

Green Motivation on Turnover Intention in Environmental NGOs: The Mediating Role of Job Satisfaction

Gerald Reyhan Gunswantana¹, Daisy Marthina Rosyanti²

Department of Management, Faculty of Economics and Business, UPN "Veteran" Jawa Timur, Indonesia¹
Department of Management, Faculty of Economics and Business, UPN "Veteran" Jawa Timur, Indonesia²

Corresponding Author: Gerald Reyhan Gunswantana (geraldryg12@gmail.com)

ARTICLE INFO

Received:
21 February 2026
Revised:
2 May 2026
Accepted:
24 May 2026
Published:
01 June 2026

ABSTRACT

This study aims to examine the mediating role of job satisfaction in the relationship between green motivation and turnover intention within the context of environmental Non-Governmental Organizations (NGOs). A quantitative approach was employed, collecting primary data via structured questionnaires from 52 active volunteers across five prominent local environmental NGOs in Surabaya. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that green motivation does not possess a significant direct effect on reducing turnover intention. However, green motivation significantly increases job satisfaction, which subsequently exerts a strong negative effect on turnover intention, demonstrating that job satisfaction acts as a crucial full mediator. Practically, these findings imply that non-profit organizations cannot rely solely on shared environmental idealism to retain volunteers; they must proactively cultivate job satisfaction by establishing clear career development pathways and adequate structural support. This research provides novelty by addressing a critical gap in human resource literature, shifting the traditional focus from commercial industries to the unique, value-driven dynamics of volunteer retention in the non-profit sector.

Keywords: Green Motivation; Job Satisfaction; Turnover Intention; Environmental NGO; Volunteer Retention



Cite this as: Gunswantana, G. R., & Rosyanti, D. (2026). Green Motivation on Turnover Intention in Environmental NGOs: The Mediating Role of Job Satisfaction. *Jurnal Ilmu Manajemen Advantage*, 10(1), 54–64. <https://doi.org/10.30741/adv.v10i1.1953>

INTRODUCTION

Today, the intensifying consequences of climate change and global warming have positioned environmental Non-Governmental Organizations (NGOs) as critical actors in environmental governance and community mobilization. However, the operational efficacy of these organizations is severely undermined by a pervasive human resource crisis, specifically an alarmingly high rate of volunteer and staff turnover. Empirical data indicate that the voluntary turnover rate in the non-profit sector in the Asian region averages 25% to 35% (Lankanath, 2025). While macro-level literature often attributes this instability to structural stressors such as dense workloads, uncompetitive financial compensation, and ambiguous career trajectories (Bangsi & Mgeni, 2022), it critically overlooks how these external pressures interact with the unique psychological configurations of

environmental activists. When highly dedicated individuals prematurely exit the sector, NGOs do not merely lose personnel; they suffer a profound depletion of institutional memory, specialized field expertise, and community rapport, thereby jeopardizing the sustainability of long-term conservation initiatives. This structural vulnerability is highly manifest within local environmental NGOs in Surabaya, Indonesia. Preliminary qualitative inquiries with active activists reveal a profound systemic tension between deep, intrinsic commitment and severe dissatisfaction with hygiene factors, namely, workplace facilities and economic security. For instance, Employee F (2025) noted that the organizational compensation is fundamentally deficient compared to the corporate sector, often restricted to irregular meal and fuel allowances, leaving basic monthly security entirely uncertain. Furthermore, operational bottlenecks exacerbate this strain, as Employee H (2025) highlighted that essential safety gear, such as protective clothing, boots, and masks, is severely limited, frequently forcing personnel to subsidize operational costs out of pocket. Conversely, direct interviews also confirm an intensely robust intrinsic calling among these actors. Activists articulate their engagement as either a fundamental moral and religious obligation to protect divine creation (Employee A, 2025) or a deep empathetic drive to secure ecological well-being for future generations (Employee R, 2025). Synthesizing these qualitative narratives reveals a critical structural paradox: while the volunteers' driving force is predominantly intrinsic, value-driven, and non-material, this intense idealism is constantly subjected to severe friction when confronted with basic subsistence needs and inadequate physical protection. This ongoing dissatisfaction ultimately accelerates withdrawal behaviors, as evidenced by a preliminary observation at a prominent local environmental organization (hereafter referred to as NGO X), which documented an unprecedented spike in voluntary turnover during 2025.

Table 1. Turnover Data of Environmental NGO X Surabaya

Year	Initial Employees	In	Out	Final Employees	Turnover Rate
2024	15	1	5	11	5%
2025	11	16	14	13	87,5%

Source: NGO Internal Data (2026)

This empirical friction underscores a substantial, unresolved research gap within contemporary human resource and sustainability literature. Current scholarship exhibits a deep theoretical polarization regarding the retaining capacity of value-driven motivation. On one path, studies such as Gunawan Malau et al. (2024) argue that green motivation functions as a self-sustaining psychological resource that amplifies emotional attachment, thereby directly mitigating turnover intentions (Gunawan Malau et al., 2024). On the opposing path, empirical evidence from Lankanath (2025) contends that environmental idealism possesses virtually no long-term retentive power when structural and compensatory mechanisms are absent (Lankanath, 2025). Furthermore, while Rosyanti et al. (2023) establish that intrinsic green motivation is a vital antecedent for positive organizational and pro-environmental behaviors, they explicitly caution that such intrinsic drives require corresponding extrinsic or supportive mechanisms to sustain continuous engagement (Rosyanti et al., 2023). This theoretical inconsistency indicates that prior models have adopted an overly simplistic, direct nexus, failing to capture the complex intermediary psychological processes that translate values into organizational longevity.

To bridge this critical knowledge gap, the current study introduces job satisfaction as a vital mediating mechanism. By doing so, this research argues that a profound environmental calling does not automatically yield retention; rather, it must be filtered through a positive psychological evaluation of the work experience itself, wherein the organization effectively aligns the individual's idealism with clear self-development, recognition, and supportive conditions. Moreover, this study addresses a significant contextual limitation in the literature. The overwhelming majority of empirical research linking green motivation, job satisfaction, and employee retention has been

heavily skewed toward commercial, for-profit industries, such as hospitality or manufacturing (Rosyanti et al., 2023), leaving the unique, non-profit volunteer dynamic highly under-researched. Therefore, focusing on fifty-two active volunteers across five distinct environmental NGOs in Surabaya, this study offers fresh analytical insights into how value-driven organizations can optimize human resource management. Ultimately, this research provides a new theoretical and practical foundation, demonstrating that suppressing turnover in the non-profit environmental sector demands a strategic shift from relying solely on shared idealism to actively cultivating systemic job satisfaction.

THEORETICAL FRAMEWORK AND HYPOTHESES

This study is fundamentally grounded in Human Resource Management (HRM) Theory and is supported by two prominent psychological and behavioral frameworks: Self-Determination Theory (SDT) and Social Exchange Theory (SET). SDT posits that human motivation falls on a continuum from extrinsic to intrinsic, and optimal psychological functioning occurs when basic needs for autonomy, competence, and relatedness are fulfilled (Saban et al., 2020; Sharma et al., 2021) Meanwhile, SET explains workplace behavior through the lens of reciprocity; employees respond to positive organizational treatment with loyalty and commitment, and conversely, withdraw when they perceive an imbalance in the exchange (Hussein, 2024; Hu et al., 2022; Rasoolimanesh et al., 2015). Together, these theories provide a robust lens to understand the psychological dynamics of volunteer retention in environmental NGOs.

Green Motivation and Turnover Intention

From the perspective of Self-Determination Theory, green motivation acts as an intrinsic psychological capital driven by deep personal environmental values (Nugroho & Saluy, 2024). As emphasized by Rosyanti et al. (2023), employees with intrinsic green motivation naturally exhibit proactive, value-driven work behaviors. However, the literature exhibits critical inconsistencies regarding the direct retentive power of this intrinsic drive. On one hand, some studies argue that profound environmental concern directly cultivates emotional attachment and reduces the intention to leave (Gunawan Malau et al., 2024). On the other hand, a more critical perspective argues that, according to SDT, intrinsic motivation alone is highly vulnerable when the external environment fails to support basic physiological and security needs. Empirical evidence supports this, cautioning that idealism alone cannot sustain long-term retention without structural reinforcements such as compensation (Lankanath, 2025) and that relying solely on green motivation frequently leads to elevated turnover intentions (Hu et al., 2022). Based on these contrasting perspectives, the first hypothesis is proposed:

H1: Green motivation has a significant effect on turnover intention.

Green Motivation and Job Satisfaction

The relationship between green motivation and job satisfaction can also be explained through SDT. When an individual's intrinsic environmental values align perfectly with the organizational mission, it fulfills their psychological need for relatedness and meaningfulness, acting as a primary driver of pride and satisfaction (Luong & Nguyen, 2025) Employees with a profound calling toward environmental conservation tend to experience greater inner fulfillment and job satisfaction only when the organization successfully facilitates these green goals (Partelow et al., 2020; Zainuddin Hamidi et al., 2024). Consequently, prioritizing and managing this intrinsic motivation is critical to enhancing volunteers' overall psychological well-being at work (Dewanti & Nurhayati, 2025). Thus, the second hypothesis is formulated:

H2: Green motivation has a positive and significant effect on job satisfaction.

Job Satisfaction and Turnover Intention

Social Exchange Theory (SET) provides a strong theoretical justification for predicting turnover intention based on job satisfaction. Job satisfaction reflects a positive emotional state emerging when

the reality of the job aligns with individual expectations and organizational support (Zefania & Adiwaty et al., 2025). According to SET, when an NGO provides a satisfying work environment characterized by clear career development opportunities and adequate facilities, employees feel valued and reciprocate this positive exchange by cultivating stronger organizational loyalty. This loyalty acts as a primary fortress against the desire to switch jobs (Bangi & Mgeni, 2022). Conversely, a perceived deficit in this social exchange directly triggers withdrawal behaviors. Therefore, the third hypothesis is proposed:

H3: Job satisfaction has a negative and significant effect on turnover intention.

The Mediating Role of Job Satisfaction

Integrating SDT and SET, this study argues that intrinsic and extrinsic drives related to the environment require the formation of positive psychological conditions (job satisfaction) to effectively impact work attitudes (Zainuddin Hamidi et al., 2024). Environmental-based idealism (according to SDT) does not directly suppress turnover intention in the non-profit sector; instead, it must pass through an intermediary variable reflecting a positive reciprocal evaluation of the workplace (according to SET) to ensure optimal employee retention (Lankanath, 2025; Li, 2024). Without the bridging mechanism of job satisfaction, the translation of green values into organizational longevity remains incomplete. Consequently, the final hypothesis is proposed:

H4: Job satisfaction mediates the effect of green motivation on turnover intention.

METHODS

This research employs a quantitative and explanatory approach to examine the mediating role of job satisfaction in the relationship between green motivation and turnover intention. The research population consists of active volunteers and employees serving in environmental Non-Governmental Organizations (NGOs) in Surabaya. To ensure the data's accuracy and relevance, a purposive sampling technique was used, with strict inclusion criteria: respondents must be active members who have served for at least 6 months. This specific tenure criterion was established to guarantee that the respondents possess a profound understanding of their organizational dynamics and have genuinely experienced the operational conditions. Based on these parameters, data were successfully collected from 52 respondents across five prominent local organizations: Tunas Hijau Indonesia, Si Cilung Spenforty, Kader Zero Waste, Climate Hero Surabaya, and Eco Enzyme Nusantara. Regarding the sample size justification, this study complies with the widely accepted PLS-SEM "10-times rule" guideline (Hair et al., 2011), which states that the minimum sample size should be 10 times the maximum number of structural paths directed at a particular construct. With a maximum of two structural paths pointing to turnover intention in this model, the theoretical minimum sample is 20; thus, a sample size of 52 is well above the threshold and possesses robust statistical power.

The data collection procedure was conducted systematically using structured, self-administered questionnaires distributed directly to the respondents. The research instrument utilized a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Because all variables were measured simultaneously using a single self-reported instrument, the study is potentially susceptible to Common Method Bias (CMB). To proactively mitigate this bias, procedural remedies were implemented during data collection by guaranteeing respondent anonymity and explicitly stating that there were no right or wrong answers, thereby reducing evaluation apprehension. Furthermore, CMB was evaluated post hoc by examining the Variance Inflation Factor (VIF) values in the PLS-SEM analysis; all VIFs were well below the critical threshold of 3.3, confirming that CMB does not contaminate the data. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The analytical procedure was comprehensively divided into two main stages. First, the measurement model (outer model) was evaluated to ensure instrument validity and reliability. This required convergent validity with factor loadings greater than 0.70 and an Average Variance Extracted (AVE) above 0.50, as well as construct reliability

confirmed by Cronbach's Alpha and Composite Reliability values exceeding 0.70. Additionally, discriminant validity was thoroughly assessed to ensure construct distinctiveness. Second, the structural model (inner model) was assessed using the Adjusted R-Square coefficient to determine predictive capability. The final step involved hypothesis testing via a bootstrapping procedure (using 5,000 subsamples) to estimate both direct and indirect effects. A structural path is deemed statistically significant if the T-statistic exceeds 1.96 and the P-value is less than 0.05.

RESULTS AND DISCUSSION

Surabaya was selected as the research location because it is a metropolitan city that actively develops environmental programs and has demonstrated tangible success in climate change mitigation. Moreover, as a rapidly growing industrial and commercial hub, Surabaya faces complex ecological challenges, including urban waste management and coastal degradation, making the active presence of environmental NGOs crucial to balancing urban development with ecological preservation. In 2024, the city received 23 Climate Village Program awards from the Ministry of Environment and Forestry, indicating a highly conducive ecosystem for environmental movements and community participation.

The respondents in this study comprised 52 active volunteers from five prominent environmental NGOs in Surabaya: Tunas Hijau Indonesia, Si Cilung Spenforty, Kader Zero Waste, Climate Hero Surabaya, and Eco Enzyme Nusantara. Demographically, the respondents were predominantly male (55.8%) and unmarried (57.7%). The majority of volunteers were between 25 and 30 years old (32.7%), representing a young-adult demographic characterized by high mobility, idealism, and social awareness. This specific age group also represents a critical transitional life stage, during which individuals face increasing economic demands and future career considerations, a factor that significantly influences their vulnerability to turnover in the non-profit sector. Furthermore, regarding their tenure, the majority of respondents (59.6%) had served in their respective organizations for more than 1 year, indicating a relatively stable level of engagement and a deep understanding of their organizational dynamics. This extensive field experience ensures that their evaluations of green motivation, job satisfaction, and turnover intention are grounded in actual, long-term working conditions rather than mere preliminary impressions.

Analysis of Partial Least Squares (PLS)

The data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). The first stage of the evaluation was the measurement model (outer model), which assesses the validity and reliability of the research instruments. The conceptual model framework and the path coefficients are illustrated in Figure 1

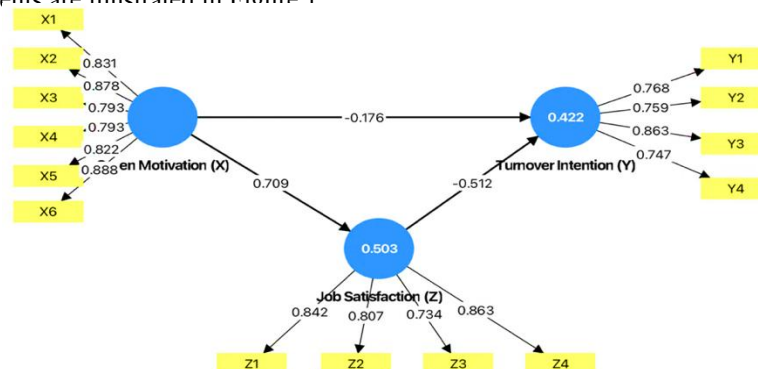


Figure 1. Outer Model
 Source: SmartPLS 4.0 (2026)

The results of the Partial Least Squares (PLS) data analysis illustrate the model's estimation and measurement, where factor loadings indicate the extent to which each indicator represents the measured construct; ideally, values above 0.70 indicate strong and valid indicators (Hair et al., 2022). Based on the outer model analysis, the most dominant indicator for green motivation is X6, with the highest outer loading of 0.888, indicating that the moral obligation to protect the earth as a human responsibility is the strongest factor shaping the green motivation of environmental NGO members in Surabaya. For job satisfaction, indicator Z4 achieved the highest outer loading of 0.863, revealing that the opportunity to learn and develop in alignment with career goals is the most dominant dimension contributing to respondents' job satisfaction. Meanwhile, the turnover intention construct is most strongly represented by indicator Y3, with an outer loading of 0.863, indicating that perceptions of more attractive external job opportunities are the primary indicator of employees' intention to leave. Overall, all indicators across all constructs possess factor loadings greater than 0.70, successfully fulfilling the convergent validity criteria and confirming that the measurement model accurately represents the investigated latent variables, thus making the model highly eligible to proceed to the structural model analysis and hypothesis testing stage.

Furthermore, to provide a comprehensive validation of the measurement model, discriminant validity was thoroughly evaluated using the Heterotrait-Monotrait (HTMT) ratio of correlations. The HTMT approach was employed due to its superior sensitivity in detecting validity issues compared to traditional metrics. The analysis demonstrated that all HTMT ratios across the constructs (green motivation, job satisfaction, and turnover intention) were well below the conservative threshold of 0.85. These statistical findings confirm robust discriminant validity, ensuring that each construct in this research model is empirically distinct and substantively measures unique phenomena.

During the data processing phase, the initial outer loading test identified four invalid indicators with values below 0.70, comprising two indicators for the job satisfaction variable and two for the turnover intention variable. Consequently, these indicators were removed from further analysis to enhance the overall data quality and ensure the research model was strictly measured by valid indicators. Following the re-evaluation without these four items, all remaining indicators exhibited outer loadings above the minimum threshold of 0.70, thereby meeting the convergent validity criteria. Specifically, the green motivation variable showed outer loadings ranging from 0.793 to 0.888, with the awareness of the obligation to protect the earth (X6) as the most dominant reflector. For the job satisfaction variable, the outer loadings ranged from 0.734 to 0.863; despite Z3 having the lowest score, it remained well above the tolerance limit, and overall, respondents' job satisfaction was most strongly represented by perceptions of learning and career development opportunities (Z4). Meanwhile, the turnover intention instrument was also deemed valid, with values ranging from 0.747 to 0.863, with the perception of the attractiveness of external job opportunities (Y3) serving as the strongest predictor of intention to leave. Ultimately, it can be concluded that all research instruments accurately and validly measure the constructs of Green Motivation, Job Satisfaction, and Turnover Intention, making the model highly eligible to proceed to the structural model evaluation stage.

The construct reliability and validity testing in this study aimed to assess the extent to which the utilized indicators consistently and accurately measure the variables. Notably, during the initial outer loading test, four indicators failed to meet the validity standards, specifically, two indicators for the job satisfaction variable and two for the turnover intention variable, prompting their removal from subsequent data processing to ensure optimal data quality and model eligibility. After purging these invalid indicators, the reliability test proceeded using three primary measures: Cronbach's Alpha, rho_A, and Composite Reliability, all of which require a value greater than 0.70 to establish construct reliability. Concurrently, convergent validity was assessed using Average Variance Extracted (AVE), with a threshold of 0.50 or higher to ensure the construct adequately explains its indicators' variance. Based on the test results, all constructs successfully fulfilled both the reliability and convergent validity criteria; the green motivation variable achieved a Cronbach's Alpha of 0.913, a rho_A of 0.918, a Composite Reliability of 0.932, and an AVE of 0.697. Similarly, the job

satisfaction variable demonstrated a Cronbach's Alpha of 0.828, a rho_A of 0.839, a Composite Reliability of 0.886, and an AVE of 0.661, while the turnover intention variable obtained a Cronbach's Alpha of 0.793, a rho_A of 0.811, a Composite Reliability of 0.865, and an AVE of 0.617. Consequently, since all Cronbach's Alpha, rho_A, and Composite Reliability values exceeded the 0.70 minimum threshold, and the AVE for each variable was greater than 0.50, it can be concluded that all constructs in this study have met the required reliability and convergent validity criteria, thereby rendering them highly eligible for further structural model analysis.

Table 2. Outer Loading Results

Indicators	Green Motivation	Job Satisfaction	Turnover Intention
X1	0.831		
X2	0.878		
X3	0.793		
X4	0.793		
X5	0.822		
X6	0.888		
Y1			0.768
Y2			0.759
Y3			0.863
Y4			0.747
Z1		0.842	
Z2		0.807	
Z3		0.734	
Z4		0.863	

Source: SmartPLS 4.0 (2026)

Table 3. Cronbach's alpha, Composite Reliability, AVE Results

	Cronbach's alpha	Composite reliability	AVE
Green Motivation	0.913	0.918	0.697
Job Satisfaction	0.828	0.839	0.661
Turnover Intention	0.793	0.811	0.617

Source: SmartPLS 4.0 (2026)

Table 4. R-Square Results

	R-square
Job Satisfaction	0.503
Turnover Intention	0.422

Source: SmartPLS 4.0 (2026)

Based on the structural model analysis, the R-Square value for the job satisfaction variable is 0.503, indicating that Green Motivation accounts for 50.3% of its variance, while the remaining 49.7% is influenced by external factors outside the research model. This moderate value demonstrates that the model has adequate predictive capability for explaining job satisfaction in environmental NGOs in Surabaya, where the unexplained variance is highly likely to be driven by field realities such as uncompetitive compensation relative to high workloads, inadequate operational and safety facilities, and career path uncertainties. Furthermore, the R-Square value for the turnover intention variable is 0.422, signifying that green motivation and job satisfaction collectively explain 42.2% of its variance. The remaining 57.8% is presumably influenced by highly dynamic non-profit work context

variables such as work stress, organizational commitment, and organizational Citizenship Behavior (OCB). This OCB phenomenon is particularly relevant in the NGO environment, characterized by employees voluntarily fulfilling operational needs or purchasing office supplies without managerial directives; driven by genuine dedication, a sense of belonging, and a personal willingness to advance the organization rather than merely seeking superiors' attention. This level of personal dedication and OCB ultimately plays a critical role in shaping an individual's intention to leave the organization. Consequently, despite the latter R-Square value falling slightly below the moderate threshold, the overall structural model constructed in this study is deemed feasible and demonstrates a sufficiently good ability to explain the complex relationships among the variables.

Table 5. Estimate for Path Coefficients Results

	Original sample	Sample mean	Standard deviation	T statistics	P values
Green Motivation -> Turnover Intention	-0.176	-0.175	0.154	1.143	0.253
Green Motivation -> Job Satisfaction	0.709	0.718	0.060	11.898	0.000
Job Satisfaction -> Turnover Intention	-0.512	-0.523	0.134	3.828	0.000
Green Motivation -> Job Satisfaction -> Turnover Intention	-0.363	-0.375	0.100	3.634	0.000

Source: SmartPLS 4.0 (2026)

The Effect of Green Motivation on Turnover Intention

The results reveal that green motivation does not possess a significant direct effect on reducing employees' intention to leave the organization. Although respondents feel a profound moral obligation to protect the earth, this intrinsic drive is insufficiently robust to withstand economic realities. Fading emotional attachment and the allure of more attractive external job opportunities ultimately dominate their intention to leave. In reality, many activists in Surabaya's environmental NGOs eventually decide to seek jobs with stable incomes, as the non-profit sector often provides only uncertain meals or transport allowances, dependent on program funding. This aligns with Lankanath (2025) and Bangi et al. (2022), who argue that turnover in the non-profit sector is primarily driven by uncompetitive compensation systems rather than a loss of social concern, proving that environmental idealism alone cannot prevent turnover when basic economic demands are unmet.

The Effect of Green Motivation on Job Satisfaction

Conversely, green motivation exerts a significant positive effect on job satisfaction among environmental NGO activists. The deep moral obligation to protect the earth strongly translates into high satisfaction, particularly when organizations facilitate clear learning and career development opportunities. The activists exhibit extraordinary dedication, prioritizing tangible environmental impacts such as planting 1,000 mangrove trees and conducting the Kenjeran Beach clean-up over financial compensation. This powerful intrinsic drive often prompts Organizational Citizenship Behavior (OCB), in which volunteers willingly use their personal funds to support operational needs. This condition aligns with Dewanti et al. (2025), Zainuddin et al. (2024), and Shaikh (2023), and is comprehensively supported by Rosyanti et al. (2023), who assert that employee motivation is a critical determinant in successfully implementing an organization's green practices. The alignment between personal environmental values and the organizational mission acts as the primary driver of pride; however, as Oktaysoy (2025) noted, this internal satisfaction often faces a severe dilemma as economic demands increase with age (Oktaysoy et al., 2025).

The Effect of Job Satisfaction on Turnover Intention

Job satisfaction demonstrates a significant negative effect on turnover intention, acting as the primary fortress against the desire to switch jobs. When members feel their expectations for learning and career development are actively fulfilled by the organization, they feel valued and cultivate stronger organizational loyalty. On the other hand, the intention to leave is predominantly triggered by a decrease in emotional attachment and the perception that external job opportunities are far more attractive. As Zefania & Adiwaty et al. (2025) emphasized, job satisfaction achieved through competency development support and conducive working conditions is a vital positive emotional state for retaining human resources. Consequently, NGOs cannot rely solely on the alignment of nature conservation missions; fulfilling job satisfaction through clear career prospects and organizational recognition remains a critical priority to effectively minimize the allure of external job opportunities (Zefania & Adiwaty et al., 2025).

The Mediating Role of Job Satisfaction

The study demonstrates that job satisfaction plays a crucial mediating role in the relationship between green motivation and turnover intention. Since the intrinsic drive to protect the environment fails to directly retain members, high environmental idealism will only effectively suppress the desire to leave if the organization actively bridges it with a fulfilling work experience. The intention to leave can be genuinely minimized when the moral obligation to the earth is supported by clear learning and career development opportunities that align with the members' future goals. This strongly corroborates Hamidi et al. (2024) and Lankanath (2025), who conclude that environmental-based idealism does not directly suppress turnover intention in the non-profit sector but must always pass through an intermediary psychological state, such as job satisfaction. Ultimately, Green Motivation must be supported by a solid work system; environmental NGOs can no longer let their activists struggle armed only with idealism, but must ensure their personnel feel valued, facilitated, and satisfied to achieve optimal retention.

CONCLUSION

This study advances the human resource management literature within the non-profit sector by theoretically synthesizing Self-Determination Theory and Social Exchange Theory to explain volunteer retention. Moving beyond the prevailing assumption that intrinsic environmental values directly secure long-term commitment, the findings establish that green motivation inherently lacks the structural power to suppress turnover intention when continuously confronted with personal economic realities. Instead, this study highlights the absolute necessity of job satisfaction as a full mediating mechanism. A profound moral calling to protect the environment only translates into organizational longevity when it is reciprocated through a positive, fulfilling work experience, thereby bridging the critical gap between individual idealism and practical retention. Practically, these findings provide urgent recommendations for environmental NGO practitioners and policymakers. NGO leaders must strategically transition away from relying solely on their volunteers shared environmental idealism. To effectively retain crucial talent, organizations must proactively cultivate job satisfaction by establishing clear career development pathways, offering continuous capacity-building programs, and ensuring adequate operational facilities. Furthermore, policymakers and government bodies—such as the Ministry of Environment and Forestry should actively recognize the structural vulnerabilities of local environmental movements. Policymakers are strongly encouraged to provide targeted institutional support, accessible grant programs, or operational subsidies that empower these organizations to build robust reward systems and secure their human capital.

While this research offers significant insights, it is subject to several limitations that present valuable avenues for future research. The study focuses specifically on environmental NGOs in Surabaya, which may limit the broad generalizability of the findings. Future research should expand the geographical scope and sample size to validate these dynamics across diverse cultural and

organizational contexts. Additionally, subsequent studies are encouraged to explore other potential moderating or mediating variables, such as green transformational leadership or organizational climate, to provide a more multidimensional understanding of volunteer retention. Finally, employing longitudinal research designs would be highly beneficial to accurately capture the evolving nature of green motivation and turnover intention over time.

REFERENCES

- Bangi, Y. I., & Mgeni, P. L. (2022). Factors Influencing Labour Turnover Intentions in Non-Governmental Organization: Insights from Christian Social Service Commission (CSSC) in Dar es Salaam. *European Journal of Humanities and Social Sciences*, 2(1), 80–86. <https://doi.org/10.24018/ejsocial.2022.2.1.193>
- Dewanti, A. S., & Nurhayati, M. (2025). Driving Performance Through Agile Leadership and Motivation: The Mediating Role of Organizational Citizenship Behavior. *Asean International Journal of Business*, 4(2), 2809–6673. <https://doi.org/10.54099/aijb.v4i2.1371>
- Gunawan Malau, A., 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 Science*, 5(3), 222-231. <https://doi.org/10.31933/dijemss.v5i3>
- Hu, X., Khan, S. M., Huang, S., Abbas, J., Matei, M. C., & Badulescu, D. (2022). Employees' Green Enterprise Motivation and Green Creative Process Engagement and Their Impact on Green Creative Performance. *International Journal of Environmental Research and Public Health*, 19(10), 5983. <https://doi.org/10.3390/ijerph19105983>
- Lankanath, R. K. M. (2025). *Employee Turnover in Non-Profit Organizations : Understanding Drivers and Developing Retention Strategies*. 9(3), 1314–1319.
- Li, X. (2024). Analysis of Employee Satisfaction in Non-Profit Organisations. *International Journal of Social Sciences and Public Administration*, 4(1), 135–148. <https://doi.org/10.62051/ijsspa.v4n1.16>
- Luong, T.-B., & Nguyen, D. T. A. (2025). The Influence of Green Motivation on the Relationship Between Environmental Concern, Perceived Green Knowledge, Green Trust, and Green Hotel Visit Intention. *Journal of Quality Assurance in Hospitality & Tourism*, 1–18. <https://doi.org/10.1080/1528008X.2025.2540986>
- Nugroho, A. A., & Saluy, A. B. (2024). The Influences of Leadership, Organizational, Commitment, and Work Motivation as Intervening Variables on Job Satisfaction of ASN Employees. *Journal of Accounting and Financial Management*, 5(3), 279-288. <https://doi.org/10.38035/jafm.v5i3>
- Oktaysoy, O., Topcuoglu, E., Ozgen-Cigdemli, A. O., Kaygin, E., Kosa, G., Turan-Torun, B., Kobanoglu, M. S., & Uygungil-Erdogan, S. (2025). The mediating role of job satisfaction in the effect of green transformational leadership on intention to leave the job. *Frontiers in Psychology*, 16(February). <https://doi.org/10.3389/fpsyg.2025.1490203>
- Partelow, S., Winkler, K. J., & Thaler, G. M. (2020). Environmental non-governmental organizations and global environmental discourse. *PLOS ONE*, 15(5), e0232945. <https://doi.org/10.1371/journal.pone.0232945>
- Rosyanti, D. M., Khoitrotunnisa, F., & Dewanti, M. C. (2023). the effects of green culture and employee motivation on green workplace practice in the food and beverage industry in Indonesia. *Jurnal Aplikasi Manajemen*, 21(1), 57-67.
- Saban, D., Basalamah, S., Gani, A., & Rahman, Z. (2020). Impact Of Islamic Work Ethics, Competencies, Compensation, Work Culture On Job Satisfaction And Employee Performance: The Case Of Four Star Hotels. *European Journal of Business and Management Research*, 5(1). <https://doi.org/10.24018/ejbmr.2020.5.1.181>
- Shaikh, W. (2023). Employee satisfaction at an NGO working in educationalsector in Mumbai. *BOHR International Journal of Social Science and Humanities Research*, 2(1), 72–76. <https://doi.org/10.54646/bijsshr.2023.27>

- Sharma, S., Prakash, G., Kumar, A., Mussada, E. K., Antony, J., & Luthra, S. (2021). Analysing the relationship of adaption of green culture, innovation, green performance for achieving sustainability: Mediating role of employee commitment. *Journal of Cleaner Production*, 303, 127039. <https://doi.org/10.1016/j.jclepro.2021.127039>
- Zainuddin Hamidi, D., Parimita, W., & Wibowo, A. (2024). Green motivation in digital era: A systematic literature review for sustainability human resource practices. *International Journal of Human Capital Management*, 8(2), 37–48. <https://doi.org/10.21009/IJHCM.08.02.3>
- Zefania, M.R. & Adiwaty, M.R. (2025). The Role of Career Development and Job Satisfaction in Reducing Turnover Intention in the Broadcasting Industry. *International Journal of Economics and Management Sciences*, 2(4), 62–67. <https://doi.org/10.61132/ijems.v2i4.958>