprises: The moderating impact of creativity climate from a developing country perspective. *Business Strategy & Development, 5*(4), 335-349.
[42] Islam, M. A., Jantan, A. H., Yusoff, Y. M., Chong, C. W., & Hossain, M. S. (2023). Green Human Resource Management (GHRM) practices and millennial employees' turnover intentions in tourism industry in malaysia: Moderating role of work environment. *Global Business Review, 24*(4), 642-662.
[43] Jaharuddin, N. S., & Zainol, L. N. (2019). The impact of work-life balance on job engagement and turnover intention. *The Southeast Asian Journal of Management*.
[44] Jung, H. S., Jung, Y. S., & Yoon, H. H. (2021). COVID-19: The effects of job insecurity on the job engagement and turnover intent of deluxe hotel employees and the moderating role of generational characteristics. *International journal of hospitality management, 92*, 102703.
[45] Karatzas, A., Papadopoulos, G., Stamolampros, P., Raja, J. Z., & Korfiatis, N. (2023). Front- and back-end employee satisfaction during service transition. *International Journal of Operations & Production Management*. https://doi.org/10.1108/ijopm-06-2022-0352
[46] Kaur, P., & Mittal, E. (2021). Linking green involvement and green satisfaction through perceived green organizational support and employee psychological empowerment. *Journal of the Maharaja Sayajirao University of Baroda, 55*(4), ISSN: 0025-0422.
[47] Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement, 30*(3), 607-610.
[48] Kumar Gupta, S., Gupta, S., & Gayathiri, S. (2018). "Pollution prevention" is the key to drive sustainability: Preliminary findings from a tannery unit in India. *Management of Environmental Quality: An International Journal, 29*(3), 416-426.
[49] Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics, 14*(3), 279-292.
[50] Li, C. (2021). *China's youth*. Brookings Institution Press.
[51] Lund, B. (2021). The questionnaire method in systems research: An overview of sample sizes, response rates and statistical approaches utilized in studies. *VINE Journal of Information and Knowledge Management Systems, 53*(1), 1-10. https://doi.org/10.1108/vjikms-08-2020-0156
[52] Maharjan, R. (2019). Job Satisfaction, Gender and Salary: A Study on Correlation. *The Batuk: A Peer Reviewed Journal of Interdisciplinary Studies, 5*(1), 59-69. ISSN 2392-4802

[53] Machhi, A., & Parmar, C. (2023). A study on the impact of green HR practices on employee engagement and retention. *International Journal of Research Publication and Reviews, 4*(2), 1552‑1559. https://www.ijrpr.com

[54] Makarim, A. F., & Muafi, M. (2021). The effect of green human resource management (GHRM) practices on turnover intention: Mediating role of work environment. *International Journal of Research in Business and Social Science (2147-4478), 10*(5), 83-94.

[55] Malau, A. G., Lestari, W., Sihombing, D. W., Siahaan, R. Y., Siburian, S., & Limakrisna, N. (2024). The Implementing Of Green Recruitment And Green Training For Managing Turnover Intention. *Dinasti International Journal of Education Management And Social Science, 5*(3), 222-231.

[56] Mallinckrodt, B., Abraham, W. T., Wei, M., & Russell, D. W. (2006). Advances in testing the statistical significance of mediation effects. *Journal of counseling psychology, 53*(3), 372.

[57] Maqableh, O., Nor, C. S. M., & Helalat, A. (2022). Mediating impact of innovative behavior on the relationship between training and turnover intention: A case study of the hospitality industry in Jordan. *Problems and Perspectives in Management, 20*(4), 278.

[58] Matthes, J., Wonneberger, A., & Schmuck, D. (2014). Consumers' green involvement and the persuasive effects of emotional versus functional ads. *Journal of Business Research, 67*(9), 1885-1893.

[59] Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J. H., Ting, H., Ahmad, M. S., & Tariq, A. (2020). Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower, 42*(1), 21-50.

[60] Memon, M. A., Ramayah, T., Cheah, J. H., Ting, H., Chuah, F., & Cham, T. H. (2021). PLS-SEM statistical programs: a review. *Journal of Applied Structural Equation Modeling, 5*(1), 1-14.

[61] Memon, M. A., Ting, H., Cheah, J.-H., Thurasamy, R., Chuah, F., & Cham, T. H. (2020). Sample Size for Survey Research: Review and recommendations. *Journal of Applied Structural Equation Modeling, 4*(2), i-xx. https://doi.org/10.47263/jasem.4(2)01

[62] Miao, S., Rhee, J., & Jun, I. (2020). How much does extrinsic motivation or intrinsic motivation affect job engagement or turnover intention? *A comparison study in China. Sustainability, 12*(9), 3630.

[63] Michael, S. (2019). Millennials and mobility: Asia's best cities. *HRO Today*. https://www.hrotoday.com/news/employee-engagement/relocation/millennials-and-mobility-asias-best-cities/

[64] Moorepay. (2021). The cost of employee absence. *Moorepay*. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/949524/References_Health_and_Work_infographics_v_final.pdf

[65] Mwita, K. M., & Kinemo, S. M. (2018). The role of green recruitment and selection on performance of processing industries in Tanzania: A case of Tanzania tobacco processors limited (TTPL). *International Journal of Human Resource Studies, 8*(4), 35-46.

[66] Naasani, A. A., Alotaibi, S. M., & Alothman, R. S. (2021). Examining the Impact of Job Satisfaction and Employee Engagement as Mediators between Job Crafting and Turnover Intention in Saudi Companies. *European Journal of Business and Management,* May.

[67] Na-Nan, K., Kanthong, S. N., & Dhienhirun, A. (2021). Development and validation of an instrument to measure turnover intention of Generation Y in Thailand. *International Journal of Organisational Analysis, 29*(3), 682-698.

[68] Noercahyo, U. S., Maarif, M. S., & Sumertajaya, I. M. (2021). The role of employee engagement on job satisfaction and its effect on organisational performance. *Journal Aplikasi Manajemen, 19*(2), 296-309.

[69] Obaid, T. (2015). The impact of green recruitment, green training and green learning on the firm performance: conceptual paper. *International Journal of Applied Research, 1*(12), 951-953.

[70] Oprea, B., Păduraru, L., & Iliescu, D. (2022). Job crafting and intent to leave: the mediating role of meaningful work and engagement. *Journal of Career Development, 49*(1), 188-201.

[71] Paul, S., & Sharma, S. (2022). Employee Engagement in Organisations: A Study Done On The Operational Employees Of The 5-Star Hotels In Kolkata. *PUSA Journal of Hospitality and Applied Sciences, 8*(2), 24-32.

[72] Pham, D. D. T., & Paillé, P. (2020). Green recruitment and selection: an insight into green patterns. *International journal of manpower, 41*(3), 258-272.

[73] Pham, N. T., Phan, Q. P. T., Tučková, Z., Vo, N., & Nguyen, L. H. (2018). Enhancing the organizational citizenship behavior for the environment: the roles of green training and organizational culture. *Management & Marketing, 13*(4), 1174-1189.

[74] Qadri, S. U., Bilal, M. A., Li, M., Ma, Z., Qadri, S., Ye, C., & Rauf, F. (2022). Work environment as a moderator linking green human resources management strategies with turnover intention of millennials: a study of Malaysian hotel industry. *Sustainability, 14*(12), 7401.

[75] Rafiq, M., Shahzad, F., Farrukh, M., & Khan, I. (2022). The psychological mechanism linking life satisfaction and turnover intention among healthcare workers during the COVID-19 pandemic. *Work, 71*(3), 505-514.
[76] Razali, N., & Vasudevan, H. (2024). The impact of implementing green human resources practices on employee engagement sustainability. *International Journal of Human Capital in Urban Management, 9*(3).
[77] Rodriguez, M., Boyer, S., Fleming, D., & Cohen, S. (2019). Managing the next generation of sales, gen Z/millennial cusp: an exploration of grit, entrepreneurship, and loyalty. *Journal of Business-to-Business Marketing, 26*(1), 43-55.
[78] Rohmatillah, Q. (2021). Effect of Job Embeddedness and Job Satisfaction on Millennial Employee Performance with Turnover Intention as Mediation. *International Journal of Innovative Research & Development, 10*(2). https://doi.org/10.24940/ijird/2021/v10/i2/FEB21028
[79] Roloff, R. C. (2021). *Millennials in the workforce: Developing a retention strategy*.
[80] Sabri, P. S. U., Ilyas, M., & Amjad, Z. (2011). Organizational culture and its impact on the job satisfaction of the University teachers of Lahore. *International Journal of Business and Social Science, 2*(24), 121-128.
[81] Santoni, A., & Harahap, M. N. (2018). The model of turnover intentions of employees. *International Review of Management and Marketing, 8*(6), 93.
[82] Saputra, A. R. P., Apriyan, M., & Subarjo. (2024). The effect of green recruitment and selection, green training, and green intellectual capital on employee performance in Indonesia. *Management Study Program, Mercu Buana University, Yogyakarta, Indonesia*.
[83] Saputra, A. R. P., Widarta, W., & Iswiyanto, I. (2024). The impact of green training, green reward, and green recruitment on organizational citizenship behavior for environment. *International Journal of Human Capital in Urban Management, 9*(1), 75-84.
[84] Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement, 66*(4), 701-716.
[85] Shanghai Municipal Statistics Bureau. (2021). *Statistical Communique of the People's Republic of China on the 2020 National Economic and Social Development of Shanghai*.
[86] Shelke, A. U., & Shaikh, N. (2023). Mediating role of workplace happiness in Enhancing work engagement. *Rajagiri Management Journal*. https://doi.org/10.1108/ramj-07-2022-0110
[87] Singh, K. P., & Pandey, K. N. (2020). Green HRM practices and its impact on employee engagement. *International Journal of Management (IJM), 11*(12), 3350-3364.
[88] Spector, P. E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. *Journal of Applied Psychology, 67*(1), 53-59.
[89] Sudjuwanati, S., & Pinastikasari, N. (2020). Employee Performance and Employee Engagement Towards Job Satisfaction. *https://doi.org/10.2991/assehr.k.201017.150*.
[90] Tenakwah, E. S. (2021). What do employees want? Halting record-setting turnovers globally. *Strategic HR Review, 2*0(6), 206-210.
[91] Tentama, F., Subardjo, S., Mulasari, S., & Ningrum, N. (2019, May). Relationship between work satisfaction with employee engagement. In *First International Conference on Progressive Civil Society (ICONPROCS 2019)* (pp. 200-203). Atlantis Press.
[92] Tirno, R. R., Islam, N., & Happy, K. (2023). Green HRM and ecofriendly behavior of employees: Relevance of proecological climate and environmental knowledge. *Heliyon, 9*(4), 14632.
[93] Turner, P., & Turner, P. (2020). What is employee engagement? In *Employee engagement in contemporary organizations: Maintaining high productivity and sustained competitiveness* (pp. 27-56).
[94] Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The international journal of human resource management, 24*(14), 2657-2669.
[95] Ullah, I., Elahi, N. S., Abid, G., & Butt, M. U. (2020). The impact of perceived organizational support and proactive personality on affective commitment: Mediating role of prosocial motivation. Business, *Management and Economics Engineering, 18*(2), 183-205.
[96] Wang, D., Niu, Z., Sun, C., Yu, P., Wang, X., Xue, Q., & Hu, Y. (2022). The relationship between positive workplace gossip and job satisfaction: The mediating role of job insecurity and organizational identity. *Frontiers in Psychology, 13,* 1-12.
[97] Wan, W., & Duffy, R. D. (2022). Decent work and turnover intention among new generation employees: the mediating role of job satisfaction and the moderating role of job autonomy. *Sage Open, 12*(2), 21582440221094591.

[98] Wang, L., Wang, R., & Wu, J. (2022). Impact of green human resource management practices on employee engagement from the perspective of banking employees. *International Journal of Information Systems and Change Management, 13*(2), 148-165.

[99] Wicaksari, P., Saputra, A. R. P., & Rahmah, A. N. (2024). The influence of green quality of work life, green employee engagement, and green rewards on green employee retention in SME employees. *Small Business International Review, 8*(1), e627.

[100] Xue, J., Wang, H., Chen, M., Ding, X., & Zhu, M. (2022). Signifying the relationship between psychological factors and turnover intension: the mediating role of work-related stress and moderating role of job satisfaction. *Frontiers in Psychology, 13*, 847948.

[101] Zhang, T., & Li, B. (2020). Job crafting and turnover intention: The mediating role of work engagement and job satisfaction. *Social Behavior and Personality: an international journal, 48*(2), 1-9.

[102] Zhang, S., & Zhang, W. (2021). A serial mediation model of perceived organisational support on turnover intention: the role of job crafting and thriving at work. *International Journal of Human Resource Studies, 11*(1), 146163-146163.

[103] Živanović, D., Javorac, J., Brestovački Svitlica, B., & Stojkov, S. (2019). Job satisfaction as an objective indicator of work motivation among intensive care nurses. International Journal of Health Services Research and Policy, 4(2), 84-94. https://www.dergipark.org.tr/ijhsrp