



THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT BETWEEN GREEN HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

O papel mediador do engajamento dos funcionários entre as práticas verdes de GRH e o compromisso organizacional

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ABSTRACT

Green human resource management, has gained a lot of attention and is now widely accepted within organizations. The wide adoption of green HRM practices by the employees is essential to its effective execution. This research investigates the mediation function of employee engagement with green HRM practices and organizational commitment, offering a fresh step forward in the transformation process towards sustainability. Quantitative research design was adopted for our study. Data was collected from 350 employees working in the automobile industries and PLS-SEM was used to analyze the data. The major findings of the study shows that employee engagement plays a full mediation role between green HRM practices such as green training and development, green performance and green compensation and rewards with organizational commitment. Employee engagement indicates a partial mediation between green recruitment and selection and organizational commitment. The outcome of our study is contrary to the previous studies conducted in the automobile industry. There by this study suggests that creating awareness about environmental practices while recruiting employees will result in creating work engagement among the employees.

Keywords: Green HRM practices, Green recruitment and selection, Green training and development, Green performance, Green compensation and rewards, Employee engagement, Organizational commitment

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O PAPEL MEDIADOR DO ENGAJAMENTO DOS FUNCIONÁRIOS ENTRE AS PRÁTICAS VERDES DE RH E O COMPROMISSO ORGANIZACIONAL

The mediating role of employee engagement between green HRM practices and organizational commitment

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RESUMO

A gestão de recursos humanos verdes, ganhou muita atenção e agora é amplamente aceita dentro das organizações. A ampla adoção de práticas verdes de gestão de recursos humanos pelos funcionários é essencial para sua execução eficaz. Esta pesquisa investiga a função de mediação do engajamento dos funcionários com práticas verdes de GRH e compromisso organizacional, oferecendo um novo passo no processo de transformação em direção à sustentabilidade. O desenho de pesquisa quantitativa foi adotado para nosso estudo. Os dados foram coletados de 350 funcionários que trabalham nas indústrias automobilísticas e o PLS-SEM foi usado para analisar os dados. As principais descobertas do estudo mostram que o engajamento dos funcionários desempenha um papel de mediação total entre as práticas verdes de GRH, como treinamento e desenvolvimento verdes, desempenho verde e remuneração verde e recompensas com comprometimento organizacional. O engajamento dos funcionários indica uma mediação parcial entre recrutamento e seleção verde e comprometimento organizacional. O resultado do nosso estudo é contrário aos estudos anteriores realizados na indústria automobilística. Este estudo sugere que a conscientização sobre práticas ambientais durante o recrutamento de funcionários resultará na criação de engajamento no trabalho entre os funcionários.

Palavras-chave: Práticas de GRH verde, Recrutamento e seleção verdes, Treinamento e desenvolvimento verdes, Desempenho verde, Remuneração e recompensas verdes, Engajamento dos funcionários, Compromisso organizacional

INTRODUCTION

The world that we live in today has stimulating ecological, ethical, and legal concerns that have made organizations to jump on the wave of environmental sustainability. Corporates are obligated to accelerate their transition towards environmental management practices due to worldwide concerns like global warming, depletion of natural resources and importantly environmental protection (Ashton, Russell and Futch, 2017). Around the world, developing nations are being urged by external factors to adopt various green management practices in an efficient manner in order to address environmental concerns. (Yusliza et al., 2017). Environmental objectives are already being included by corporations into their business plans and strategies (Chung 2020). According to (Jabbour and Jabbour, 2016) green human resource management appears to link environmental implications with corporate settings. Companies are known to expand their organizations' borders internationally when they recognize and adopt green HRM practices (Jabbar and Abid, 2015). Integrating green human resource management practices is becoming increasingly important for a company's competitive edge and reputation (Tang et al., 2018). Green HRM practices allow businesses to embark on goal achieving initiatives while being sensitive to reducing environmental damage, minimizing carbon footprints, and conserving natural resources. To fully utilize and reap the benefits of greener efforts, environmentally responsible practices and a healthy workplace atmosphere are deemed essential (Ahmed U., AlZgool M.D.H., Shah S.M.M, 2019). Green HR practices are known to offer a fundamental framework that enables companies to manage their environmental implications more effectively (Kanwar and Krishna, 2020). In the recent years, research in green human resource management has grown exponentially, with studies conducted in a variety of sectors including hospitality and tourism, IT, and automobile (Mohammed Aboramadan, 2020).

When employees tend to have a broader acceptance of Green HRM it can be effectively executed within an organization. Employee engagement is viewed as a favorable, satisfying psychological state associated to work and characterized by a positive dedication and absorption, (Kanwar and Krishna, 2020). Employee engagement is the term used to describe employees' cognitive and emotional attachment to their companies and is also regarded as a business management concept itself. As engaged workforce is advantageous to a company, because when employees carry out a positive behavior and work ethically it only drives the company to succeed. Sheopuri (2015) emphasizes that Green HRM practices include environmentally conscious HR operations that benefit the company through reduced costs, increased efficiencies, and improved employee engagement and retention. According to the theory of social identity, when employees work for an organization that upholds ethical standards, they are more likely to have a connection with it, (Yang et al., 2021). As worries about global warming and environmental issues continue to rise, environmental sustainability has become a crucial problem in the automobile industry. Automobile manufacturers are under pressure to lower their carbon footprint because the industry is a major source of carbon emissions. Additionally, adopting sustainable practices may enhance industry productivity and waste reduction. The automobile sector plays a crucial part in promoting sustainability and minimizing environmental impact. Based on this phenomenon, this present research study aims to analyze the Green human resource management practices and its impact on employee engagement with reference to automobile industries of Puducherry.

Research objectives:

- ✓ To determine how using green HRM techniques impacts employee engagement
- ✓ To propose appropriate suggestions for enhancing GHRM practices with employee engagement
- ✓ To identify the mediating impact of employee engagement on organization commitment

1 THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

1.1 Green Human Resource Management (GHRM) Practices

According to Ren et al. (2018), "Green Human Resource Management" has replaced the alignment of human resources with an organization's green practices. GHRM encompasses all initiatives aimed at bringing employees to be environmentally concerned and it aims to make employees more environmentally conscious people, where they

would in turn feel driven to get involved in green causes (Arulrajah et al., 2015). Numerous researchers have defined and conceptualized GHRM practices such as:

- ✓ Green hiring and recruiting individuals who have adequate knowledge regarding environmental issues,
- ✓ Green training for improving personnel's green abilities and skills,
- ✓ Green performance appraisal with an environmental friendly criteria to evaluate their effectiveness, and
- ✓ Green rewards to offer benefits based on the accomplishment of the organization's green goals (Pham et al., 2019).

In a recent study conducted by (Subburao, S and Elango, D., 2023) mentioned that human resource primarily attempts to develop, improve and retain personnel by putting green human resource practices to its best use. The idea of being green helps to maintain an eco-friendly workplace and also encourages the employees to put in their best effort forward. It is quite evident that various organizations and industries are adopting GRHM practices as in result to contribute to higher environmental sustainability. Large organizations are more determined to implement green Hrm practices and certain companies comply with strict green policies to attain profit and as well as to improvise their standard (Dumont et al., 2017).

1.2 Green Recruitment and Selection and Employee Engagement

Organizations these days are drawn to green HR practices to find environmentally conscious talent globally for their commitment towards environmental responsibility. International corporations currently engage highly qualified workers and highly qualified applicants by presenting their environmental consciousness and running their HR operations with a green perspective (Ahmed U., AlZgool M.D.H., Shah S.M.M, 2019). (Pham et al., 2020) pointed out that businesses are likely to demonstrate their responsibility towards the safety and preservation of the natural resource through green behavior. Organizations can enhance their brand image and promote their environment responsibilities by focusing on green concerns. This will make it easier for businesses to find competent and reputable candidates for employment. With the goal to establish business operations under the green criteria, which in turn plays a critical role in sustainable performance. Companies are interested in recruiting workers with an environmentally friendly mindset and an understanding for environmental protection (Ehnert, 2009). Subburao, S., & Elango, D. (2023) has mentioned that candidates seeking for jobs must exhibit their enthusiasm for preserving the environment, and through green hiring procedures and the creation of implicit knowledge, green organizations seek out responsible green applicants. Hiring practices have an immediate effect on the success of a business and environmental sustainability when companies desire to implement green hiring practices. Organizations must undergo human resource planning within the environment-friendly aspect in order to maintain higher environmental performance standards and to be proactive to ecological protection, (Dubey and Gupta, 2018). From the above literature the following hypothesis was developed,

H1: Green recruitment and selection has a positive influence on employee engagement.

1.3 Green Training and development and employee engagement

Green training and development are addressed by green HR policies, which help to increase employee engagement and organizational effectiveness. Continuous green practices help businesses raise the skill and engagement level of their employees, (Aktar and Islam, 2019). Green training encourages environmentally friendly behaviors that increase the level of employee engagement. Green training is also considered to be a vital practice that stimulates green initiatives and helps employees be prepared for issues at work, thereby encouraging a deeper engagement with the organization. It has also been stated that when organizations adopt green practices that engage and inspire employees is the only way to achieve sustainable advantage. Green training also enables individuals to acquire a mindset that emphasizes the value of green practices, which have become more important as a result of attention to concerns about safety and health, (Grabara, 2017). Employee engagement has been demonstrated to have an impact on the long-term success of businesses in every industry and environment. Green training and development

programmes that motivate and provide businesses with improved methodologies and well executed strategies that lead to increased performance and sustainability have improvised the skill level of the employees, (Aktar and Islam,2019; Ahmed U., AlZgool M.D.H., Shah S.M.M, 2019). (Jabbar and Abid,2015) have stated that green training and development assists in preparing individuals to improve and hone their employee abilities and motivate them to perform properly. From the above literature reviews the following hypothesis was developed,

H2: Green training and development has a positive influence on employee engagement

1.4 Green Performance and employee engagement

The concept of green performance management focuses on using environmental obligations while simultaneously addressing company policies and concerns regarding the environment. Green performance management within an organization tends to make the employees feel motivated and are also given better training as a part of the process to achieve the organizations green objectives, (Ahmad,2015). A business can achieve green objectives if it involves its entire workforce from a range of job fields and encourages them to adhere to green HRM practices to expand the working environment. In addition to that, employees that are content with their employment are more likely to adhere to green HRM practices, feel accountable to the business they work for and thereby intend to perform better, (Jabbar and Abid,2015). According to (Marthouret and Sigvardsson,2016) these programs are useful for helping staff to track their personal impact on the environment. When organizations employ candidates who potentially tend to have awareness and understanding pertaining to the environment, it only paves way for achieving better levels of ecological performance, (Chaudhary,2019). Sustainable practices are to be taken into account for evaluations as well as for significant performance areas and key performance indicators, (Saylee and Varsha,2018). On the basis of the above literature the following hypothesis was developed,

H3: Green performance has a positive influence on employee engagement

1.5 Green Compensation and Rewards and employee engagement

Green human resource management approaches place a high priority on compensation and rewards. Companies should reward and encourage staff members who adopt sustainable practices by offering monetary benefits. Green programs need to be implemented effectively and this in turn requires effective direction. Green compensation and rewards practices can be carried out effectively when the top management provides employees with captivating responsibilities and promotions, (Subburao,S and Elango,D.,2023). Through their study (Dumont et al., 2017) has demonstrated how performance should result from proper training and development, thereby resulting in compensation and rewards. Green compensation and rewards promote and stimulate employees to adhere to more HRM practices, which has a positive effect on the company's framework for employee engagement. Organizations can successfully utilize green compensation and reward system to motivate their employees in order to improvise their eco-friendly performance, which will benefit both the company and the person, (Aktar and Islam,2019). A green culture can be promoted in an organization if the HRM process and the green compensation along with the rewards system are integrated, (Ahmad,2015). From the above literature the following hypothesis was developed,

H4: Green compensation and rewards has a positive influence on employee engagement

1.6 Employee Engagement to Organization Commitment

Organization commitment is considered to be the degree of involvement in which an employee accomplishes his/her work within the company. The level in which an employee actively participates in the assigned duties from the management is termed to be organization commitment. Ahakwa et. Al., (2021) According to Allen and Meyer (1990) has classified commitment into three categories like Affective Commitment, Continuance Commitment and Normative Commitment. Affective commitment measures the emotional commitment an employee has towards his/her work. Continuance commitment relates to the degree of expenses when an employee is set to leave the organization.

Normative commitment stands for employee's morale towards the organization. Otoo & Rather (2024). Previous research studies have proven that employee engagement has a positive influence on organization commitment, Moyo (2019). When employees tend to possess a higher sense of organization engagement and commitment it only leads to better retention and positive employee behavior within the organization, Maha Ahmed (2015). It is evident that (Molefe et al., 2022) has mentioned when employees have higher employee engagement in their work environment it results in better organization commitment. Employees respond favorably to their employers and show greater commitment and loyalty when they are provided with the necessary resources to perform their tasks. It is empirically proven from previous conducted research there is a significant relationship between employee engagement and organizational commitment. e (Babakus et al., 2017; Sandhya and Sulphey, 2020)

H5: Employee Engagement has a positive influence on Organizational Commitment.

For wider understanding and enhance the review of literature we have categorized organizational commitment into three: affective, continuance and normative (Allen and Meyer, 1990) and the following hypothesis was framed.

H6: Affective commitment has a positive influence on Organizational Commitment

H7: Continuance commitment has a positive influence on Organizational Commitment

H8: Normative commitment has a positive influence on Organizational Commitment

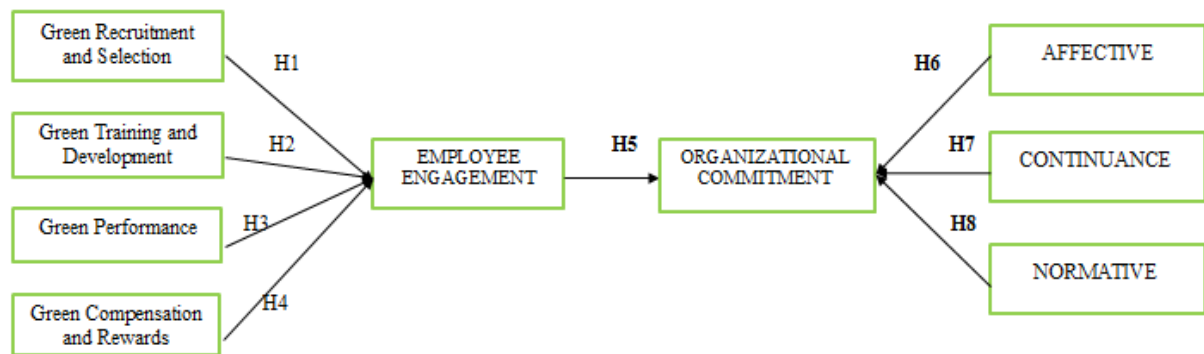
1.7 Mediating effect of employee Engagement

According to Keyko et al. (2016), work engagement should be viewed as the physical and psychological conditions that are cognitively and emotionally tied to work and that promote the attitudes and behaviors needed to achieve organizational level goals. Employees attitudes within an organization can be positively impacted by a psychological connection which raises levels of recognition and engagement, (Baykal E and Bayraktar O,2022). Employee engagement has a significant impact on a wide range of work dynamics and the intense focus on the job, leads in passing time more rapidly than usual and employees on the other hand feel it resilient to leave work (Navajas-Romero V et al., 2022). According to (Bayraktar, O., & Baykal, E., 2022) a work environment that prioritizes person-centered care, healthy managerial techniques and procedures that overcome administrative processes and opportunities for each employee's professional development and self-care, can increase employee work engagement. Organization managers place a high value on fostering employee engagement to establish long term objectives (Ahmed U., AlZgool M.D.H., Shah S.M.M, 2019). (Ababneh, 2021) has mentioned, an abundance of commitment, dedication, and enthusiasm are often expressed at work. This in turn would result in better goal-setting perspectives, where employees are more likely to develop their green abilities, collaborate with other individuals, take eco-friendly initiatives, and use novel approaches for addressing diverse issues related to the environment.

In previous studies, researchers' have put to use employee engagement as a mediating variable between succession planning and employee performance (Abdullahi et al., 2022), flexible work arrangement and turnover intentions (Gašić, D.; Berber, N, 2023), talent management practices and organizational commitment (Hussain et al.,2021), HRM practices and employee performance (Mohd Taib et al.,2018), workplace spirituality, organizational justice and mental health (Sharma,P.k and Kumra,R.2020), corporate entrepreneurship and business performance (Ahmed et al,2020), transformational leadership and organizational commitment (Jiatong et al.,2022), affective organizational commitment and job performance (Park, J. et al.,2022). To expand the review of literature on employee engagement, the researchers have undertaken employee engagement as a mediating variable between green hrn practices and organizational commitment.

H9: Employee Engagement has a mediating relationship between green human resources practices (Green recruitment and selection, green training and development, green performance and green compensation and rewards) and organizational commitment

Figure 1 - Research Framework



Source: Researcher

2 RESEARCH METHODOLOGY

The study adopted a quantitative research design. Data was collected from the employees working in the automobile industries situated in Pondicherry. This research study implemented a simple random sampling technique to approach a sample size of 350 employees working in the automobile industries. Pre-tested questionnaires were utilized for the dependent and independent variables. The Green HRM practices items were taken from the study conducted by Guerçi et al., (2016) while employee engagement was measured using the shortened version of (UWES-9) Utrecht work engagement scale by Schaufeli, W.B and Bakker, A.B., (2006). For organization commitment we have adopted the scale from Otoo & Rather (2024) where it is further measured into affective (4 items), continuance (4 items) and normative (4 items). The respondents were requested to give their valuable standpoint in a five-point Likert scale which ranged from (1 – Strongly Disagree) to (5- Strongly Agree). PLS-SEM was used to analyze the data.

3 RESULTS

To analyse the data the researcher used Partial Least Square (PLS) modeling technique as it is suitable for confirmatory analysis. Hair Joe et al., 2016).

Table 1 - Cronbach's Alpha

	Affective commitment	Continuance	Employee Engagement	Green Performance	Green Performance and Rewards	Green Recruitments and Selection	Green Training and Development	Normative
AFF1	0.762							
AFF2	0.338							
AFF3	0.851							
AFF4	0.376							
EEN1			0.782					
EEN2			0.769					
EEN3			0.773					

EEN4			0.812					
EEN5			0.257					
EEN6			0.367					
EEN7			0.806					
EEN8			0.372					
EEN9			0.332					
EEN10			0.807					
CON1		0.815						
CON2		0.725						
CON3		0.381						
CON4		0.742						
GPE1				0.813				
GPE2				0.805				
GPR1					0.788			
GPR2					0.866			
GRS1						0.724		
GRS2						0.747		
GTD1							0.831	
GTD2							0.866	
NOR1								0.381
NOR2								0.297
NOR3								0.932
NOR4								0.753

Table 2 - The Inner Model Evaluation

	Cronbach's Alpha	Composite reliability (rho_A)	Composite reliability (rho_C)	Average Variance Extracted (AVE)
Affective commitment	0.772	0.785	0.789	0.653
Continuance	0.841	0.754	0.805	0.581
Employee Engagement	0.803	0.728	0.721	0.631
Green Performance	0.772	0.772	0.791	0.654
Green Performance and Rewards	0.746	0.761	0.813	0.686
Green Recruitments and Selection	0.852	0.752	0.702	0.541
Green Training and Development	0.811	0.816	0.837	0.723

Normative	0.734	0.791	0.834	0.718
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30 items are represented in Table 1 which are used to test the model. Cronbach's alpha measures the reliability of the items. The table 2 represents the values of Cronbach's alpha which are greater than 0.70 thereby confirming the internal consistency, (Hair Joe et al., 2016, Hair ,2022).

According to Hair et al. (2022), the acceptable value of Average Variance Extracted (AVE), which is used to determine convergent validity, should be 0.50 or greater than 0.50. Table 2 confirms that all the calculated Average variance extracted is above 0.50 which confirms the construct.

Figure 1 - Structural Model

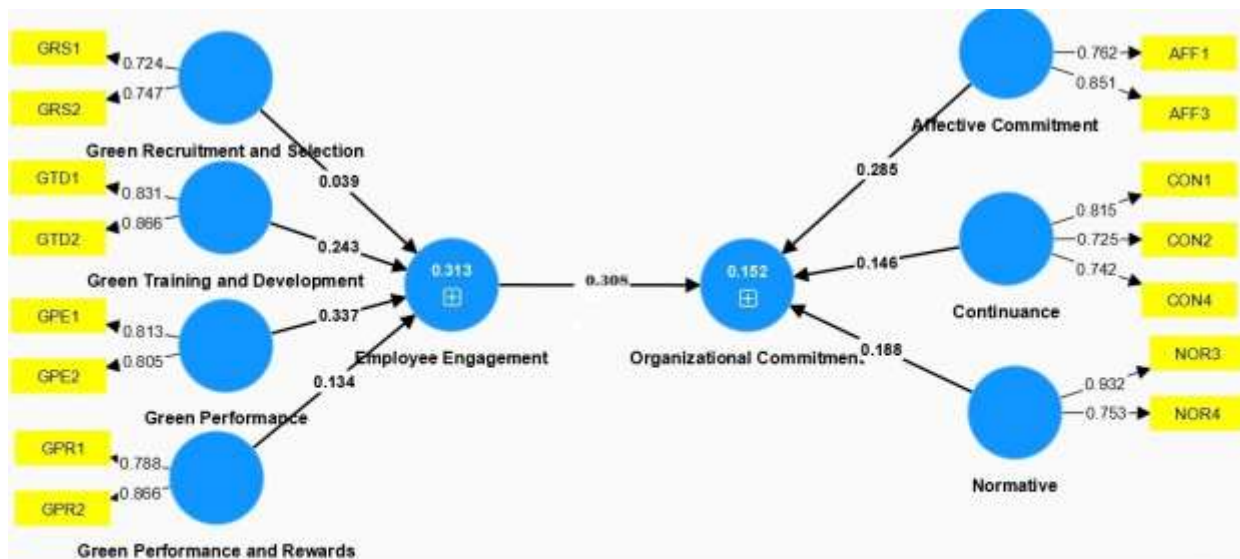


Table 3 - HTMT Discriminant Validity

	Affective commit ment	Continuan ce	Employee Engagemen t	Green Perform ance	Green Performa nce and Rewards	Green Recruitments and Selection	Green Training and Develop ment	Normative	Organization al Commitment
Affective commitment									
Continuance	0.267								
Employee Engagement	0.603	0.597							
Green Performance	0.507	0.288	0.769						

Green Performance and Rewards	0.183	0.202	0.485	0.639					
Green Recruitments and Selection	0.348	0.295	0.638	0.766	0.711				
Green Training and Development	0.467	0.153	0.561	0.691	0.309	0.794			
Normative	0.341	0.301	0.575	0.543	0.506	0.726	0.468		
Organizational Commitment	0.438	0.163	0.228	0.427	0.129	0.352	0.154	0.296	

To test the Discriminant validity, HTMT validity method is adopted. According to Franke & Sarstedt (2019) to confirm discriminate validly all the calculated values are to be lesser than 0.90. Table 3 values are lesser than 0.90 for all the items which denotes discriminant validity.

Table 4 - Variance Inflation Factor (VIF) values

	VIF
AFF1	1.085
AFF3	1.397
EEN1	1.578
EEN2	2.086
EEN3	2.514
EEN4	1.378
EEN7	2.084
EEN10	1.667
CON1	1.348
CON2	1.558
CON4	2.375
GPE1	1.369
GPE2	1.247
GPR1	1.123
GPR2	2.368
GRS1	1.255
GRS2	1.457
GTD1	1.211
GTD2	2.354
NOR3	2.055
NOR4	2.082

To find the model related collinearity issue, VIF was calculated. . According to Hair et al. (2021), VIF values greater than 0.50 or above confirms high degree of collinearity. The table 4 represents the VIF values of the taken model and all the values are less than 0.50 which confirms that there is no collinearity related issues.

Table 5 - T Statistics

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDDEV)	T Statistics	P Values
Affective Commitment --> Organizational Commitment (H6)	0.341	0.346	0.138	2.276	0.031
Continuance --> Organizational Commitment (H7)	0.189	0.189	0.112	2.459	0.013
Employee Engagement --> Organizational Commitment (H5)	0.243	0.247	0.151	2.614	0.009
Normative --> Organizational Commitment (H8)	0.188	0.195	0.103	1.82	0.069
Green Performance --> Employee Engagement (H3)	0.337	0.341	0.159	2.124	0.034
Green Performance and Rewards -> Employee Engagement (H4)	0.146	0.154	0.126	1.16	0.247
Green Recruitments and Selection --> Employee Engagement (H1)	0.243	0.247	0.15	1.614	0.107
Green Training and Development --> Employee Engagement (H2)	0.285	0.285	0.103	2.771	0.006

3.1 Summary of Hypothesis testing

The use of PLS-SEM allowed the researchers to test the relationship of the hypothesis between the construct taken in the study.

H1 stated that green recruitment and selection has a positive relationship with employee engagement. As indicated in Table 5 the effect of Green Recruitment and Selection on employee engagement is in the hypothesized direction (STDEV = 0.15, P = 0.107) but it was not statistically significant.

H2 stated that green training and development has a positive relationship with employee engagement. As indicated in Table 5 the effect of green training and development on employee engagement is in the hypothesized direction (STDEV = 0.103, P=0.006) and it is statistically significant.

H3 stated that green performance has a positive relationship with employee engagement. As indicated in Table 5 the effect of green performance on employee engagement is in the hypothesized direction (STDV =0.159, P=0.034) and it is statistically significant.

H4 stated that green performance and rewards has a positive relationship with employee engagement. As indicated in Table 5 the effect of green performance and rewards on employee engagement is in the hypothesized direction (STDV =0.126, P= 0.247) but it was not statistically significant.

H5 stated that employee engagement has a positive relationship with organizational commitment. As indicated in Table 5 the effect of employee engagement on organizational commitment is in the hypothesized direction (STDV = 0.151, P= 0.009) and it is statistically significant.

H6 stated that affective commitment has a positive relationship with organizational commitment. As indicated in Table 5 the effect of affective commitment on organizational commitment is in the hypothesized direction (STDV = 0.138, P=0.031) and it is statistically significant.

H7 stated that continuance commitment has a positive relationship with organizational commitment. As indicated in Table 5 the effect of continuance commitment on organizational commitment is in the hypothesized direction (STDV = 0.112, P=0.013) and it is statistically significant.

H8 stated that normative commitment has a positive relationship with organizational commitment. As indicated in Table 5 the effect of continuance commitment on organizational commitment is in the hypothesized direction (STDV =0.103, P= 0.069) and it is statistically significant.

Table 6 – Mediating and Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDDEV)	T Statistics	P Values	Decision
Green Performance --> Employee Engagement --> Organizational Commitment	0.375	0.381	1.225	3.117	0.008	Full Mediation
Green compensation and Rewards --> Employee Engagement --> Organizational Commitment	0.281	0.284	1.312	2.943	0.017	Full Mediation
Green Recruitments and Selection --> Employee Engagement --> Organizational Commitment	0.293	0.293	1.045	2.991	0.014	Partial Mediation
Green Training and Development --> Employee Engagement --> Organizational Commitment	0.218	0.224	1.347	2.754	0.021	Full Mediation

With reference to table 6 The positive effect of green recruitment and selection on organizational commitment shows **partial mediation** with employee engagement.

Looking into the relationship between green training and development on organizational commitment shows **full mediation effect** with employee engagement.

From the above table it is clearly identified that there is a positive effect on green performance on organizational commitment shows **full mediation effect** with employee engagement.

From the above table it is clearly identified that there is a positive effect on green compensation and rewards on organizational commitment shows **full mediation effect** with employee engagement.

DISCUSSIONS AND CONCLUSION

From our study it is evident that green HRM practices play a pivotal role in every organization. Green recruitment and selection have no significant relationship with employee engagement, which clearly shows that including environmental concerns under recruitment and selection does not make the employees feel positively involved in the organization. The result of our study is contrary to the previous studies (Subburao, S., & Elango,D., 2023) where the research was conducted in the automobile industry. Thereby suggesting that creating awareness about environmental practices while recruiting employees will create work engagement among them. It was found that green training and development has a significant relationship with employee engagement, our paper also suggests that when

training regarding environmental practices is inculcated, for the managers and their employees were found to be highly engaged in their work. Green performance resulted to have a significant relationship with employee engagement, when the organization assigns environmental concerned objectives is proven to result in employee engagement. The results of our study indicated that green compensation and rewards has a positive relationship with employee engagement but was not statistically significant, which clearly suggests that employees are quite keen on the rewards they receive in the organization and various methods like monetary and non-monetary incentives for the employees, who work with an environmentally friendly motive. When organizations implement different compensation and rewards with environmental perspectives, may lead employees for better engagement. Employee engagement is found to have a direct relationship with organizational commitment. When an organization makes the employees highly engaged with their activities at work it leads the employees to possess a higher sense of organizational commitment. Thereby organizational commitment can be increased when companies and businesses create an engaging work atmosphere by implementing sound green HRM practices, which proved to be statistically significant. Furthermore, organizational commitment is categorized into affective commitment, continuance commitment and normative commitment for which all the three are found to be statistically significant with organizational commitment and proving to have a positive relationship. When employees are emotionally connected with their work shows it shows affective commitment. Continuance commitment ensures the employees sustain within the company for a longer duration. Normative commitment signifies the obligation to stay in the organization though there are circumstances, where there are better opportunities to make a move. Examining hypothesis 9, according to which employee engagement serves as a mediator between organizational commitment and green HRM practices. In terms of employee engagement playing the mediating role, it is found that green training and development, green performance, green compensation, and rewards has a full mediation with organizational commitment. Employee engagement shows a partial mediation effect between green recruitment and selection and organizational commitment.

Limitations and further research

Our research study focusses primarily only on four Green HRM practices (Green recruitment and selection, green training and development, green performance, green compensation, and rewards) whereas other variables like green health and safety management, green leadership management can be adopted for future research. This research is undertaken for the automobile industries, and this result cannot be generalized for other industries as it may vary. Since this study was done in Puducherry, India, it can be further implemented in other geographical locations elsewhere.

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