

Exploring the Impact of Green HR Practices on Employee Engagement and Retention: Mediating Roles of Organizational Culture and Green Initiatives

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ABSTRACT

The rapid emergence of sustainability in the workplaces sparked the term Sustainable Work-Life Integration; it is supposed to align personal and professional environmental responsibility. This research aims to identify ways through which the Sustainable Work-Life Integration (SWLI) contribute towards increased employee engagement and retention within the industrial firms. Through the implementation of green-oriented policies, Sustainable Human Capital Management (SHCM) promotes an organizational work culture directly aligned with the sustainability goals and objectives set by the organization. The present study gathered data from operational supervisors working within various companies operating in Indian manufacturing sector. Data analyses were conducted using SPSS 26 and Smart PLS 4. Findings of the study highlights on the Evidence of a boosting effect on employee engagement, retention, and Green Organizational Effectiveness (GOE) with SHCM practices in tandem with SWLI policies. Besides, green initiatives integrated with organizational culture will enhance these effects through the creation of a benevolent environment for sustainable HR practice. The results from this research will be useful to academic authors, managers and HR professionals who will incorporate sustainability into their action plan regarding employee engagement and retention.

Keywords: SWLI, Sustainability, Organizational Effectiveness, Employee Engagement, Employee Retention and Green HR Practices.

I INTRODUCTION

The field of "green human resource management," or "SHCM," is a young one that emphasizes the utilization of HRM techniques that tend toward employee well-being and environmental sensitivity. First and foremost, it must be financially sound while achieving social and commercial aims. SHCM has been of increasing interest in applied research because it involves the development of corporate strategies that are ecologically friendly and effective in holding skilled labor. According to [1], the contributions of SHCM to employee commitment toward environmentally responsible behavior and fruitful sustainable development warrant close attention. Initiatives in GOE and ER are currently given insufficient attention in SHCM [2]. Attracting environmentally conscious individuals, appropriate training, and enough financial incentives, SHCM practices promote ER and help develop a GOE [3] and encourages Employee Retention [ER] therefore avoiding a scenario where a large portion of staff leave organisation and which affects the organization's performance culture negatively [4].

Work-life balance, or WLB, constitutes an essential issue that concerns all employees, of whatever age, gender, occupation, educational status, or family structure [5]. Green work-life balance, or SWLI, another term to express WLB activities, is the activities that involve a person's life as observed by [6]. In this aspect, a loving family, perfect physical health, steady finances, a satisfying career, meeting the social obligations, mental joy, and spiritual awakening all form the demands of a full and prosperous life [7]. Equilibrium is a fundamental requirement for life to go on in perpetuity only. Under the harmonious balance between personal and professional life, individuals are able to reach maximum potential in every aspect of their lives. The majority of workers battle every day to strike a balance between their obligations to their families and their jobs. Notwithstanding the inherent difficulty of balancing work and family responsibilities, workers attempt to achieve a state of equilibrium [8].

Companies are starting to realize how important it is to use SHCM principles in order to improve their ecological performance and accomplish equitable development [9]. Adopting SHCM principles promotes the development of an environmentally conscious organizational culture (OC), according to a study of [10]. The beneficial relationship between SWLI, GOE, and SHCM practices is mediated by this culture.

Empirical evidence depicted by [11] depicts that green company culture will facilitate environmentally sustainable innovation and provide organizations the chance to exploit an edge over their competitors. GI is termed as innovations which impel some influence on the environmental management system [12]. Issues related to the environment along with the issue of resource imbalance are challenging organisations to think again about their style of environmental management. Modern organizations call for embracing management styles that recognize the environmental challenges an organization faces so as to spur sustainability and innovation [13]. With the use of GI techniques, resource productivity may be highly enhanced and pollution mitigated systematically. In this regard, the role of HR can be highly supportive and enabling. GI has emerged as a key commercial imperative [14].

The application of SHCM practices as an enterprise strategy in positively improving GOE has been very common over the last few years [15]. SHCM practices are otherwise known as activists for environmental sustainability [16]. Human resource practices involving the development of employees' substantive knowledge of sustainability include recruitment, selection, training, and leadership development, as noted by [17]. Employees recently employed and trained are motivated through performance reviews and reward programs emphasizing the ability to enhance their environmental performance.

The advancement of technology spreads widely, increasing the number of people able to make use of artificial resources and raising their level of living. There is thus a very needful balance placed between the usage of resources and economic development, as too much will be adverse to sustainability and the environment [18]. This always has been a struggle with economies, for them to balance sustainability and economic growth. Sometimes, there is just a compromise. According to [19], industry insiders agree that this is not always easy to achieve both at the same time. It is a commonly known fact that innovation and ecological expansion go well together. Normally, strong industrial activity initiates economic growth [20].

II BACKGROUND THE STUDY

GOE and ER are found to be positively related to SHCM practices and SWLI. However, studies that have established the role of GI and OC in forming these relationships are somewhat in want. This article fulfills this gap by exploring these associations. Additionally, though evidence shows that OC is positively related with GOE, yet the association of OC and SHCM practices to promote green HR outcomes like employee engagement and retention, has not been studied so far. Though SHCM practices are proven to promote GOE, it is still not clear which processes or time frames SHCM applies to support GI and green HR strategies. Earlier research studies suggest that the implementation of environmental-focused HRM strategies would support GI; however, little empirical research is available regarding GI and SHCM practices in the UK manufacturing sector. In addition, although it has been found that OC has an impact on innovation and work-life integration, further exploration is required to understand its potential to enhance employee engagement and retention, in combination with SHCM and SWLI projects.

As aforementioned, the relationship between GOE, ER, SWLI, and SHCM practices remains unclear, specifically regarding how Green HRM affects employee outcomes. There remains a lack of understanding of how OC and GI function as mediators in this relationship. The demand for bettering work-life balance in employees, and more so among younger generations, calls for attention to whether the organizational policies on SWLI and career advancement policies directly contribute to retention. The aim of this paper is to fill such gaps by exploring the interactions between GOE, SWLI, ER, and SHCM practices with GI and OC as mediation. It is through these ways that this study will contribute toward a confirmation of obvious links between green HRM practices and employees' engagement or retention in obtaining corporate sustainability; at the same time, it will identify effective HRM strategies toward corporate sustainability.

III. DATA ANALYSIS AND INTERPRETATIONS

Table 3,1. Fornell-Lacker Criteria—Discriminant Validity

Management (SHCM) promotes an organizational work culture directly aligned with the sustainability goals and objectives set by the organization

Methods	SHCM	SWLI	OC	GI	GOE	ER
Sustainable Human Capital Management (SHCM)	0.79	-	-	-	-	-
Sustainable Work-Life Integration (SWLI)	0.54	0.85	-	-	-	-
Organizational culture (OC)	0.54	0.68	0.84	-	-	-
Green Innovation	0.55	0.56	0.58	0.88	-	-
Green Organizational Effectiveness (GOE)	0.49	0.64	0.55	0.58	0.82	-
Employee Retention(ER)	0.48	0.58	0.49	0.55	0.68	0.80
Discriminant Validity (HTMT)						
Methods	SHCM	SWLI	OC	GI	GOE	ER
Sustainable Human Capital Management (SHCM)	0.75	-	-	-	-	-
Sustainable Work-Life Integration (SWLI)	0.64	0.68	-	-	-	-
Organizational culture (OC)	0.58	0.66	0.75	-	-	-
Green Innovation	0.68	0.65	0.58	0.69	-	-
Green Organizational Effectiveness (GOE)	0.57	0.48	0.48	0.67	0.77	-
Employee Retention(ER)	0.74	0.80	0.69	0.57	0.69	0.57

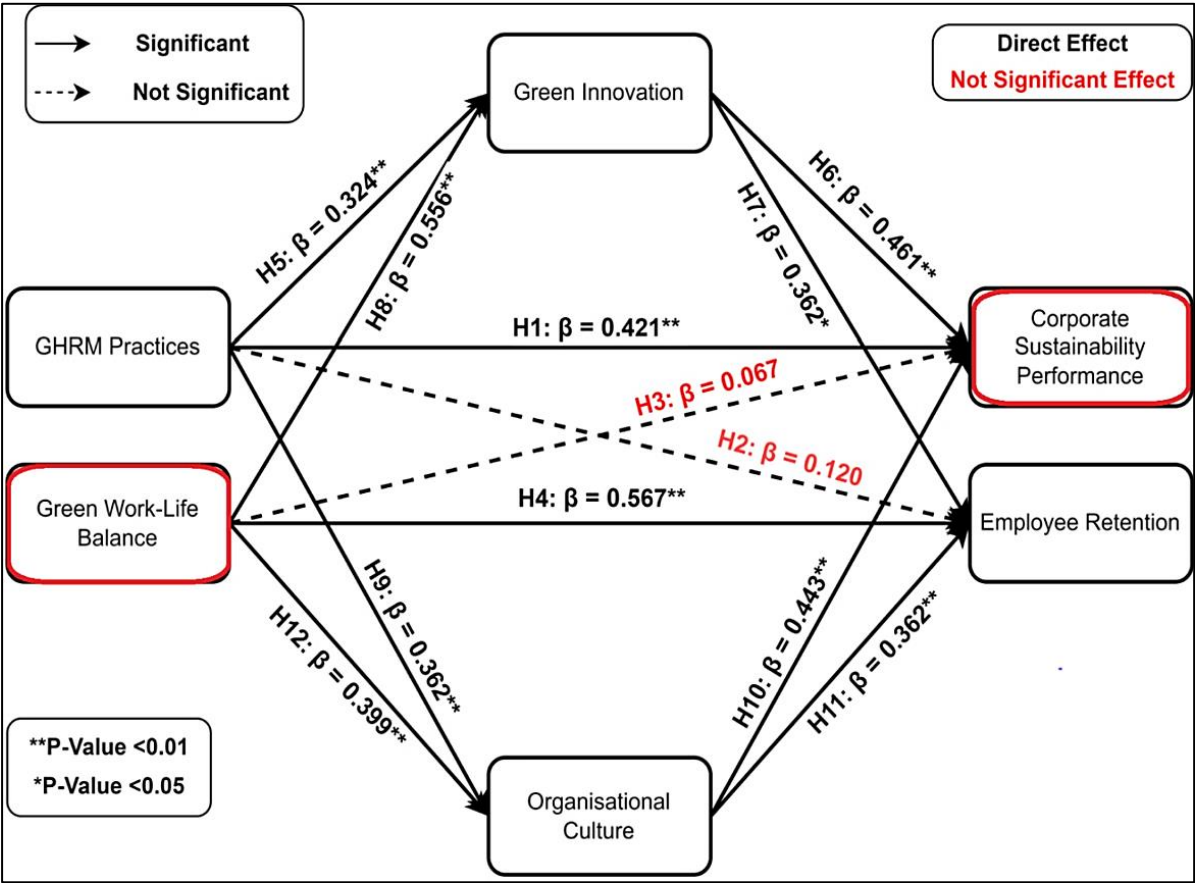


Figure 1. Bootstrapping flow of the hypothesis

Table 3.2. Direct-effect path analysis for Hypotheses.

Paths	Coefficient	SD	T-Value	p-Values	Decision
SHCM Practices → Corporate Sustainability Performance	0.434	0.035	12.029	0.00	Accepted
SHCM Practices → Employee Retention	0.13	0.068	1.847	0.068	Rejected
Green Work–Life Balance → Corporate Sustainability Performance	0.068	0.055	1.288	0.201	Rejected

Green Work–Life Balance → Employee Retention	0.587	0.046	12.889	0.00	Accepted
SHCM Practices → Green Innovation	0.365	0.039	8.527	0.00	Accepted
Green Innovation → Corporate Sustainability Performance	0.467	0.037	13.557	0.00	Accepted
Green Innovation → Employee Retention	0.387	0.045	8.619	0.00	Accepted
Green Work–Life Balance → Green Innovation	0.567	0.078	7.414	0.00	Accepted
SHCM Practices → Organizational Culture	0.362	0.062	5.839	0.00	Accepted
Organizational Culture → Corporate Sustainability Performance	0.323	0.066	6.712	0.00	Accepted
Organizational Culture → Employee Retention	0.362	0.051	7.098	0.00	Accepted
Green Work–Life Balance → Organizational Culture	0.399	0.045	8.867	0.00	Accepted

The study analyzed the effects of GI, SHCM practices, SWLI, and OC on ER and GOE. Further, to test this negative relationship, as shown in Figure 1, regression was conducted. The output of the hypothesis testing along with beta and t-values is provided in the table below, Table 3.2. What is significant with this form of hypothesis testing is that it takes into account both direct and indirect relationships. The significance of the hypothesis can be obtained only in case t-value is more than or equal to 1.96 with value less than 0.05 for the *p*-value. Figure 1 and Table 3.2 demonstrate that SHCM techniques have a positive and statistically significant effect on the GOE. This can be attributed to the fact that the *p*-value was less than 0.05, and the beta coefficient was 0.421. The beta coefficient of 0.120 and *p*-value higher than 0.05 indicate that SHCM procedures have no significant and positive impact on ER. A statistically significant and positive relationship is thus established between SWLI and ER because the beta coefficient was 0.567 while the *p*-value <0.01. Insignificant yet positive is the effect size that SHCM practices have with GI as obtained from the beta coefficient value of 0.324 and a *p*-value less than 0.05.

The analysis of data obtained, shows a highly significant and strong positive relationship, especially when a *p*-value less than 0.05, coupled with a beta coefficient of 0.461 are involved. A *p*-value of less than 0.05 coupled with a beta coefficient of 0.362 indicates that GI significantly increases ER rates. A beta coefficient of 0.362 and a *p*-value below 0.05 show that SHCM practices significantly influence OC, while a beta coefficient of 0.443 and a *p*-value below 0.05 show that OC strongly affects GOE. Lastly, overall results pointed towards the fact that SWLI also had a strong and robust influence on

GI. Through the statistical analysis, a good, significant positive correlation between OC and ER was evidenced by having a p -value < 0.05 . In the case, the beta coefficient established was 0.362.

H1 : SHCM practices positively influence GOE

Organizations need HR departments to strengthen their competitive strengths [21]. SHCM techniques may greatly increase the GOE. The following data will be used to prove it. [22] provides an important way for firms to reduce their environmental degradation. When the techniques of SHCM are applied, just as the case with HR practices that respect the environment, it raises employee engagement and ER, saves costs, and increases productivity. This can be achieved by the employers minimizing the impact that is brought about by the environment on staff members. SHCM practices educating the staff on environmental issues can be used to enhance the GOE of the organizations. Ascertain that SHCM practices can be used in upgrading GOE. Employees are said to have environmentally conscious behaviors and attitudes through firm employing SHCM initiatives. Because they are the backbone of their respective organizations, staffs are well known to be crucial in environmental conservation. Past research supports the development of a SHCM practices workplace where employees value and take much significance for ecologically friendly activities and practices. Findings, organizations which perceived the environment favourably found easy efforts in realizing corporate social responsibility, increasing employee engagement, and sustaining green efforts.

H2: SHCM practices positively influence ER.

Effective HRM strategies often promote employee growth by fostering self-reliance and work excitement, according to [23]. These attributes thus have an effect on worker satisfaction, which then has an effect on ER and, eventually, the effectiveness of the company. ER as well as SHCM practices, including as labor management, cooperation, and promotions, were found to be inversely correlated. These approaches support staff development and improve their ability to stay employed in organizations. Human resource management (HRM) comprises many tactics that are intended to enhance the skills of staff members. These tactics include employee engagement in decision-making, performance evaluation, training, segmentation, and recognition. SHCM procedures, such as work training and development, description, compensation, stability of employment, reviews, and involvement of employees greatly raise ER when making decisions. SHCM practices can make the organizations more environmentally responsive employers as proposed. The outcomes may include employees' motivation and engagement toward their work, reduced employee attrition, among others.

H3: SWLI positively influence GOE

HR has to be invested in achieving environmental sustainability. This encourages the workers to work independently and in teams. Higher education encourages HR to communicate in campus-wide environmental care activities. Human action is required for environmental care. One of the practical ways for individuals to secure environmental purity and ecological well-being is the Environmental Performance Index (EPI). For instance, on the basis of a study by [24], WLB is understood to be achieved when the activities at interfaces between one's personal and professional spheres of operation-for example, working hours-are dealt with appropriately. The performance is what results from the operations of an organization or firm, though such operations may be with a view to generating profits, having a social conscience, or otherwise not-for-profit. However, performance is measured by the volume of work put in and is thus shaped by a myriad of conscientious work ethics, argues. Both the volume and quality of labour produced are covered. WLB refers to the state wherein personal and professional obligations are well balanced.

H4: SWLI positively influence ER.

To encourage a healthy SWLI of the employees, organizations could offer flexible working hour systems, options to work from home, and an amiable working environment that is sensitive to family obligations. Several studies [25] have found that a SWLI has a positive impact on ER. This study reveals that maintaining a harmonious and balanced interaction between work and personal life is critical, especially for retaining valuable employees. According to a study of a sample of workers revealed that managing one's SWLI effectively enhances their decision to stay with an organization. There are several easily applicable plausibility theories that explain why this is the case. The first important fact here is that increased production and SWLI are positively correlated. In this context, it is rational to assume that workers would prefer working in firms that facilitate this balance.

Despite the form in which discriminatory employment has been initiated, private corporations & contract employees are not included in labor laws. Violations of human rights have devastating effects on informal laborers from both social and economic perspectives. For this purpose, in this paper, we will discuss the problems faced by non-standard workers at the workplace, which include unfavorable treatment, discrimination, and deprivation of basic benefits and rights. We also studied aspects linked with protection of the employment of a non-standard employee. Further the research has also have postulated that having a SWLI reduces the quantity of stress associated, improves attitudes at work, and increases productivity.

H5: SHCM practices positively influence GI.

SHCM practices facilitate the adoption of environmentally friendly practices and sustainable growth [3]. Researchers studied the relationship of SHCM practices with the contribution toward business competitiveness as well as ecological performance. According to [26], SHCM practices have a positive effect on financial performance as well as work as a mediator between the requirements of stakeholders and ecological performance. Research conducted to study the relationship among SHCM practices & GOE is very limited. Innovation can be used by firms for achieving their ecological goals and reducing their effect. HR development facilitates innovation in an organization. Techniques used in SHCM promote ecological innovation through this approach. Recruiting individuals who prioritize the environment increases public perception and motivates individuals to engage in activities that are favorable to the environment. GI is a consequence of powerful commitments toward avoiding negative consequences on the environment. Empowerment of employees follows from engagement and training, which gives rise to innovation and creativity. This green training might be a new wave of environmentally friendly products and services.

After attending environmental conservation training, the engagement in environmentally-friendly activities enhances. GI participation leads to responsible environmental behavior and gives an opportunity for innovative greenness in the organization. Green performance management ensures that activities of employees are aligned with environmental goals set by the organization. Also work has presented significant increases of peoples' eco-commitment and increased tendency to participate in GI. Opine that rewarding environmental efforts may lead to a culture that promotes and rewards creativity. If managers allow innovation in ecologically friendly projects, they should not be reluctant to let go of control. The policy was derived based on the study. This means that as compared to the implementation of HR policies if these are implemented collectively rather than individually their impact will be more remarkable on creativity. According to this logic, SHCM practices increase the knowledge, motivation, and contacts of employees with customers, who thereby increase their capacity to learn how to better GI.

H6: GI positively influence GOE.

The suggested hypothesis is supported by the positive relationship that establish between working with clients in the environmental planning or geographic information industries and making green purchases. The supplier and customer behavior is positively affected by the government laws and environmental cooperation, which encourages environmentally friendly and GOE practices. The manufacturing companies, therefore, enhance their environmental planning due to this. Business organizations can improve their environmental planning by applying supplier monitoring and education to procure environment-friendly products with less environmental impact. According to [27], business organizations and communities that adopt environmentally friendly policies often improve workplace health and community health, respectively. There is empirical evidence indicating that pollution reduction and more environment-friendly process manufacturing would positively impact the social effects on the workers and society. Companies may realize a number of social goals through consumer protection, encouragement of market liberalization, and environmental protection. GI implementation may benefit firms in certain operations. In fact, GI practice implementation could function to enhance a business's brand, increase consumer loyalty, ensure fair competition, guarantee safety, and encourage moral behavior, found out. Environmental-friendly activities are helpful in establishing a positive perception about a business among customers, thereby providing a good brand image and fostering loyalty, as previously mentioned. However, so far, very little empirical research has been dedicated to this relationship between GI and GOE.

3.7. H7: GI positively influence ER

Since GI and SET theory do not work well in describing the reasons why millennials cling to one company, this paper talks about an idea brought forth in the academic literature; namely, the "creative climate" at the organizational level. To facilitate

employees' passage through their work, it advocates an interplay between formal procedures and policies, with informal practices and rules [28]. Coping with unanticipated challenges, such as attrition by employees, demands boldness in creativity with willingness for measured risk-taking. Another aspect is the clarification of the ambiguity created by the departures of employees due to a lack of transparency. It also encompasses new knowledge and skills that are developed and transmitted in application for the job in hand. Thus, depending on the SET model, an innovative environment fosters the development as well as application of new concepts. This, therefore, exposes them to more knowledge and gives an opportunity for them to express what they know in creative ways.

Additionally, provide credence to the notion that companies can lower staff churn by cultivating an environment that encourages innovation. The contend that it is critical to consider the real-world implications of millennials' propensity for creating and testing out new ideas as well as their unwavering quest of knowledge. From the earlier conversation, the following theory is generated.

H8: SWLI positively influence GI.

Employee autonomy to select time and place of their professional obligations is stronger in teams workspaces. Flextime refers to the flexibility of changing one's working hours, within a defined range. Initiatives for developed to help people strike an appropriate balance between personal and professional lives. WLB is attained when people are satisfied and satisfied with both personal and professional life[s]. Theargument that workers would achieve high levels of interrole facilitation by being adaptable with respect to time and location, as an enhancement of the perception of SWLI is attained. According to research by [7], more significant time and spatial flexibility can be perceived in order to achieve more significant SWLI. One should recognize that the current study was not conducted in a collaborative work environment.

In order to increase employees' perspective of control over their work environment and minimize negative emotions, it is possible to guarantee that customer contact professionals have a positive opinion of their competence to manage the work-life subdomains connected [28]. Even they might be induced to produce higher productivity and GI. In addition, the proficiency in controlling the interface between one's personal and professional life can liberate one's GI and release a full-scale potential of creativity and invention. Two more ways to achieve this are lowering stress levels and a less sense of burdensome tasks [29]. Following the debate above, the following hypothesis is possible to arrive at:

H9 : SHCM positively influence OC.

It is necessary to provide a clear explanation of how HR procedures affect corporate culture. To represent employees' collective sentiments and ideas, organizational data was gathered rather than data from specific individuals. An OC is flexible and may change with the times. The claim that certain references, including safety and service, are what define OC in the main. Previous research has also looked at important aspects of OC, including results emphasis, process attention, incentives, employment opportunities, and support for mental health. Businesses need extensive rules and procedures that cover a variety of topics, including hiring, training, remuneration, and leadership philosophies. These tactics and procedures support behavior management and ER.Improvement of SHCM practices [29] and their benefits will help organizations overcome ecological deterioration, minimize a pessimistic outlook, and develop a firmly ecologically responsive corporate culture. Conclusion Organizations can build and sustain an environmentally responsive corporate culture by laying down SHCM fundamentals even in the face of environmental challenges. For this purpose, the present study would suggest the following positive results:

H10: OC positively influence GOE.

By incorporating aesthetics, green culture refers to an environmental ideology with support for the long-term sustainability of the economy and environment. In the past couple of years, this approach has been integrated into CSR initiatives by businesses. This change of heart will make the customers act otherwise, which will increase the sales as well as the profits. The immediate effect of the new ideas that this change towards environmentalism brought to the company was that the organization embraced the sustainability and the social consciousness, which coincided with the aims of the organization. Thus, an environmental strategy would be helpful for OC. This research implies OC adoption to enhance organizational environmental performance. We propose four characteristics of OC-can include leadership, the believability of messaging, employee empowerment, and peer involvement-improving standards for ecological performance improvement. More proactive leaders about the environment are better placed to recognize environmental barriers and implement favorable ecological activities like recycling and sustainable development ventures. Furthermore, whenever more communicative

CEOs express themselves in a pro-environmental manner in practice, those expressing themselves in a practical pro-environmental way are likely to behave responsibly if they are indeed concerned by environmental issues. Employees are likely to share their GOE with their lovers when messaging is supportive to their goal of minimizing environmental harms. Increased employee autonomy in rating peers' and own procedures can cultivate an organizational culture of continuous environmental improvement. An increase in the level of employee autonomy and decisional authority enhances employees' ability to understand environments and has an important impact on a GOE, as shown in studies [29,30]. The logic of the hypothesized study is that an OC is a facilitator of achieving an optimal level of GOE as described under:

III. CONCLUSIONS

The proposed research revealed a robust, statistically significant relationship of SWLI, GOE, ER with SHCM adoption. We further went on to prove how GI and OC have emerged as crucial intervening variables connecting all these relationships. The results suggest that the development of GI and an environmentally responsible OC as an organizational sustainability approach besides being a boost for employee commitment. Green HR practices, primarily SHCM oriented, would not just increase the level of engagement from employees but would also drive environmental responsible employee behavior. This would further activate long-term organizational performance and retention rates. The business and industry must focus on the organization that embeds sustainability into their HR policy, brings in initiatives of SWLI and promotes GI so as to work and bring creation for an environmentally responsible and socially motivated culture of organisational operations. Our results particularly emphasize how GI impacts the linkage of SHCM practices with ER. Green and socially responsible SHCM practices overall have a positive relationship with long-run performance, but simultaneously also closely align with OC. Green HRM practices enhance GOE and ER, and such improvement is further mediated by improving OC that is robustly aligned with sustainability. That is to say, focusing this in the organizational culture about taking environmental care enhances long-term success, sustainability, and workforce loyalty. This study opens clear evidence toward environmentally conscious HR strategies being essential for business success in the long run.

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