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How Green HRM Strategies Shape Employee Outcomes: Unveiling Their Role in IT Firms Across India

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This study suggests a novel progress in the change journey toward sustainability by identifying and extracting the key Green HRM practices relevant to the IT industry across PAN India. By exploring these practices, the study seeks to provide a comprehensive understanding of how sustainability initiatives are integrated into HR strategies within the IT sector. Additionally, the paper explores the impact of these key Green HRM practices on employee retention and performance. The focus is to understand how adopting green initiatives within HR functions influences employees' decisions to stay with the organization and their overall work performance across IT companies in PAN India.Data were collected through a questionnaire distributed to IT industry employees, and the collected information was examined through structural equation modelling (SEM) in AMOS. The findings of the study suggests that organizations should adopt a comprehensive approach that addresses both the knowledge and motivational components of green behaviour. This ensures that employees are not only equipped to perform sustainably but are also driven to stay committed to the organization's environmental objectives.

Keywords: Green HRM, Sustainable HRM, Employee performance, Employee retention, IT industry, Organizational behaviour, Employee engagement, Environmental sustainability

Introduction

A confluence of ecological, ethical, legal, and social constraints is forcing firms in today's business landscapes to embrace environmental sustainability. In response to the increased urgency of mitigating climate change, protecting natural resources, and guaranteeing environmental protection, businesses are adopting strong environmental management systems and practices at a faster pace [1]. Simultaneously, ethical concerns and changing consumer behaviour impact contemporary market dynamics; brand perceptions and consumer preferences increasingly mirror a company's sustainability efforts [2].

Enterprises have initiated the integration of environmental goals into their operational policies and strategic frameworks, thereby harmonizing their operations with global norms and guidelines [3]. However, there are many difficult obstacles to overcome to achieve meaningful and consistent environmental behavior within enterprises. Fostering the necessary green habits and outcomes may need more than just integrating environmental goals into company plans and operational compliance. Effective environmental behavior is naturally proactive, voluntary, and marked by zeal and commitment. This emphasizes how important it is for people—their own attitudes, beliefs, and values—to play a role in promoting ecological efforts [4-5].

Green Human Resource Management (Green HRM), a theory that supports integrating environmental goals into HR procedures, has emerged as a result of this realization. Green HRM aims to improve sustainability outcomes for individuals and organizations by coordinating HR practices with environmental objectives [6]. It is crucial to comprehend how Green HRM affects green workplace behaviour as businesses look to strengthen their commitment to environmental sustainability. With the goal of shedding light on how Green HRM affects workers' participation in sustainable practices, this study intends to investigate how HR tactics can best assist corporate sustainability goals [7].

The role of green HRM practices in encouraging environmentally conscious behaviours and initiatives in the workplace has received considerable amount of attention in the field of general management [8-9]. Notably, a great deal of research has been done on the relationship that exists between an organization's environmental performance and green HRM practices, such as green performance management, green training and development, green rewards and incentives, and employee involvement in environmental initiatives [10-11]. The process by which these practices affect organizational results is still little understood, despite the fact that a significant amount of research has been done on the subject of green

HRM. The psychological and social mechanisms that govern the frequency and scope to which green HRM practices influence employees' eco-friendly actions remain insufficiently recognized, underscoring the need for further study in this field [12].

The extent that to which employees feel emotionally connected to environmental management systems is known as "affective commitment," and previous research has examined at intermediary constructs including "psychological green climate" [13], which refers to employees' perceptions of their organization's commitment to environmental sustainability [14]. Although these studies provide valuable information, they do not completely address the possibility that different psychological processes could also have an impact on environmentally friendly working practices. By presenting employee involvement with environmental projects as a cutting-edge psychological process, this study aims to close this gap. According to the engagement literature, work participation, organizational commitment, and psychological environment are only a few examples of the conventional attitudinal categories that are thought to be a part of employee engagement[15]. It includes a wider variety of behavioural, cognitive, and attitude outcomes. High levels of strength, excitement, initiative, and proactivity are traits of engaged workers. They are proactive in growing their jobs and have a high degree of adaptability to change [16]. This study adds to a more thorough understanding of the mechanisms through which workers demonstrate and support environmental sustainability in the workplace by examining how employee engagement promotes green behaviours.

A comprehensive understanding of the relationship between institutional and psychological elements is crucial in addressing the complexity of individuals' green behaviour. Although there is a correlation between green HRM practices and employee engagement, this correlation is complex, interdisciplinary, and impacted by social and psychological factors [17]. According to Abbaneh and Macky (2015), employee engagement is frequently seen as a two-way process including both individual personality qualities and the larger organizational environment, which includes HRM strategies [18]. Certain personality qualities, like conscientiousness, positive affect, and proactive features, have been experimentally demonstrated to promote higher levels of employee engagement, as mentioned in the engagement literature[19].

Expanding upon the theory of person-organization (P-O) fit, it is suggested that employee perceptions and attitudes are significantly shaped by the alignment of individual attributes with organizational elements, such as green HRM practices [20]. Employee involvement and commitment to sustainable practices can be increased when they sense a significant congruence between the organization's green activities and their own beliefs. Because of this, comprehending these complex relationships calls for an integrated strategy that incorporates knowledge from the fields of sustainability, psychology, and HRM. For businesses looking to develop a sustainable workforce and encourage eco-friendly practices among their staff, this multifaceted approach is essential [21].

The principal goal of this research is to examine how different Green HRM practices have varying effects on employee performance and employee retention. The study also emphasises on the correlation between the constructs of Green HRM. Furthermore, the study sheds light on the psychological and social dynamics that workers deal with when engaging in environmental activities, this approach provides a more nuanced understanding of the elements that influence green behaviour in workplace settings. It also expands the understanding of area businesses about worldwide environmental sustainability initiatives, emphasizing the significance of combining institutional and individual elements to foster an environment-friendly work culture. By providing insights that could inspire more sustainable practices in enterprises, this unique regional focus adds to the global conversation on sustainability.

Methodology

2.1 Data Collection

To achieve the objectives, the study utilized a quantitative cross- sectional study design approach basing its analysis on the data collected through the questionnaires which was distributed online to employees which are from IT clusters over Pan India, specially from Bengaluru (Bangalore), Hyderabad and Gurgaon. The response received was 357. The IT industries is quite competitive, and resourceful focused but presently facing a lot of challenges with the implication of different technologies which are mostly get upgraded within a year and it also getting impacted with Artificial intelligence. So, it has been taken up as the focal casecontext in this study. A total of 357 employees were selected using Purposive Sampling, as it involves identification and selection of individuals who were conversant with the Green HRM. Each of the multi-item measures were based on 5-point rating scales (1: Strongly Disagree - 5 Strongly Agree).

Research Model proposal for Employees

Green Human Resource Management (Green HRM) practices are increasingly recognized as critical components of an organization's sustainability plan. These approaches, which aim to link HRM procedures with environmental goals, have an impact on a variety of corporate outcomes, involving employee performance and retention. [22] The following is a description of how important Green HRM elements namely Green Ability, Green Motivation, Awareness of Green HRM Practices (AGHRM), and Identifying Implementation Challenges (IHRM), influence employee performance and retention.Based on the objective of the study, 10 hypothesis are formulated to comprehend the impact of Green HRM practices on employee behaviour.

H1 – there is correlation between employee performance and green Ability

Green ability refers to the development of competences and skills in employees that promote environmentally sustainable conduct in the workplace. Green HRM methods, such as green recruitment, training, and development, are intended to improve employees' ability to contribute to environmental goals. Organizations can equip their personnel with green competences by providing appropriate training in environmental management, energy saving, and waste reduction. As employees become more adept at incorporating sustainable practices into their daily work routines, task performance may improve. Employees that are knowledgeable about eco-friendly practices are more likely to be efficient, making better use of resources and reducing waste. This increased productivity improves overall organizational performance, helping to achieve competitive advantage and sustainability goals.

H2 - there is correlation between employee performance and green motivate on

Green motivation is essential for encouraging employees to adopt and sustain ecologically friendly behaviours. Green HRM strategies, such as green rewards and incentives, are intended to incentivize employees to take sustainable actions that are consistent with the organization's environmental ideals. Employees are more motivated and engaged when they believe their firm is genuinely devoted to environmental goals [23]. This sense of purpose can boost job satisfaction, resulting in higher levels of performance. Motivated personnel are more inclined to go above and beyond their formal job responsibilities to support environmental efforts and engage in behaviours that benefit both the firm and society. This proactive strategy helps to increase performance at the individual and organizational levels.

H3 - there is correlation between employee performance and AGHRME

The effectiveness of Green HRM practices is highly contingent upon manager and staff awareness and understanding. Ensuring that all organizational members are knowledgeable about green efforts is critical for improving employee performance. Informed Decision Making: Managers that understand Green HRM methods are better able to develop long-term policies that improve employee performance. Furthermore, employees who understand the company's environmental initiatives are more inclined to support and actively participate in these programs [24].

H4 - there is correlation between employee performance and ICGHRM

Despite the potential benefits, firms may encounter a number of complications while implementing Green HRM practices, which can have an influence on their ability to improve employee performance and retention. Some employees or supervisors may oppose the implementation of green practices, seeing them as superfluous or disruptive to established workflows. Overcoming this reluctance necessitates strong leadership and communication to emphasize the long-term benefits of sustainability for both the organization and the environment. Implementing green projects might involve a large investment of time, money, and effort. Organizations without sufficient resources may struggle to effectively implement Green HRM practices, limiting their influence on employee performance and retention. Managers and HR professionals may lack the necessary experience or training to successfully implement and maintain Green HRM practices[25].

H5 – there is correlation between employee performance and Green Opportunity

The positive association between employee performance and Green Opportunity shows that providing employees with appropriate opportunities to engage in sustainable practices improves their performance. Green chances, such as access to eco-friendly resources, engagement in sustainability projects, or participation in environmental decision-making, enable employees to contribute to the organization's sustainability objectives. This engagement frequently leads to increased job satisfaction, innovation, and a sense of purpose, which improves their work performance.

H6 – there is correlation between employee retention and green Ability

H7 - there is correlation between employee retention and green motivation

H8 - there is correlation between employee retention and AGHRME

H9 - there is correlation between employee retention and ICGHRM

H10 – there is correlation between employee retention and Green Opportunity

Green HRM approaches improve employee retention by fostering a pleasant, purpose-driven workplace culture. Employees are increasingly looking for employers who value sustainability and social responsibility, making Green HRM an important component in recruiting and maintaining talent. Employees who respect sustainability are more likely to stay with a company that understands their environmental concerns. When Green HRM techniques are integrated into the organizational culture, employees feel more aligned with the company's ideals, resulting in increased retention rates. Organizations that undertake green programs generate employee pride and loyalty because they see themselves contributing to a greater environmental cause. This emotional connection strengthens their loyalty to the organization, which reduces turnover.

Awareness promotes a culture of sustainability in which green actions are mainstream and integrated into daily operations. This culture shift can lead to long-term retention since employees believe they are contributing to real environmental change [26]. Employees who feel empowered to participate in green projects are more likely to stay on the job since their efforts connect with the organization's overall goals of sustainability and environmental responsibility. As a result, firms that provide these opportunities not only promote a greener workplace, but also increase employee retention through active participation in environmental sustainability. The research model comprises all the constructs of Green HRM are provided below:

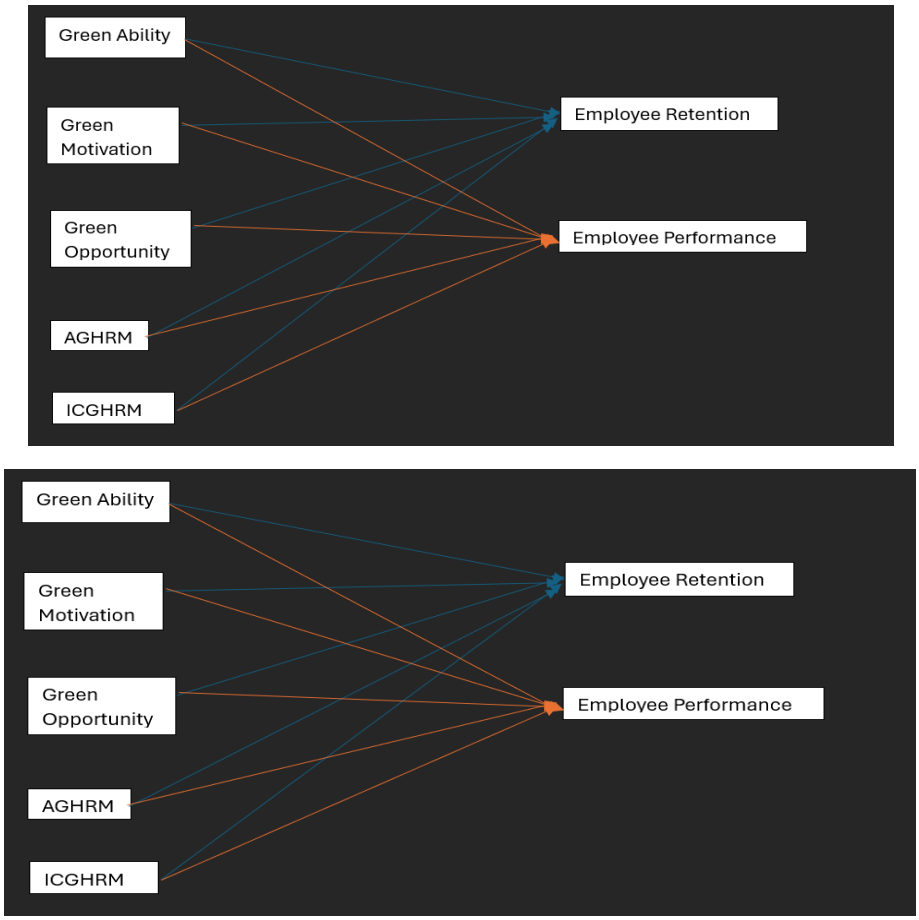

Figure 1: Framework of research model

Data Analysis

The analysiscommenceswith data screening by employing the Statistical Package for the Social Sciences or SPSS version 25. This involved checking the preparation of the dataset by suggesting appropriate actions towards missing values, existence of outliers, normality test, linearity test, multicollinearity test, and homoscedasticity test. Internal consistencies for each variable were checked through the Cronbach's alpha and composite reliability to check the reliability of the measurement scales.In addition to reliability, this study examined the discriminant validity using Heterotrait-Monotrait Ratio (HTMT) method and validity analysis.The questionnaire discriminant validity can be seen from the comparison of AVE root value and correlation coefficient. If AVE root value is greater than correlation coefficient with other variables, the questionnaire is discriminant valid. Subsequently, Confirmatory Factor Analysis (CFA) was performed using AMOS version 24 to confirm the model fit and construct validity.In our case the important constructs for managers are Green ability, Green motivation, Employee Performance, Employee Retention, Awareness of Green HRM practices among managers and employees (AGHRME), Identify the challenges in implementing Green HRM practices (ICGHRM). Furthermore, Structural equation modelling, which is a statistical approach was enabled to explore and analyse the relationships between variables and underlying latent constructs. It effectively combines principles from factor analysis which identifies underlying factors from observed variables and analysis which assess how one or more set of variables predicts another.

Results

The respondent profile of the 357 executives was aptly represented by 265 males (74.23%) and with 92 females (25.77%). Majority of the respondents were in the age group of 28-33 years (48.18%) followed by the age group of 34-39 years (24.65%), age group 40-45 years (19.33%), and there were 28 respondents in the age group of above 45 years (7.84%). In terms of educational level, 198 respondents (55.46%) were holders of a bachelor's degree, while 122 respondents were Postgraduate (34.17%). Only 10.36% of the respondents were PhD. The majority of respondents were the IT analyst (26.05%) , Developers (24.36%), Data Analyst (20.45%) , Data engineer (15.69%),Web developers (9.52%) and network engineers(3.92%). Below Table 1 and 2 provide the demographic profile for the employees and company respectively.

Table 1: Demographic Profile for Employees

		N	%
Gender	Male	265	74.23
	Female	92	25.77
Age	28-33	172	48.18
	34-39	88	24.65
	40-45	69	19.33
	46-51	28	7.84
Education	Bachelors	198	55.46
	Masters	122	34.17
	PhD	37	10.36
Designation	IT analyst	93	26.05
	Developers	87	24.36
	Data analyst	73	20.45
	Data engineer	56	15.69
	Web Developers	34	9.52
	Network Engineers	14	3.92

Table 2: Demographic Profile of Companies

Company	Industry Sector	Percentage
Tata Consultancy Services	Technology	23.76
Accenture	Technology	18.43
Novo Nordisk	Pharmaceuticals	13.97
Dell	Technology	11.84
Zomato	Technology	10.93
Novartis	Pharmaceuticals	9.28
Others		11.81

3.1 Reliability and Validity

To thoroughly assess the measurement model, we focused on three key aspects: internal consistency reliability, convergent validity, and discriminant validity.We measured internal consistency using both Cronbach's Alpha (CA) and composite reliability (CR). The CA values ranged from 0.882 to 0.928, while the CR values fell between 0.907 and 0.942. Both measures exceeded the commonly accepted threshold of 0.70 (Hair et al., 2017), indicating that the items within each construct reliably measure the same underlying concept. High internal consistency suggests that the items are well correlated, contributing to the robustness of the scales used in thestudy.
To evaluate convergent validity, we examined the factor loadings (FA) and average variance extracted (AVE) for each construct. All item loadings were above the recommended minimum of 0.4 (Holland, 1996), which indicates that each item has a substantial relationship with its respective construct. Additionally, the AVE for all constructs exceeded the 0.5 threshold (Hair et al., 2017). The AVE indicates the amount of variance that a construct captures from its items relative to the variance due to measurement error. Together, these results confirm that the constructs possess good convergent validity, meaning that they effectively represent the theoretical constructs they are intended to measure.While the details of discriminant validity assessments were not included in the initial overview, it is essential to confirm that the constructs are distinct from one another. Discriminant validity ensures that constructs do not overlap excessively and that they capture unique aspects of the phenomena being studied. Techniques such as comparing the square root of the AVE values with inter-construct correlations can be employed to validate this aspect.

The measurement modelin Figure 2 demonstrated strong internal consistency reliability and convergent validity, supporting the validity of the constructs. Further analysis of discriminant validity would solidify the overall assessment, ensuring that the constructs measured are both distinct and representative of the underlying theoretical framework.

	Green_Ability	Green_motivation	Greeen_opportunity	Employee_performance	Employee_Retention	Aghrm	ICGHRM
Green_Ability							
Green_motivation	0.621						
Greeen_opportunity	0.525	1.000					
Employee_performance	0.630	0.691	0.623				
Employee_Retention	0.403	0.642	0.756	0.433			
Aghrm	0.625	0.971	0.934	0.621	1.000		
ICGHRM	0.566	0.850	0.815	0.575	0.669	1.000	

Figure 2: Validity analysis through Heterotrait-Monotrait Ratio (HTMT) method

The questionnaire discriminant validity can be seen from the comparison of AVE (Average Variance Extracted) root value and correlation coefficient. If AVE root value is greater than correlation coefficient with other variables, the questionnaire is discriminant valid. The result of AVE root test and Correlation Coefficient demonstrated in Table 3 show that all statement items are greater than the correlation of the relevant variables. Thus, discriminant validity is fulfilled, meaning that all statements represent the problems in this study and fit with the actual condition in the object of the study.

Table 3: composite reliability, AVE root test and Correlation Coefficient

	CR	AVE	MSV	MaxR(H)	Green_Ability	Green_motivation	Greeen_opportunity	Employee_performance	Employee_Retention	Aghrm	ICGHRM
Green_Ability	0.927	0.718	0.434	0.943	**0.848**						
Green_motivation	0.775	0.535	1.244	0.784	0.642***	**0.731**					
Greeen_opportunity	0.684	0.523	1.244	0.714	0.499***	1.115***	**0.723**				
Employee_performance	0.864	0.680	0.486	0.869	0.627***	0.697***	0.580***	**0.825**			
Employee_Retention	0.837	0.563	0.871	0.844	0.403***	0.669***	0.736***	0.423***	**0.751**		
Aghrm	0.585	0.419	1.444	0.614	0.659***	1.005***	0.913***	0.615***	0.933***	**0.647**	
ICGHRM	0.793	0.493	1.444	0.825	0.588***	0.900***	0.804***	0.571***	0.655***	1.202***	**0.702**

Significance of Correlations:
† p < 0.100
* p < 0.050
** p < 0.010
*** p < 0.001

3.2. Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) was performed to evaluate the internal consistency of the constructs by examining the factor loadings associated with each scale item. According to the established guidelines, for a scale item to be retained, its factor loading should exceed the threshold of 0.5.The results of the CFA, as illustrated in Figure 3, reveal a clear pattern of loadings that indicates strong relationships between the latent variables and their corresponding indicators. All retained items demonstrated factor loadings well above the 0.5 threshold, confirming that each item contributes significantly to its respective construct.This robust pattern of loadings not only supports the internal consistency of the constructs but also reinforces the validity of the measurement model [27]. By confirming that the items effectively represent their underlying factors, the CFA results provide a strong foundation for the subsequent analyses and interpretations of the data.

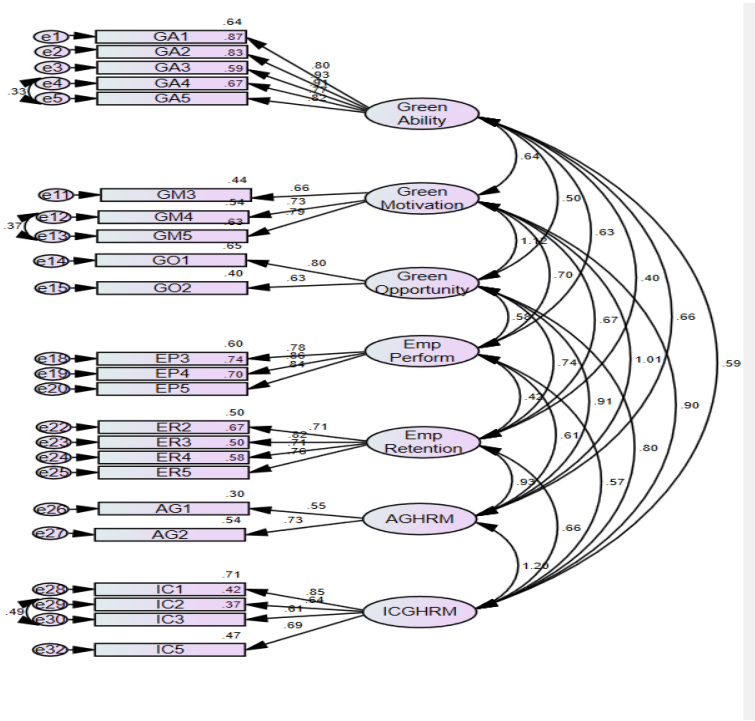

Figure 3. Measurement Model through Confirmatory Factor Analysis

3.3 Model Fit Summary

The Root Mean Square Error of Approximation (RMSEA) is an adjusted chi-square statistic was calculated to assesses model fit against a perfect model while penalizing complexity. A number less than 0.05 suggests a close fit, values between 0.05 and 0.08 indicate a decent fit, while values greater than 0.10 may indicate poor fit. In this study, the RMSEA is less than 0.08, indicating a decent model fit. Furthermore, the Standardized Root Mean Square Residual (SRMR) value of 0.01613 indicates that the observed model closely matches the suggested model. The Non-Normed Fit Index (NFI) and Tucker Lewis Index (TLI) scores are 0.893 and 0.907, respectively**.** Although both are partially below than the optimal criterion of 0.95 for strong fit, they are nevertheless regarded acceptable because they are greater than 0.90, indicating a reasonably decent fit for smaller samples (Byrne, 1994). The Incremental Fit Index (IFI) of 0.925 and the Comparative Fit Index (CFI) of 0.924 are both higher than the recommended threshold of 0.90, indicating a strong model fit. Meanwhile, the Parsimony-Adjusted Measures Index (PNFI) is 0.727, which exceeds the ideal value of 0.50. The CMIN/DF ratio of 3.087 is slightly higher than the desired range but still acceptable, indicating a good fit. The overall values indicate that the model is a reasonable representation of the data, particularly in its comparative and incremental fit indices, however there may be space for minor improvements in fit, as evidenced by metrics such as NFI and TLI.

Table 4: RMSEA of default and independent model

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.077	.070	.083	.000
Independence model	.251	.246	.257	.000

Table 5: Model fit result

Coefficients	Values
NFI	0.893
RFI	0.868
IFI	0.925
TLI	0.907
CFI	0.924
PNFI	0.727
FMIN	1.78
CMIN	635.885
CMIN/DF	3.087
PCFI	0.753

3.4. Structural Equation Modelling for Employees

In this study, Structural Equation Modelling (SEM) is used to discriminate between endogenous and exogenous factors. Endogenous variables, like dependent variables, describe outcomes or consequences. In this situation, the endogenous variables are employee performance and retention. Exogenous characteristics that serve as predictors or causes include green ability, motivation, AGHRME, and ICGHRM.

The SEM model in Figure 4 offered has a chi-square value of 53.423 with 186 degrees of freedom and a p-value less than 0.001, demonstrate that the proposed model is statistically significant. This suggests that the relationships between the variables in the model are significant and likely to hold true in the context of the analysis.

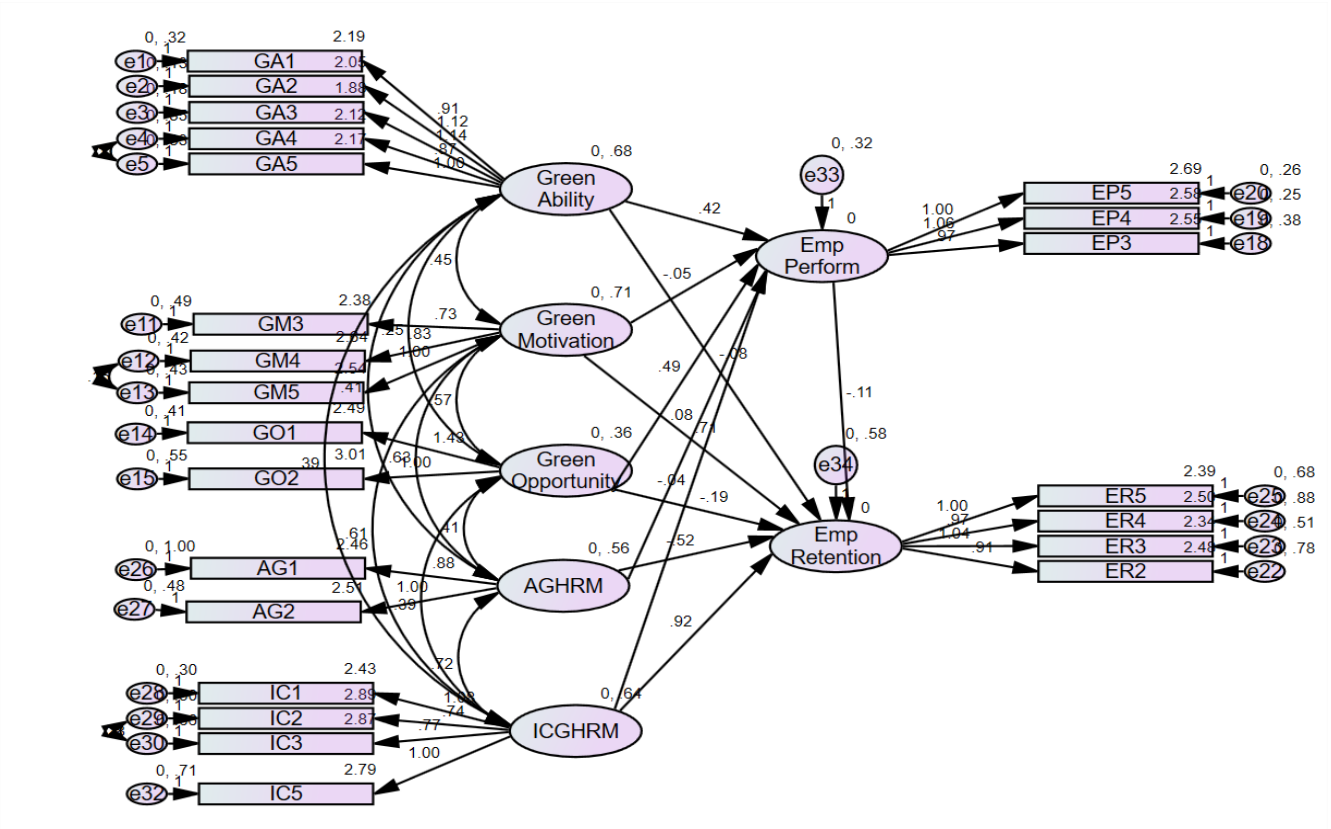

Figure 4. Measurement Model through Structural Equation Modelling

Table 6: Regression weights

			Estimate	S.E.	C.R.	P	Label
Employee Retention	**<---**	**Green Ability**	**-.128**	**.096**	**-1.328**	**.184**	**par_28**
Employee Retention	**<---**	**Green motivation**	**.740**	**.234**	**3.162**	**.002**	**par_29**
Employee Retention	**<---**	**Greenopportunity**	**-.161**	**.201**	**-.802**	**.423**	**par_30**
Employee Retention	**<---**	**Aghrm**	**-.493**	**.164**	**-3.014**	**.003**	**par_31**
Employee Retention	**<---**	**ICGHRM**	**.877**	**.193**	**4.532**	*******	**par_32**
Employee performance	**<---**	**Green Ability**	**.414**	**.065**	**6.414**	*******	**par_33**
Employee performance	**<---**	**Green motivation**	**-.004**	**.131**	**-.030**	**.976**	**par_34**
Employee performance	**<---**	**Greenopportunity**	**.329**	**.107**	**3.073**	**.002**	**par_35**
Employee performance	**<---**	**Aghrm**	**.063**	**.066**	**.951**	**.342**	**par_36**

			Estimate	S.E.	C.R.	P	Label
Employee performance	**<---**	**ICGHRM**	**.014**	**.101**	**.139**	**.889**	**par_37**
Employee performance	**<---**	**Employee Retention**	**-.065**	**.065**	**-.991**	**.322**	**par_38**

The findings from the result in Table 6 provide insights into the relationship between Green HRM practices and employee performance and retention. First, AGHRME (Awareness of Green HRM Practices) has no significant effect on employee retention or performance (p-values of 0.003 and 0.342, respectively). We reject the null hypotheses H3 and H8, as both p-values exceed the 0.01 threshold, showing that AGHRME has no meaningful impact on these outcomes. Second, Green Motivation is significant for employee retention, with an estimate of 0.740 and a p-value of 0.002 (less than the 0.05 level), therefore we accept H7. However, it is not significant for employee performance, with an estimate of -0.004 and a p-value of 0.976, resulting in the rejection of hypothesis H2.

Green Ability is significant for employee performance, with an estimate of 0.414 and a p-value of less than 0.001, supporting hypothesis H1. However, it has no significance for employee retention, with an estimate of -0.128 and a p-value of 0.184, thus we reject H6.
Another construct, ICGHRM (Identify the Challenges in Implementing Green HRM) does not have a significant effect on employee performance, with an estimate of 0.014 and a p-value of 0.889, rejecting H4. However, it is significant for staff retention, with an estimate of 0.877 and a p-value of less than 0.001, confirming H9. Subsequently, with an estimate of 0.329 and a p-value of 0.002, Green Opportunity is important for employee performance, hence we accept H5. H10 is rejected because it is not significant for employee retention, with an estimate of -0.161 and a p-value of 0.423. The significance of green ability, motivation, and opportunity on performance and retention is emphasized by these data, which also demonstrate the distinct effects of different green HRM approaches on employee outcomes.

The linkages between numerous aspects affecting green ability, motivation, opportunity, and HRM practices have been assessed. Green ability is moderately positively correlated with green motivation (0.642) and green opportunity (0.499). It also has a higher connection with Aghrm (0.658) and ICGHRM (0.590). Green motivation has a substantial positive association with green opportunity (1.115), Aghrm (1.001), and ICGHRM (0.891). Green opportunity correlates substantially with Aghrm (0.909) and somewhat with ICGHRM (0.788). Finally, the strongest association discovered is between ICGHRM and Aghrm, with a value of 1.209. These principles point to strong linkages between green HRM practices, opportunities, abilities, and motivations in the context of promoting sustainability.

Table 7: Correlation between different latent variables

			Estimate
Green Ability	**<-->**	**Green motivation**	**.642**
Green Ability	**<-->**	**Greenopportunity**	**.499**
Green Ability	**<-->**	**Aghrm**	**.658**
ICGHRM	**<-->**	**Green Ability**	**.590**
Green motivation	**<-->**	**Greenopportunity**	**1.115**
Green motivation	**<-->**	**Aghrm**	**1.001**
ICGHRM	**<-->**	**Green motivation**	**.891**
Greenopportunity	**<-->**	**Aghrm**	**.909**
ICGHRM	**<-->**	**Greenopportunity**	**.788**

			Estimate
ICGHRM	**<-->**	**Aghrm**	**1.209**

Discussion

This study articulates 10 hypotheses aimed at examining the intricate relationships among various Green HRM constructs including Green Ability, Green Motivation, AGHRME (Awareness of Green HRM among managers and employees), ICGHRM (Incentive-Compensation Green HRM), and Green Opportunityand two key organizational outcomes: employee performance and employee retention. Primary data, sourced through a meticulously designed survey administered pan India, was analysed using Confirmatory Factor Analysis (CFA) and Structural Equation Modelling using SPSS and Amos.

The results of the study indicated that AGHRME (Awareness of Green HRM practices among managers and employees) is not a significant predictor of either employee performance or employee retention, as the p-values exceeded the threshold of 0.01. According to the findings of this study, raising employee awareness of Green HRM initiatives is unlikely to be directly related to their performance or commitment to the company [29]. Consequently, H3 (the correlation between AGHRME and employee performance) and H8 (the correlation between AGHRME and employee retention) are rejected. This finding demonstrates that awareness alone, without pragmatic application or motivation, does not result in concrete changes in employee results.It emphasizes the need for more involved and engaging means of implementing green HRM practices besides solely raising awareness.Green Motivation has a significant effect on employee retention at the 0.05 level, supporting H7. This shows that employees who are encouraged by the firm's environmental intends are more likely to continue working with the organization. Green motivation promotes a sense of responsibility and integrates employee values with the organization's sustainability goals, resulting in higher retention rates. However, Green Motivation emerged to be inconsequential for employee performance, prompting the rejection of H2 [30]. This suggests that, while motivation may impact employees' decision to continue working with the organization, it does not always result in immediate performance increases. It emphasizes the need of taking into account different variables of employee behaviour, in addition to motivation, while improving performance.The results validate hypothesis H1 by showing a substantial positive correlation between employee performance and Green Ability, which is defined as employees' environmental abilities and knowledge. In addition to this, workers that acquire the required green skills are better able to incorporate sustainable practices into their job, which improves productivity. However, Green Ability failed to be a significant predictor of employee retention, resulting in the rejection of hypothesis H6 [31]. It also implies that, while skill development improves individuals' ability to perform better, it does not always alter their commitment to continuing with a company. The findings indicate that performance gains from green skills may need to be supplemented by additional components, such as motivation and recognition, to influence retention.

The results of this study also indicate that ICGHRM is not a significant predictor of employee performance, leading to the rejection of hypothesis H4. It additionally indicates that recognizing and addressing issues associated with the implementation of green HRM practices may not have a direct impact on employees' day-to-day performance. It could be due to a lack of prompt alignment between identifying implementation constraints and the actual measures used to monitor effectiveness. However, ICGHRM was discovered to be highly linked with employee retention, which supports H9 [32]. Employees are more likely to stay with a company if they believe that issues associated with the implementation of sustainability programs are effectively handled.Green Opportunity, which measures the amount to which employees are given the resources, support, and opportunity to engage in sustainable activities, was found to be important for employee performance but not retention. This promotes H5 and results in the rejection of H10. Employees who benefit from the option to participate in green activities, such as eco-friendly projects or energy-saving initiatives, perform better because these opportunities promote inventive problem-solving and resource efficiency [33]. However, the accessibility of green possibilities alone may not be adequate to retain staff, emphasizing the need for a more comprehensive strategy that blends green opportunities with motivating and recognition-based programs.

Implications of Findings

These findings are essential for firms striving for implementing Green HRM practices into their comprehensive approach to improve both performance and retention. The importance of Green Ability and Green Opportunity in employee

performance highlights the necessity for training and resource allocation that enables employees to function sustainably in their roles [34]. Green Motivation and ICGHRM, on the other hand, play more important roles in increasing employee retention, implying that companies should prioritize motivational and reward-based systems to build long-term employee commitment. Furthermore, the insignificance of AGHRME for both performance and retention suggests that merely extending knowledge about green HRM practices is insufficient to achieve outcomes. Organizations must go transcend awareness and develop an enabling infrastructure that allows employees apply their green expertise and abilities in relevant ways [35].

Conclusion

In conclusion, our findings indicate that different components of Green HRM practices have diverse effects on employee performance and retention. While Green Ability and Green Opportunity are critical for improving performance, Green Motivation and ICGHRM have a greater impact on employee retention [36]. Organizations seeking to maximize the benefits of Green HRM should take a multifaceted approach that addresses both the knowledge and motivational aspects of green behaviour, ensuring that employees are not only capable of sustainable performance but also motivated to remain committed to the organization's environmental goals.

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