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## Comparative Effect of E-HRM and G-HRM on Turnover Intention: Employee Engagement Mediation in West Java Hotels


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**ABSTRACT**

***Objectives:*** *This study examines the relative impacts of Electronic Human Resource Management (E-HRM) and Green Human Resource Management (G-HRM) on Employee Turnover Intention, with Employee Engagement serving as a mediating variable in 4- and 5-star hotels in West Java.*
***Methodology:*** *Using a quantitative cross-sectional survey of 150 permanent employees and a Likert-scale questionnaire, with data analyzed using multiple regression and bootstrap mediation tests.*
***Findings:*** *The findings reveal that E-HRM significantly increases turnover intention, while Green HRM also has a significant positive effect, contrary to the initial hypothesis. Employee Engagement does not mediate the relationships. The novelty lies in combining E-HRM and Green HRM within one framework and applying the Technology Acceptance Model and Social Identity Theory.*
***Conclusion:*** *Practically, hotel managers should align digital efficiency with authentic sustainability programs to minimize turnover risks.*



***Keywords****: E-HRM; Employee Engagement; Turnover Intention; G-HRM.*

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## INTRODUCTION

The hospitality industry has undergone a significant transformation driven by two major forces, namely digitalization and sustainability. The advent of Electronic Human Resource Management (E-HRM) and the growing emphasis on Green Human Resource Management (G-HRM) have changed the way organizations manage, engage, and retain talent, especially in service-intensive sectors such as the hospitality industry (Hulu & Palupiningtyas, 2024). During the post-COVID-19 recovery phase, hotels around the world are increasingly turning to digital Human Resources (HR) practices to streamline operations, increase efficiency, and maintain competitiveness in a volatile economic environment (Braccini & Maria, 2020). E-HRM refers to the application of digital tools and platforms in HR processes such as recruitment, performance appraisals, and training (Bondarouk et al., 2017). This enables cost-effective service delivery, data-driven decision-making, and remote accessibility, all of which are increasingly relevant in the context of labor market disruptions caused by the pandemic (Majam & Jarbandhan, 2022).

At the same time, there is an increasing demand for sustainability-oriented human resource practices (Azeem et al., 2025). G-HRM is the integration of environmental management into HR functions, which aims to encourage pro-environmental behavior among employees and align individual goals with the company's sustainability goals (Ansari et al., 2021). This paradigm shift towards environmental awareness is not only driven by regulations but is also rooted in changing consumer preferences and employee values, particularly among the younger generation who increasingly value organizational goals, ethics, and concern for the environment (Pham et al., 2020).

Indonesia, especially in West Java, a region known for its tourism growth and concentration of 4- and 5-star hotels, the dual adoption of E-HRM and G-HRM presents opportunities and challenges (Farid et al., 2024). The increase in tourists in West Java, according to data from the Central Statistics Agency of West Java Province (BPS Jabar) in 2025, shows a positive trend, especially in domestic tourists. In the January-December 2024 period, the number of foreign tourists reached 167.04 million, an increase of 7.15% compared to 2023. The increase in the number of tourists is often directly proportional to the increase in carbon footprint, pollution, and ecosystem damage, indicating the presence of significant environmental impacts of the hospitality industry (Liu et al., 2022). Hotels in West Java have begun to implement technology to support sustainability, such as the use of LED lights, automation systems for temperature and lighting control, and the installation of water-saving equipment such as low-flow showers and automatic faucets. Some hotels have also invested in wastewater treatment systems to recycle water, for example, for garden irrigation. Not only for sustainability, but technology is also used in the West Java hospitality industry to improve operational efficiency and employee welfare. Several hotels in West Java have started to implement Virtual Reality (VR) and Augmented Reality (AR) technology in employee training and use online booking platforms for digital room booking. This technology allows for the simulation of real-world situations, such as handling guest complaints or emergencies, so employees can practice in a safe and interactive environment. Employees now use the software for reservation management, managing bookings from multiple online booking platforms in real time, such as guest services to customize services based on guest reviews and preferences collected from online booking platforms, reporting and analytics data from online booking platforms for trend analysis and strategic planning. This improves work efficiency and allows employees to focus on improving service quality, and digitalization can help increase hotel occupancy.

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In contrast to the conditions on the ground, based on data from the Indonesian Hotel and Restaurant Association (PHRI) West Java, the occupancy rate continues to decline to 35 percent in early May 2025. Previously, in April 2025, the occupancy rate of hotels and restaurants in West Java was around 40-50 percent. This figure continued to decline after the Eid al-Fitr holiday. This condition resulted in around 3,000 hotel workers experiencing a reduction in working hours from one month to just two weeks. Meanwhile, around 500 workers were laid off. According to data from the Central Statistics Agency in 2023, the employee turnover rate in the hospitality industry is still high in West Java, with around 28% of staff expressing an intention to leave their current positions within one year (Hawari & Sihaloho, 2024). This figure is well above the national average and indicates ongoing HRM problems despite technological and sustainable advances (Kuswara et al., 2024).

Although E-HRM and G-HRM have been independently linked to various organizational outcomes, such as employee satisfaction, engagement, and performance, their comparative impact on Employee Turnover Intention has not yet been explored, especially in the context of developing countries (Lashari et al., 2022). Most existing research tends to examine E-HRM or G-HRM separately, often within Western manufacturing or organizational settings (Alshami et al., 2023). In addition, research rarely considers the potential competitive effects between these two approaches. For example, E-HRM, while efficient, can reduce interpersonal contact and emotional support, potentially leading to disengagement or feelings of isolation among frontline service employees (Trenerry et al., 2021; Talukdar & Ganguly, 2022). Conversely, G-HRM can increase employee identification with organizational values and foster a sense of pride and purpose, which can reduce the intention to move (Zafar & Suseno, 2024).

This lack of comparative research is particularly prominent in the hospitality environment, where technological innovation and environmental management are strategic imperatives (Khatter, 2025). In addition, the role of Employee engagement as a potential mediating variable between HR practices and Employee Turnover Intention has not been fully theorized or empirically tested in a dual-framework model (Lubis, 2024). In this study, the Technology Acceptance Model (TAM) (Davis, 1989) and Social Identity Theory (SIT) (Jost & Sidanius, 2004) are used as supporting theories. The integration between the TAM and SIT provides a strong theoretical basis for understanding how the perception of digital HR systems and organizational sustainability initiatives shapes employee behavior and intentions (Al-Emran, 2023).

Based on the background of the research, this study seeks to answer two main research questions. First, between E-HRM and G-HRM, which has a stronger influence on Employee Turnover Intention in the hospitality industry? Second, does Employee engagement mediate the relationship between E-HRM, G-HRM, and Employee Turnover Intention? These questions are timely and significant, given the global transition to a digital economy and green economy, especially in the human-capital-intensive services sector. By answering these questions, this study aims to contribute to a more nuanced understanding of how modern HRM practices interact with employee psychological outcomes and organizational sustainability in the hospitality sector.

This study adds to the scholarly conversation in several ways. First, the study addresses a current call for a more comprehensive understanding of how various HR systems interact to affect significant organizational outcomes in the HRM literature (Y. Wang et al., 2020). By comparing the effects of E-HRM and G-HRM, the researchers explain the competing mechanisms by which HR practices can simultaneously enable and limit employee work outcomes. Second, the study bridges two influential theoretical perspectives, namely the Technology Acceptance Model (TAM) (C. Wang et al., 2023), which explains how perceived

p-ISSN: 2088-1231
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usability and ease of use affect the adoption and psychological impact of technology, and Social Identity Theory (SIT) (Gaffney & Hogg, 2023), which explains how individuals gain self-concept and loyalty from group affiliation and value alignment. While TAM is often used to evaluate instrumental outcomes from the use of technology, SIT offers a lens for understanding how employees emotionally and morally engage with sustainability-focused HRM (Thangaraju, 2024). This dual-theory approach allows for a more thorough understanding of the psychological mechanisms that drive employee entry and exit intentions (Odozi, 2024). Third, by focusing on Employee Engagement as a mediating construct, this study identifies engagement as an important predictor for employee retention. The researcher stated that the influence of E-HRM and G-HRM on Employee Turnover Intention is not directly attributed but is channeled through the emotional and cognitive involvement of employees in their work.

The findings of this study are expected to provide actionable insights for HR practitioners and hotel managers operating in a competitive and post-pandemic market. First, understanding the relative effectiveness of E-HRM versus G-HRM allows organizations to strategically prioritize their HR investments (Alabaddi et al., 2020). For example, if G-HRM is shown to have a stronger link between engagement and retention, managers may consider integrating sustainability values more deeply into HRM systems, training, and reward mechanisms (Saeed et al., 2019). Second, this research emphasizes the importance of engagement because of strategic human resources, not just an attitude variable. This has practical implications for designing a holistic HR system that balances technological efficiency with socio-emotional support and identity-based motivators. Finally, the researcher's focus on 4- and 5-star hotels in Indonesia addresses a prominent gap in the literature, as most of the MSDM research in the field of hospitality is centered on developed Western or Asian contexts (e.g., China, Singapore, South Korea). By providing empirical evidence from the context of emerging markets, we participate in the contextualization of MSDM theory and practice.

This study adds to the body of knowledge on human resource management (HRM) in several ways, especially when it comes to the digital transformation and sustainability of the hospitality sector in developing nations. The novelty of this research lies in its conceptual framework and empirical background, which provide new insights into how modern HR practices affect employee retention in a highly dynamic and service-oriented sector. First, the study introduces a comparative study between E-HRM and G-HRM, two paradigms that are usually studied separately. While previous research has explored the individual impacts of E-HRM (Mohamed Elsawy & Ahmed Elbadawi Ali, 2022) or Green HRM (AlKetbi & Rice, 2024) on organizational outcomes, few have juxtaposed their impacts in the same analysis model. The study uniquely positions E-HRM and Green HRM as potentially competing forces, with E-HRM emphasizing technological efficiency, and Green HRM emphasizing value alignment and environmental management, to test which one has stronger predictive power against employee intent to exit. The idea that all contemporary HR procedures consistently improve employee outcomes is called into question by this comparison method. Second, to explain the psychological processes behind employee reactions to E-HRM and Green HRM, this study theoretically combines the Technology Acceptance Model (TAM) and Social Identity Theory (SIT). TAM, with its emphasis on perceived usability and ease of use (Wicaksono & Maharani, 2020), provides a logical basis for understanding the instrumental appeal of digital HR systems. Meanwhile, SIT (Alnehabi & Al-Mekhlafi, 2023) explains how identifying employees with organizational values, in particular, sustainability, can foster emotional attachment and reduce the intention to change jobs. The integration of these two theories into a single framework to explain Employee Turnover Intention is rare in HRM research and offers a more comprehensive explanation of how rational factors and identity interact in shaping

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employee behavior. Third, this study proposes Employee Engagement as a mediating variable that connects E-HRM and Green HRM with Employee Turnover Intention. Although employee engagement has been widely recognized as an important antecedent of retention (Van & Nafukho, 2020), its mediating role in the context of dual HRD has not been widely studied. This research contributes to filling the gap by empirically examining engagement as a channel through which modern HR practices have an impact, both positive and negative on employee turnover intentions.

Thus, the study also distinguishes between instrumental engagement (which is driven by the efficiency and functionality of the system) and emotional engagement (which is driven by the conformity of environmental values and meaning), which further enriches the conceptual landscape. Fourth, this research is empirically based on the hospitality sector in developing countries, namely 4- and 5-star hotels in West Java, Indonesia. Most of the literature that exists in this domain is dominated by studies from developed countries or the manufacturing sector. Indonesia's hospitality industry, characterized by labor-intensive operations, high service expectations, and strong post-pandemic recovery pressures, provides a distinct setting where the impact of HRM procedures on employee intent to leave can be substantially different from those seen in other areas.

By providing specific evidence in a specific context, the study enhances the global relevance and contextual sensitivity of the MSDM theory. Finally, this study addresses an urgent practical problem, namely the high turnover rate in the 4- and 5-star hospitality sector in West Java, Indonesia, which reaches 28% according to the latest data from BPS 2023. By identifying the relative strengths and weaknesses of E-HRM and Green HRM in influencing employee retention, the study provides actionable insights for hotel HR managers facing the dual challenges of digital transformation and sustainability compliance. In summary, the novelty of this research lies in its integrative framework, comparative HRM lens, theoretical contribution through dual model application, empirical focus on emerging markets, and strong relevance to ongoing HR challenges in the hospitality industry. This research offers academics and practitioners a more in-depth and contextual understanding of how to design HR strategies that not only improve operational efficiency or environmental compliance but also foster employee commitment in the long run.

The use of web-based technology to distribute human resource (HR) policies and practices both within and between enterprises is known as electronic human resource management, or E-HRM (William & Singh, 2023). It includes a wide range of digital HR functions, including electronic recruitment, performance appraisals, training systems, and self-service portals for employee data management (Škudienė et al., 2020). The main goal of E-HRM is to improve administrative efficiency, facilitate employee autonomy, and provide real-time access to HR information (Aslam & Akram, 2024). While E-HRM offers several advantages, such as increased transparency, cost-effectiveness, and agility in decision-making, it also presents new challenges, especially in the service-intensive hospitality sector. Scholars have started looking into the unforeseen effects of E-HRM implementation, especially in contexts where human interaction and emotional intelligence are essential for service quality. Excessive reliance on technology in HR processes can reduce face-to-face interactions, reduce personalized support, and create a sense of organizational separation among employees (Sundari & Gangalapudi, 2025). In addition, E-HRM can cause technostress, which is psychological tension resulting from the inability to cope with information and communication technology (Khaoula & Khalid, 2019). Employees may experience anxiety, over-role, and burnout as they are required to interact with unfamiliar systems or manage digital expectations outside the confines of traditional work. In hospitality settings, where emotional labor and

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service personalization are paramount, such stressors can contribute to reduced engagement and increased turnover intention (Wen et al., 2020). From a theoretical point of view, the Technology Acceptance Model (TAM) provides insight into how the perception of usability and ease of use of the E-HRM system shapes employee attitudes and behaviors. While positive perceptions can increase satisfaction, negative experiences with E-HRM, especially in high-touch service environments, can lead to alienation and ultimately employee turnover. This is particularly prominent in emerging markets where technological infrastructure, digital literacy, and cultural norms around technology use vary widely. Overall, while E-HRM offers operational benefits, its implementation without regard to user experience and human connectivity can inadvertently increase employee intent to exit. Considering this, the following theory is put forth: H1: Employee Turnover Intention is positively impacted by E-HRM.

## LITERATURE REVIEW

Green Human Resource Management (Green HRM) is defined as the integration of environmental management principles into HR practices to encourage sustainable behavior among employees and encourage organizational environmental responsibility (Ahmad et al., 2021). This includes a range of practices such as eco-friendly recruitment, eco-friendly training programs, performance evaluations based on sustainability metrics, and reward systems that encourage pro-environmental behavior (Ojo et al., 2022). Unlike E-HRM, which focuses on technology optimization, Green HRM emphasizes the alignment of organizational civic values and behaviors through the promotion of environmental ethics and social responsibility (Xie et al., 2023). Workers who believe that their company is accountable for the environment are more likely to feel proud of and purposeful in their work, which increases engagement and decreases the likelihood that they would change jobs (Yasin, 2021). This is in line with Social Identity Theory (SIT), which states that individuals gain self-esteem and loyalty from their identification with socially meaningful organizations. In the hospitality industry, environmental sustainability has become a core component of a company's reputation and employee image. Hotels with strong green credentials often enjoy not only customer loyalty but also employer appeal, as job seekers increasingly prioritize environmental and ethical values in their employment decisions (Santos et al., 2023). Once hired, staff in an environment-oriented organization tend to be more likely to stay, especially when they feel that their day-to-day work contributes to meaningful environmental outcomes. Empirical studies have shown that Green HRM is positively correlated with job satisfaction, organizational commitment, and intention to stay (Shoaib et al., 2021). In developing countries, where sustainability efforts are gaining momentum, Green HRM practices signal a long-term vision and ethical stability, which can improve employee retention. The following hypothesis is put forward considering the theoretical and empirical arguments: H2: Employee Turnover Intention is negatively impacted by Green HRM.

Employee Engagement or employee involvement is a psychological condition characterized by passion, dedication, and absorption in one's work (Kulachai, 2024). This reflects the extent to which employees are emotionally and cognitively invested in their work and is widely recognized as a key driver of organizational performance and employee retention (Ngozi & Edwinah, 2022). Engaged employees are more likely to stay with their company, demonstrate the organization's civic behavior, and act as brand ambassadors (Saleem & Hawkins, 2021). The Job Demands-Resources (JD-R) model (Lesener et al., 2019) provides a valuable framework for understanding how workplace conditions affect Employee Engagement. According to this model, employment resources, such as supportive HR practices, meaningful work, and self-development opportunities, can increase motivation and reduce the

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risk of burnout. Conversely, job demands, such as high workloads or inadequate interpersonal interactions, can lead to disengagement and exit intent if not balanced with adequate resources. E-HRM and Green HRM can be conceptualized as employment resources that influence engagement through different pathways. E-HRM can increase engagement by offering digital autonomy, convenience, and empowerment, especially when the system is easy to use and integrated with performance feedback mechanisms. However, poorly designed E-HRM systems that emphasize efficiency over human interaction can be perceived as impersonal, thus undermining emotional engagement (Myllymäki, 2021). In contrast, Green HRM can encourage deeper, value-based engagement by aligning organizational goals with employees' personal values regarding environmental responsibility. Employees in environmentally oriented organizations often report an increased sense of meaning and social contribution in their work, which increases affective commitment and reduces the desire to leave (Guzeller & Celiker, 2020). In addition, engagement can serve as a mediator that explains the indirect effects of MSDM practices on turnover intentions. Previous research has found that engagement fully mediates the relationship between perceived organizational support and employee retention (Alex et al., 2025). In this study, the researcher expands on this logic by stating that E-HRM and Green HRM affect turnover intentions indirectly through their effects on engagement. As a result, the researcher put out the following theory: H3: Employee Turnover Intention and E-HRM and Green HRM are mediated by employee engagement.

Based on the literature and hypotheses discussed above, the proposed conceptual model is designed to capture the interaction between digital-oriented HR practices and sustainability and their impact on the intention of employee turnover. E-HRM is hypothesized to have a direct positive influence on Employee Turnover Intention, while Green HRM is hypothesized to have a direct negative influence on Employee Turnover Intention. Furthermore, employee engagement is suspected of mediating the two relationships. This model reflects the complex and potentially competitive effects of modern HRM strategies on employee retention in the hospitality industry, especially in the context of Indonesia's emerging economy.

## METHOD

This study used a cross-sectional quantitative survey design, which is suitable for examining relationships between latent variables at a single point in time (Maier et al., 2023). The cross-sectional approach allows for the collection of primary data directly from employees and facilitates statistical analysis of the hypothetical relationship between E-HRM, Green HRM, employee engagement, and Employee Turnover Intention. Given the goal of testing theoretical hypotheses and estimating causal pathways through mediation, quantitative approaches with structured instruments are highly appropriate and methodologically rigorous (Hair Jr et al., 2019). The epistemological underpinnings of this research are positivist, with a focus on observable and measurable constructs, which are statistically analyzed. This is in line with the objective nature of structural equation modeling (SEM) and is common in MSDM studies that attempt to measure behavioral intent, such as employee turnover (Firdaus & Santhi, 2025).

The population of this study is permanent employees working in 4- and 5-star hotels in West Java, Indonesia. The selection of this population is based on the characteristics of the human-capital-intensive hospitality industry with a relatively high turnover rate, making employees the most relevant unit of analysis to examine the influence of HRM practices on the intention to change jobs. Respondents' inclusion criteria include permanent employees with a minimum of one year of employment, working in departments directly involved in HRM,

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sustainability, and service practices (e.g., HR, front office, housekeeping, food and beverage, sales & marketing, and operations), having experience using E-HRM systems (such as HR applications, digital attendance, e-recruitment, or e-learning), and knowing or having participated in Green HRM programs (e.g., energy saving, waste management, eco-training, or environmentally friendly policies). Only employees who are willing to participate voluntarily are included. In contrast, contract employees, trainees, or interns were not included in the study because their involvement in HRM systems was relatively limited. Similarly, employees with less than one year of employment, who are on long leave (sick, pregnant, studying, or personal reasons), are unwilling to fill out a questionnaire, or have joined from another hotel in the last three months, are also excluded from the study.

The number of samples was set at 150 respondents, which was considered adequate for regression analysis using SPSS. The general rule of thumb is multiple linear regression sample sizes, i.e., $N > 50 + 8m$ for individual coefficient tests and $N > 104 + m$ for overall determination coefficient tests, where m is the number of predictors (Boon Liat et al., 2020). In this study, there are two main predictors (E-HRM and Green HRM) and one mediator (employee engagement), which are also analyzed through stepwise regression, so that the minimum sample size needed ranges from 66 to 107 respondents. With a total of 150 respondents, the study met and even exceeded the recommended minimum sample size.

Empirical evidence from research in Indonesia's hospitality sector also supports similar sample sizes. Desi Rizky Amaliawati (2020) used 150 respondents to examine the relationship between G-HRM and employee engagement. According to the findings, Green HRM significantly improves employee engagement and eco-friendly behavior, which in turn improves environmental performance. A study (Satria & Resmawa, 2022) involved 13 4-star hotels in Surabaya with 150 respondents to analyze the influence of G-HRM on employee engagement. The results of this study indicate that Green Human Resource Management has a positive effect on employee engagement. This means that using Green Human Resource Management can influence employee engagement levels. (Maharani et al., 2024) also successfully used 150 respondents to research the influence of Human Resources Development Practices (HRDP), Human Resources Management (HRM), and Employee Engagement on Turnover Intention of Four-Star Hotel Employees in Grogol, Indonesia. Thus, the use of 150 respondents in this study can be seen as representative as well as adequate to answer the hypothesis with the SPSS analysis approach. This study uses four main constructs, namely Electronic Human Resource Management (E-HRM), Green Human Resource Management (Green HRM), Employee Engagement, and Employee Turnover Intention. Each construct was measured using instruments that have been validated in previous studies, with adaptation to the context of the hospitality industry in Indonesia. A 5-point Likert scale is used for each topic (1 = Strongly Disagree to 5 = Strongly Agree).

E-HRM (X1) was measured with ten items adapted from (Bondarouk et al., 2017) and (Strohmeier, 2007). This instrument captures employees' perceptions of the role of the HR digital system in making work easier, increasing efficiency, reducing administrative burden, and supporting career development. Example item: "Digital HR systems make my work more efficient." Green HRM (X2) is measured with 10 items based on (Renwick et al., 2013) and (Jabbour & de Sousa Jabbour, 2016). This scale measures the implementation of green HR policies, such as recycling programs, environmental training, energy savings, and rewards for green behavior. Example item: "My hotel has an active recycling program". Employee engagement (Z) was measured with 10 items adapted from the Utrecht Work Engagement Scale (Schaufeli et al., 2006), covering the dimensions of vigor, dedication, and absorption. Example item: "I feel energized in my work." Intention to change jobs (Y) was measured with 10 items

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adapted from (Bothma & Roodt, 2013). This instrument assesses the employee's intention to look for another job, consider resigning, and intention to leave the organization. Example item: "I often think about leaving this job".

Before the instrument was used in the main study, a preliminary survey was conducted on 30 respondents of star hotel employees in West Java. This stage aims to test the validity and reliability of the questionnaire to ensure that the items of the statement can measure the construct in question consistently and accurately. The results of the validity test showed that all items in the four research constructs, namely E-HRM, Green HRM, Employee Engagement, and Employee Turnover Intention, had an item-total correlation value greater than 0.30. According to (Sugiyono & Lestari Puji, 2021), a correlation value above 0.30 indicates that the statement item has a strong enough relationship with the total construct score, so that it can be declared valid. Thus, each item in the questionnaire was proven to be able to adequately represent the measured variables. In addition, the reliability of the instrument was also tested using Cronbach's Alpha coefficient. The results of the analysis showed that the four constructs had high alpha values, namely 0.884 for E-HRM, 0.867 for Green HRM, 0.902 for Employee Engagement, and 0.889 for Employee Turnover Intention. Based on the criteria of Nunnally and Bernstein (1994), a value of Cronbach's Alpha greater than 0.70 indicates that the instrument has good internal consistency and is reliable for use in further research. Overall, the results of this preliminary survey strengthen the conclusion that the research instruments used have met the requirements for validity and reliability. Therefore, a questionnaire with 10 items on each construct was declared feasible to proceed to the main research stage with a larger number of respondents.

The data collected in this study were analyzed using the Statistical Package for the Social Sciences (SPSS) version 27.0. SPSS was chosen because it is one of the most widely used statistical software packages in management and behavioral research and is suitable for testing direct and indirect relationships as formulated in this research hypothesis. The hypotheses (H1–H3) include testing the direct influence between independent and dependent variables and the mediating influence, which can be effectively analyzed through multiple linear regression and bootstrap-based mediation tests (Hayes, 2018).

The analysis procedure is carried out through several stages. First, preliminary tests are carried out to ensure the quality of data and measurement instruments. These tests include descriptive statistics (mean, standard deviation, skewness, and kurtosis) to see the distribution of data, as well as Cronbach's alpha reliability tests, with a minimum threshold of 0.70 as recommended by Nunnally and Bernstein (1994). The item validity test was carried out through corrected item-total correlation, with a minimum value of 0.30 as the acceptance criterion (Sugiyono & Lestari Puji, 2021). Second, classical assumption testing is carried out before hypothesis testing. This includes checking for multicollinearity by looking at the Variance Inflation Factor (VIF) value, where a value below 5 is considered acceptable (Hair Jr et al., 2019); autocorrelation test with Durbin–Watson statistics, where a value close to 2 indicates no autocorrelation occurs; as well as examination of homoskedasticity and residual normality through scatterplots and statistical indices. The fulfillment of these assumptions strengthens the validity of regression-based inference. Third, direct hypotheses (H1 and H2) were tested using multiple linear regression analysis, with Employee Turnover Intention as a dependent variable, while E-HRM and Green HRM were independent variables. This analysis allows for estimating each predictor's unique contribution to Employee Turnover Intention variance while controlling for the influence of other variables. The results of the analysis were reported in the form of a standardized regression coefficient ($\beta$), significance value ($p < 0.05$), and determination coefficient ($R^2$). Fourth, the mediation hypothesis (H3) was tested using a bootstrap mediation

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analysis through the PROCESS macro (Model 4) developed by (Hayes, 2018). This method is considered superior to the traditional Sobel test because it does not assume the normality of the sample distribution of indirect effects. A bootstrap procedure with 5,000 resamples was used to estimate the indirect influence of E-HRM and Green HRM on Employee Turnover Intention through employee engagement. When the indirect effects' 95% bias-corrected confidence interval does not cross zero, mediation is deemed significant (Hayes, 2018).

With such a step-by-step procedure, SPSS provides a comprehensive and robust analytical framework to test the direct and indirect influences established in the conceptual model of this research. The combination of multiple linear regression and bootstrap mediation tests ensures that the hypothesis is tested with a well-established and reliable statistical approach, thereby increasing the credibility of the research findings. All respondents are guaranteed confidentiality and anonymity. Participation is voluntary, and consent is obtained before distributing the survey.

## RESULTS AND DISCUSSION

To make sure the data satisfy the conditions for using multiple linear regression, classical assumption testing is done before regression analysis. Testing includes normality, multicollinearity, heteroscedasticity, and autocorrelation. The Normality Test was initially evaluated using the Kolmogorov–Smirnov Test, which indicated that the residual data deviated from perfect statistical normality ($p < 0.05$). However, to provide a more robust diagnostic assessment, a visual inspection of the normal P-P plot of regression standardized residuals and the histogram was conducted. The diagnostic evidence demonstrated that the residuals followed a symmetrical, bell-shaped curve, and the data points aligned closely with the diagonal line, indicating that the assumption of residual normality was reasonably met. Furthermore, given that the sample size of this study is quite large ($N = 150$), a distribution close to normal can be assumed based on the Central Limit Theorem (Ghasemi & Zahediasl, 2012). Therefore, minor statistical violations of normality are not a serious problem in this regression model.

The Multicollinearity test showed that the Tolerance value of the whole variable was greater than 0.10 and the Variance Inflation Factor (VIF) value was less than 10. This shows that there is no indication of multicollinearity between the independent variables (E-HRM and Green HRM) and the mediator (Employee Engagement). The Heteroscedasticity test was carried out using the Glejser method. The results showed that the significance of each variable was greater than 0.05, so it can be concluded that there was no significant heteroscedasticity problem. Thus, regression models can be used because the errors are homoskedastic. The Autocorrelation test uses the Durbin–Watson value. The test results resulted in a DW value in the range of 1.5–2.5, which means there are no symptoms of autocorrelation. This shows that the errors between observations are independent. Overall, the results of this classic assumption test reinforce that the research data is worthy of further analysis using multiple linear regression.

This study involved 150 respondents who were permanent employees of 4- and 5-star hotels in West Java. All respondents met the inclusion criteria, namely having a minimum of one year of service, working in relevant departments (HR, front office, housekeeping, F&B, sales & marketing, and operations), and having experience using the E-HRM system and the Green HRM program. The following is descriptive statistical data of the research involving 150 respondents.

p-ISSN: 2088-1231
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Table 4.1 Descriptive Statistics (N = 150)

| Variable | Number of Items | Mean | Std. Deviation | Min | Max |
|---|---|---|---|---|---|
| E-HRM (X1) | 10 | 3,87 | 0,62 | 2,10 | 4,90 |
| Green HRM (X2) | 10 | 3,92 | 0,58 | 2,20 | 4,85 |
| Employee Engagement (Z) | 10 | 3,76 | 0,66 | 2,00 | 4,95 |
| Employee Turnover Intention (Y) | 10 | 3,21 | 0,71 | 1,80 | 4,70 |

Source: Data processed by the author (2025)

Based on Table 4.1, the average values of all variables are in the medium to high category. Green HRM has the highest average score (3.92), indicating that the hotel's eco-friendly program is relatively positively appreciated. Employee Turnover Intention had the lowest average score (3.21), indicating a moderate level of intention to change jobs. The standard deviation ranged from 0.58–0.71, indicating moderate variation in responses. The hypothesis test in this study was carried out by multiple linear regression analysis using SPSS; this covered both the mediating function of employee engagement and the direct impact of E-HRM and Green HRM on Employee Turnover Intention. The results of the analysis showed that E-HRM had a significant positive effect on Employee Turnover Intention with a regression coefficient value of $\beta = 0.241$ and a significance level of $p = 0.014$. This means that the more intensive the use of the E-HRM system in a hotel, the more likely employees are to have the intention to leave the organization. These findings indicate that while E-HRM provides efficiencies, employees can experience digitalization pressures, which in turn increases turnover tendencies. Thus, the first hypothesis (H1) is supported by the data.

Furthermore, the regression results also show that Green HRM has a significant effect on Employee Turnover Intention with a regression coefficient of $\beta = 0.479$ and $p < 0.001$. Although the initial hypothesis predicted negative influences, the direction of the relationship was positive. This shows that the implementation of eco-friendly programs in hotels, if not managed properly or perceived as an additional burden, can have consequences that are contrary to the original goal, which is to increase the intention of employees to change jobs. Therefore, although statistically significant, the interpretation of these results requires caution because the direction of the relationship is different from the hypothesized one.

To test the third hypothesis, an analysis was carried out on the mediating role of Employee Engagement. The results showed that E-HRM had a significant positive effect on Employee Engagement. It is important to note that this specific relationship is reported using the unstandardized regression coefficient ($B = 1.018$, $p < 0.001$) to reflect the absolute magnitude of change, while Green HRM had a significant negative impact on Employee Engagement ($B = -0.311$, $p = 0.045$). This means that the implementation of E-HRM tends to increase employee attachment, while the practice of Green HRM decreases attachment. However, it was shown that employee engagement had a non-significant impact on employee turnover intention ($\beta = -0.031$, $p = 0.471$).

To provide complete and robust mediation diagnostic evidence, a bootstrap analysis with 5,000 resamples was conducted. For the first indirect pathway (E-HRM → Employee Engagement → Turnover Intention), the indirect effect coefficient was -0.032, with a BootSE of 0.045, BootLLCI = -0.124, and BootULCI = 0.058. Since the 95% bias-corrected confidence interval includes zero, this indirect pathway is not significant. For the second indirect pathway (Green HRM → Employee Engagement → Turnover Intention), the indirect effect coefficient was 0.010, with a BootSE of 0.021, BootLLCI = -0.031, and BootULCI = 0.052. The inclusion of zero in this interval likewise confirms that the mediation is not significant. This means that employee attachment cannot bridge the relationship between E-HRM and Green HRM practices

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and Employee Turnover Intention. In other words, the third hypothesis (H3) that states the mediating role of Employee Engagement is not supported by empirical data.

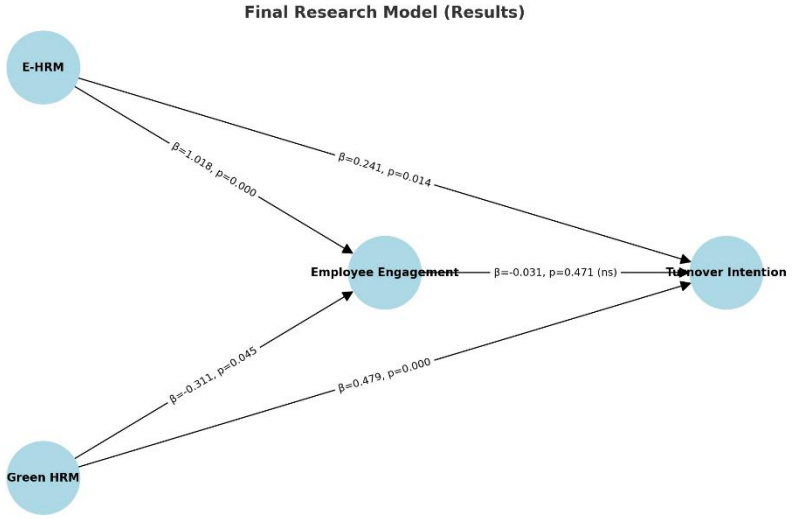
Table 4.2 Summary of Hypothesis Test Results

| Hypothesis | Predictions | Result | Information |
|---|---|---|---|
| H | E-HRM → (+) Turnover Intention | β = 0,241; p = 0,014 | Supported |
| H2 | Green HRM → (-) Turnover Intention | β = 0,479; p < 0,001 | Not Supported – Significant in the Opposite Direction |
| H3 | Employee Engagement Mediating | β = -0,031; p = 0,471 | Not Supported |

Source: Data processed by the author (2025)

Based on Table 4.2, the regression model tested had a coefficient of determination ($R^2$) value of 0.352. This value shows that around 35.2% of the variation in Employee Turnover Intention can be explained by a combination of E-HRM, Green HRM, and Employee Engagement, whereas variables outside of this study model have an impact on the remaining 64.8%, such as leadership, compensation system, and labor market dynamics. These results demonstrate that while HRM procedures have a major impact on Employee Turnover Intention, other contextual factors also have a big impact on employees' decisions to remain with the company or depart.

Figure 1. Visualization of the Final Model of Research Results




Source: Data processed by the author (2025)

Based on Figure 1, the lines with significant β and p (E-HRM → TI, Green HRM → TI, E-HRM → Engagement, Green HRM → Engagement) are shown with the full label. Insignificant relationships (Employee Engagement → Turnover Intention) are marked with a caption (ns). Thus, the results of this study show that both E-HRM and Green HRM have a significant effect on Employee Turnover Intention, although the direction of Green HRM's influence is not in accordance with the initial prediction. Employee Engagement is not proven to be a mediator in the relationship.

The study's findings demonstrate that E-HRM significantly improves employee turnover intention. These findings are in line with the Technology Acceptance Model (TAM) (Venkatesh

p-ISSN: 2088-1231
e-ISSN: 2460-5328

et al., 2003), which emphasizes the role of perceived usefulness and ease of use in the acceptance of technology. Although E-HRM has been proven to increase administrative efficiency, this finding suggests that employees may theoretically experience an increase in technostress due to the high demands of digital adaptation (Susanti & Ardi, 2022). While technostress was not empirically measured in this study, this conceptual lens helps explain the "double-edged sword" nature of E-HRM, i.e., the work efficiency gained can be offset by increased psychological pressure, which ultimately drives Employee Turnover Intention.

On the other hand, Green HRM also has a significant effect on Employee Turnover Intention, but in a positive direction that is different from initial assumptions. This finding can be explained through Social Identity Theory (SIT) (Tajfel & Turner, 1986). SIT states that employee loyalty is strengthened when organizational values align with their personal identity. When the Green HRM program is run authentically, it should be able to strengthen the green organization's identity and increase retention (Renwick et al., 2013). However, in the context of this study, it is proposed that Green HRM might be perceived as an additional burden that is not in line with employee expectations. Although not explicitly measured, this misalignment could conceptually lead to 'green fatigue', causing a counterproductive effect in the form of increasing Employee Turnover Intention.

Furthermore, Employee Engagement has not been proven to mediate the relationship between E-HRM/Green HRM and Employee Turnover Intention. These findings can be explained using the Job Demands–Resources (JD-R) Model (Schaufeli et al., 2006). According to this model, engagement arises when job resources (e.g., employer support, career development opportunities) can balance the demands of the job. In this study, although E-HRM increased Employee Engagement and Green HRM decreased it, work attachment did not have a significant effect on Employee Turnover Intention. This indicates that in a highly mobile hospitality industry, engagement is not the main factor that keeps employees from staying. External factors such as compensation and labor market conditions may be more dominant (Boon Liat et al., 2020).

These findings provide several important implications for hotel management. On the E-HRM variable, management needs to realize that digital systems should not only focus on efficiency but also consider the psychological well-being of employees. Intensive training, user-friendly system interfaces, and the combination of digitalization with face-to-face interactions (e.g., hybrid training) can minimize technostress and keep employees engaged. The Green HRM variable, the effectiveness of sustainability programs, is highly dependent on employees' perception of the authenticity of the organization. Hotels need to build a green culture that truly engages employees, for example through the formation of green teams, providing environmental incentives, and integrating sustainability values into the reward system. Thus, Green HRM can strengthen the identity of the organization as predicted by the SIT, instead of being perceived as an additional burden. In addition, to strengthen employee engagement, management needs to increase work resources as emphasized in the JD-R Model. This includes increased supervisory support, career development opportunities, and a fair compensation system. With this step, engagement is more likely to serve as an effective employee retention mechanism.

This research makes a theoretical contribution by integrating three main theoretical frameworks. First, through the TAM perspective, this study shows that the acceptance of HR technology is not only related to the benefits and ease of use but also has psychological consequences in the form of technostress, which can increase turnover intention. Second, through SIT, this study highlights that Green HRM will only be effective in reducing turnover when perceived as an authentic organizational value and in line with employee identity. When

p-ISSN: 2088-1231
e-ISSN: 2460-5328

not, the practice can produce counterproductive effects. Third, integration with the JD-R Model shows that employee attachment does not always play a mediator role in suppressing turnover intention. These findings expand the academic discussion that engagement depends on the availability of relevant employment resources, and that in the hospitality context, other factors such as compensation and labor market dynamics may be more decisive. Thus, this study enriches the HRM literature by emphasizing the "competing effects" between digitalization practices (E-HRM) and sustainability practices (Green HRM), as well as expanding the application of the TAM, SIT, and JD-R Model in the context of the hospitality industry in developing countries.

## CONCLUSION

The purpose of this study is to examine the effects of Green Human Resource Management (Green HRM) and Electronic Human Resource Management (E-HRM) on Employee Turnover Intention, using Employee Engagement as a mediating variable among workers in West Javan hotels with four and five stars. The results of the study show that Green HRM has a stronger role than E-HRM in influencing the intention to change jobs. Although E-HRM is statistically proven to significantly increase Employee Turnover Intention, Green HRM, when managed appropriately, can contribute more to employee engagement and ultimately has the potential to suppress employee intention to leave. Thus, these findings confirm that sustainability-oriented HRM practices are more effective in building long-term employee commitment than simply digitizing HR administration.

This research has several limitations that need to be considered. First, the cross-sectional research design only describes the relationship between variables at one point in time, so it cannot be sure of the long-term causal relationship. Therefore, further research is recommended using a longitudinal design to examine the dynamics of the relationship between E-HRM, Green HRM, Employee Engagement, and Employee Turnover Intention in more depth. Second, the research sample is limited to employees of 4- and 5-star hotels in West Java, so the results of this study need to be retested in geographical contexts and other types of industries to strengthen generalizations.

Practically speaking, hotel management and hotel associations can benefit greatly from the study's findings. The Indonesian Hotel and Restaurant Association (PHRI) of West Java is advised to develop Green HRM training standards that can be applied consistently across all star hotels. This standardization can include energy management training, recycling programs, and the development of a work culture that supports environmentally friendly practices. With this standard, it is hoped that employee engagement will increase and the level of Employee Turnover Intention can be suppressed, so that the hotel industry in West Java is more competitive and sustainable.

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