

## **The Mediating Role of Employee Engagement on the Relationship Between Green HRM Practices and Employee Well-Being in the Apparel Sector in the Southern Province.**

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### **ABSTRACT.**

The current study is carried out to examine the mediating role of employee engagement in the relationship between Green HRM practices and employee well-being in the apparel industry of Southern Province. The study also checked the impact of Green HRM practices on employee engagement as well as on employee well-being. Also, it specially addresses a research gap that there was lack of empirical evidence currently exists on the mediation of employee engagement between Green HRM practices and employee well-being in Sri Lankan apparel industry. Following the current purpose, the study targeted individual employees of Green HRM practices and adopted apparel companies as the unit of analysis. 379 responders were collected through purposive sampling technique. Data collection was conducted via a self-administered questionnaire and the collected data was measured by using seven point Likert scale. The data were analyzed by using descriptive statistics, regression analysis and mediating analysis. The study uses RBV theory and Social exchange theory as a guideline to examine and understand the relationship between Green HRM practices and employee engagement towards employee well-being. The results revealed that employee engagement plays a partial mediating role in the relationship between GHRM Practices and employee well-being. Also the results also show that Green HRM practices significantly influenced on employee engagement and employee engagement positively impacted on Employee well-being. As a result of this study, managers of apparel companies must give their attention to a combination of Green HRM practices and employee engagement to increase the level of employee well-being. The future research should extend this study by including additional variables and selecting samples from different industries to offer a better understanding of employee engagement in the workplace.

**Key words- Apparel Sector, Engagement, Green HRM Practices, Mediating, Well-being.**

### **1. INTRODUCTION**

#### **1.1 Background of the Study**

The application of HRM methods, attitudes, and policies to encourage sustainable resource usage and lessen the environmental effect that businesses have is known as "green HRM" (Zoogah, 2011). Environmental management concepts are incorporated into regular company operations as part of the "green HRM" idea. In order to solve environmental issues, green human resource management is crucial. Environmentally friendly HR practices and knowledge capital preservation are the two main pillars of Green Human Resource Management (Green HRM), according to Ramanayake et al. (2022). Aligning HRM procedures with an organization's environmental goals is known as "green HRM." Organizations can better handle environmental concerns by combining human resources with an environmental management system (Jabbar and Abid, 2015). Additionally, according to Zoogah (2011), Green HRM may be adopted by lowering the carbon footprint through practices like virtual interviewing, video conferencing, and paper consumption reduction.

The Green HRM package, which comprises job descriptions, hiring, training, performance reviews, and incentives, was first presented by Jabbour et al. (2010). This was further developed by Pham et al. (2019) by adding elements such as work-life balance, organizational learning, union engagement in environmental management, organizational culture, employee involvement, and green health and safety. Green culture emphasizes the establishment of natural areas, pollution prevention, and environmental preservation. Electronic filing, teleconferencing, virtual interviewing, ride-sharing, job-sharing, recycling, telecommuting, online training, and energy-efficient office buildings are all examples of green HRM activities. In line with the goals of Green HRM, these techniques improve efficiency, save costs, rethink HR products, and increase environmental safety.

Organizations with a "Go Green" culture seek to safeguard their internal and external ecosystems. While environmental sustainability is seen as a competitive advantage by Western businesses, Asian businesses need to develop and adopt this idea in order to align with Green HRM goals and highlight the significance of environmental consciousness in the business environment, particularly in Asian nations.

For organizations, human resources are essential assets that are critical to accomplishing goals and improving business success. In this setting, green HRM—a green approach to human resource management—is especially pertinent. Organizational commitment is strongly related to employee engagement, which is the dedication and active involvement of an employee in the company. According to research by Harter et al. (2002) and Iddagoda et al. (2016), job satisfaction, job involvement, and job participation are all correlated with employee engagement. This emphasizes how crucial it is to comprehend and encourage employee engagement, particularly in the context of Green HRM, as it has a big impact on both organizational results and worker job performance.

By investigating the mediating function of employee engagement in the link between Green HRM (Green Human Resource Management) and employee well-being in the Sri Lankan apparel industry, this study seeks to close a demographic gap. The purpose of this study is to investigate the mechanism of involvement in the link between employee well-being and organizational financial success.

## **1.2. Research Questions.**

### **Main Question**

1) To what extent does the employee engagement mediate the relationship between Green HRM practices and employee well-being in the apparel sector of Southern Province?

### **Sub Questions**

2) What is the impact of Green HRM practices on employee well-being in the apparel sector of Southern Province?

3) What is the impact of Green HRM practices on employee engagement in the apparel sector of Southern Province?

4) What is the impact of employee engagement on employee well-being in the apparel sector of Southern Province?

## **1.3 Research objectives.**

### **Main objective**

1) To explore the mediating role of employee engagement in the relationship between Green HRM practices and employee well-being in the apparel sector of Southern Province.

### **Sub objectives**

2) To examine the impact of Green HRM practices on employee well-being in the apparel sector of Southern Province.

3) To examine the impact of Green HRM practices on employee engagement in the apparel sector of Southern Province.

4) To investigate the impact of employee engagement on employee well-being in the apparel sector of Southern Province.

## **2. LITERATURE REVIEW.**

### **2.1 Green HRM & Employee Well Being.**

"Well-being" refers to the feelings that come up when one tries to pursue pleasure and avoid suffering. Compared to the notion of "fitness," its meaning is more profound and comprehensive. The outstanding reputation that workers have for mental fitness at work is correlated with employee well-being, which is a gauge of the mental health of organizational staff. It displays the character's degree of physiological arousal as well as psychological contentment. It has been shown that character traits or attitudes including moral values, mental toughness, inclusive leadership, and helpful behavior might influence EWB. Since pro-social behavior encourages more social integration and participation among people and can increase a person's sense of

purpose in life, it can improve an individual's subjective well-being. In light of the current events, an increasing number of scholars are highlighting the importance of pro-social behavior. They are also considering the advantages for the beneficiaries, the self-improvement of the behavior implementers, and the enjoyment of both occasions. Pro-social behavior is commonly defined as any conduct that is beneficial to other individuals, organizations, and society while adhering to social standards. The term "green behavior" primarily describes actions that are advantageous to both the environment and enterprises. Pro-social behavior has been linked to higher levels of happiness, according to several research. For example, volunteering can reduce symptoms of sadness and help people better handle psychological stress. Because they frequently have better mental health, volunteers may be more content and prouder of their lifestyle (Bajie Zhang, 2021).

By improving employee information through green performance management and assessment systems, organizations may also increase their environmental sustainability. Along with all of the actions that contribute to reducing carbon emissions and adhering to environmental regulations, the PA considers environmental responsibility. Companies must apply corporate-extensive metrics to evaluate resource acquisition in order to maintain greater levels of staff efficiency. To increase team members' passion for green practices, management should provide rewards based only on their inexperienced performance reviews. Managers must encourage employees to discuss their academics and employment positions in the workplace in order to implement inexperienced HR practices. The management members should act in the upcoming year to implement these environmentally friendly criteria and assess worker productivity. Indicators like Green Productivity Quality are frequently the main basis for performance appraisals in the less experienced area. Managers may make brief remarks to staff members or unions on the organization's progress towards environmental goals in order to increase their EP. These remarks will benefit employees' perspectives, abilities, and potential. If workers are aware of the implications of their overall performance reviews and how they are getting closer to their objectives, they will be more motivated and dedicated to their EM responsibilities. By implementing a digital platform that allows people to sing their own EP, encourages employees to share their opinions, and provides online data systems and feedback, employees may have a say in the process of making a firm more environmentally friendly (Divya Jain, 2023).

H1: Green HRM practices have a significant positive impact on employee well-being.

## **2.2 Green HRM & Employee Engagement.**

The Ability Motivation Opportunity (AMO) idea developed beyond research. They offer a methodology for investigating the relationship between "inexperienced human aid control" procedures and employee engagement. According to this theory, hiring qualified employees and placing them in a position group, as well as implementing effective training and development programs, may maximize employee skills. The selection of capable workers is in line with the overall performance size of worker engagement, wherein engaged employees are psychologically present when doing their official obligations. While it is generally not necessary for staff to be creative and up to date when dealing with environmental issues, there are instances in which compliance with previously developed policies and procedures is required to control specific behaviors inside the administrative center. Consequently, it is crucial to make efforts to better match employee abilities, attitudes, and aspirations with organizational objectives. Employing environmentally conscious employees undoubtedly affects how they see and evaluate corporate environmental activities, which encourages them to fully participate in completing work in an ecologically friendly way. Education and development can also be linked to the goal orientation and undertaking performance domains through engagement characteristics. Employee awareness of their immediate surroundings and their part in effectively accomplishing those goals may be increased by creating training, orientation, and package designs that focus on environmental issues. Numerous research have also verified the excellent correlation between "inexperienced worker engagement" and "inexperienced recruitment and choice" as well as "green training and improvement" (Juliansyah Noor, 2023).

For an organization to succeed, committed HRM practices that include the environment should be well-established. The current study is on how green HRM practices impact employee engagement at work among working persons in Oman's pharmaceutical industry, despite the fact that the relationship between green practices and performance has been examined before. Green HRM practices are essential to a company's long-term survival. GHRM, or environmentally friendly human resource management, is linked to higher employee engagement and productivity. This implies that workers become more committed and engaged when

companies use green HRM practices. Notably, Dutta's (2012) study demonstrated the beneficial relationship between green practices and workers by proving how green HR raises employee engagement at work. When employees participate in the implementation of green policies, it becomes imperative for businesses to encourage employee behavior for organizational outcomes. It has been demonstrated that HRM practices can forecast employee engagement levels. Therefore, it is possible to see green HRM at work as a motivating factor that has a favorable correlation with employees' engagement at work (Al-Hajri, 2024).

H2: Green HRM practices have a significant Positive impact on employee engagement.

### **2.3 Employee Engagement & Employee Wellbeing.**

Employee engagement has received a lot of attention lately. Nevertheless, rigorous scholarly study on the subject is still lacking, and little is known about how management may impact employee engagement. Participation is really enthusiastic, but there is also a great deal of uncertainty. Since engagement has been measured and operationalized in a number of ways, there is currently no consensus definition. According to Sandeep Kular (2008), employee engagement is often defined as the level of employees' emotional and intellectual dedication to the company or their discretionary effort in their job.

An employee's degree of engagement may also be determined on three separate levels. He might be totally involved, totally uninvolved, or neither. Employees are deemed engaged when they eagerly support the company's objectives. If an individual seems interested while giving their whole attention to the organization's shared purpose, they are considered disengaged. Workers are considered disengaged when they act in ways that reflect their discontent with their jobs. Additionally, it is discovered that involvement has three distinct dimensions: Intellectual engagement is the commitment to improving one's performance at work; emotional engagement is the sense of well-being that accompanies professional achievement; and social engagement is the act of discussing advancements related to work with others (Arti Chandani, 2016).

By fostering a positive work environment, a business may attract and retain a talented and driven crew. It makes employees more committed to putting forth more effort. As the second-largest source of foreign exchange earnings and a significant contributor to the Sri Lankan economy, the apparel industry needs to think about how to keep this workforce by creating a healthy work environment. In Sri Lanka, there is a dearth of empirical research on working conditions in the apparel business. This component is the subject of the present empirical knowledge gap (W. G. N. M. Jayasinghe, 2021).

A supportive work environment determines and facilitates employees' level of attention, performance, and company success. Therefore, components of a pleasant work environment are important markers of employees' commitment to achieving organizational goals. Devoted employees constantly state that they would like to stay with the same firm and work hard to achieve its goals. On the other hand, it is believed that a happy work environment has a significant role in determining employee engagement. Employers can also highlight the unique features of the workplace to keep employees engaged, motivate current employees, and attract new personnel. Peer connections, organizational norms and procedures, supervisory relationships, the working environment, and a supportive work climate are all essential elements of a positive work environment that promotes employee engagement. According to Jayasinghe (2020), an engaged employee seems to be more committed to the business and generates beneficial results.

Although everyone knows what happiness is, everyone may have a different meaning of this fundamental yet elusive idea depending on the circumstances. People's degree of happiness is influenced by their life experiences and evaluations. Out of all industries, this research focuses on work satisfaction in Sri Lanka's garment sector. Supporting the national economy, the industry has been the top earner of gross exports since 1986. With the creative slogan "Garments without Guilt," the Sri Lankan clothing industry has made a name for itself as a pioneer in ethical sourcing, ensuring high ethical standards, avoiding child and forced labor, protecting worker rights, and providing chances for education and personal growth. Job satisfaction is a positive attitude towards a finished activity that gives a person enthusiasm and confidence for their work. The enjoyment and successful involvement of oneself in one's work is one method to conceptualize job engagement. Organizational-level factors that promote work satisfaction are demonstrated in the literature. Key elements include leadership, relationships, job motivation, shared company values, and the quality of work life. Employees are motivated by their work when they are happy in their positions and able to accomplish their objectives (Oshadhi Silva, 2022).

H3: Employee Engagement has a significant positive impact on employee well-being

## 2.4 Employee engagement as a mediator

According to recent studies, employee well-being and green HRM practices are mediated by employee engagement. Work involvement, for instance, has been demonstrated to be a mediator by empirical data from the literature (Karatepe 2013). The current study was designed to be conducted on workers in the Southern province's garment sector, with an emphasis on the mediating function of job engagement in the link between green HRM practices and worker well-being.

In addition, various empirical studies have demonstrated that work engagement significantly mediates the relationship between the antecedents and consequences of work engagement (Agarwal, Datta, Blake-Beard, & Bhargawa, 2012; Vincent-hoper, Muser, & Janneck, 2012; Schaufeli & Bakker 2004; Shah et al., 2016). Work engagement was shown to be moderating the direct ties in a study of frontline employees. Therefore, job engagement has the ability to mediate the link between green HRM and employee welfare, according to the results of the research on mediation by work engagement. In the current study, the associations between green HRM practices and employee well-being were mediated by job engagement. The current study made the following hypothesis based on the evidence:

H4: Employee engagement mediates the relationship between green HRM practices and employees' well-being.

## 2.5 Conceptualization of the Research Model.

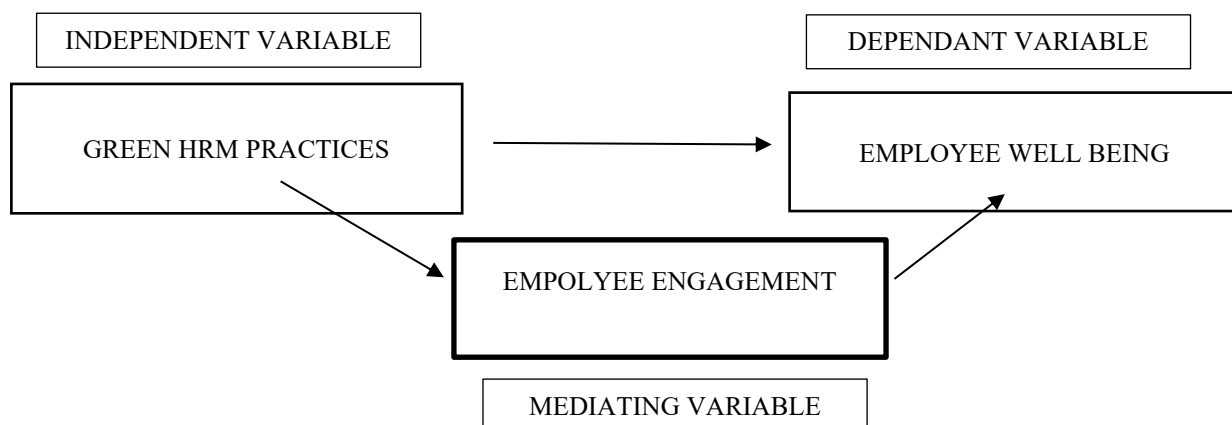


Figure 1 Conceptual Framework

## 3. METHODOLOGY

The entire workforce employed by Southern Province based on Green HRM Practices adopting apparel companies was the population of this research. The individual employee serves as the unit of analysis. According to the Morgan table, there are 379 respondents in the sample size of the current research study. The study has employed purposive sampling technique as the sample technique. Questionnaire technique of the quantitative approach was used for the present study. Based on the sections, first section covered questions about demographics of respondents, and the second section covered items about the framework of study (Green HRM Practices – 15 items, Employee engagement - 9 items, and Employee well -being - 9 items). This study adopted the questionnaire to measure the construct of Green HRM (GHRM) by Iddagoda et al. [2020b], Employee Engagement (EE) by Iddagoda et al. [2016] and Employee well – being(EWB) by Paasis and Pattiruhu[2020]

### 3.1 Operationalization

Table 1 Operationalization Table

Concept	Variable	Indicters	Measurements	Source
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Green HRM Practices (Independent Variable)	Environmental Training and Development	<p>My Organization Provides Regular Training on Environment Practices.</p> <p>Employees are encouraged to develop skills unrelated to management.</p> <p>Environmental sustainability is included in our performance appraisal.</p>	Seven-point Likert Scale	Iddagoda et al. [2020b]
	Green Recruitment and Selection	<p>The recruitment process emphasizes the importance of environment value.</p> <p>Candidates are assessed on their environmental awareness during interviews.</p> <p>Job descriptions in my organization include responsibilities unrelated to Environmental sustainability.</p>		
	Green Performance Management	<p>My organization includes environmental objectives in its performance management system.</p> <p>Employees receive feedback on their environmental performance.</p> <p>Environmental performance is considered in promotions and rewards.</p>		
	Green Compensation and Rewards	<p>My organization offers incentives for employees who demonstrate strong environmental performance.</p> <p>There are rewards for initiatives that reduce environmental impact.</p> <p>Green achievements are recognized and celebrated in my incentives Organization.</p>		
	Employee Involvement in Environmental Initiatives	<p>Employees are encouraged to participate in environmental initiatives.</p> <p>There are opportunities to contribute to the organization's environmental strategies.</p> <p>Employee suggestions on improving environmental practices are valued.</p>		
	Job Satisfaction	<p>I am satisfied with my current job.</p> <p>I feel valued and appreciated at my workplace.</p> <p>My job meets my expectations.</p>		
	Work-Life Balance	<p>I am able to balance my work and personal life effectively.</p> <p>My job allows me to have sufficient time for my family and friends.</p>		

Employee well-being  (Dependent Variable)		I feel that my workload is manageable.	Seven-point Likert Scale	Paais & Pattiruhu[2020]
	Mental and Physical Health	My job does not cause undue stress.		
		I feel healthy and energetic at work.  My workplace promotes good health practices.		
Employee Engagement  (Mediating variable)	Vigor	I feel bursting with energy at my job.	Seven-point Likert Scale	Iddagoda et al. [2016]
		I find my work to be very engaging and interesting.		
		I am enthusiastic about my job.		
	Dedication	I am highly committed to my work.		
		I am proud of the work I do.		
		My job inspires me.		
	Absorption	I get carried away when I am working.		
		Time flies when I am working.		
		I am deeply immersed in my work.		

## 4. RESULTS AND DISCUSSION.

### 4.1 Description of reliability of data set

Table 2 Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.982	33

Source: Survey data (2024)

According to the rule of thumb that if the Cronbach's Alpha value is greater than 0.7 then the reliability is satisfied. According to the table we could observe that the Cronbach's Alpha related to all the variables considered are greater than 0.7. Therefore, the study completes the reliability of the variables identified by the survey for further analysis.

### 4.2. Descriptive Statistics.

According to table 4.2 below showed that all variables were positively answered and respondents had a moderately positive attitude towards the variables.

Table 3 Descriptive Statistics

Descriptive Statistics				
N	Minimum	Maximum	Mean	Std. Deviation

Job Satisfaction	379	3	5	<b>3.96</b>	.483
Work -Life Balance	379	3	5	3.92	.476
Mental &Physical Health	379	3	5	3.92	.429
Vigor	379	3	5	3.95	.485
Dedication	379	3	5	3.97	.471
Absorption	379	3	5	3.96	.470
ETD	379	3	5	3.96	.483
Green Recruitment	379	3	5	3.92	.476
Green Performance M.	379	3	5	3.95	.485
Green Compensation	379	3	5	3.97	.471
Environmental Training.	379	3	5	3.96	.470
Valid N (listwise)	379				

Source: Survey data (2024)

Dedication and Green Compensation and Rewards have the highest mean which reflects employees are highly committed to their roles ,experiencing enthusiasm, pride and a deep sense of purpose in their work and also employees perceive the company reward and compensation system.

All of the descriptive statistics are at the range of 3 to 5 which indicates employees generally perceive company practices as moderately positive but not exemplary. The range of 3 to 5 indicates consistency in responses but highlights areas where greater improvement are needed to achieve higher satisfaction and engagement levels. For example, responses suggest that employees view Green training and development opportunities as somewhat beneficial but feel that there is a need for improvement.

The standard deviation for vigor and green performance management were the highest among all variables which indicates substantial variation in employee's experiences of energy and enthusiasm at work and considerable variability in employees' perceptions of the effectiveness and implementation of green initiatives.

### 4.3 Examining the Data

#### 4.3.1. Categorization of Age responders

The age category of the sample was categorized into four categories. When identifying the age categories of the respondents, the highest number of respondents were with the age range of over 35 years. And the second highest age range is 31-35 years age range.

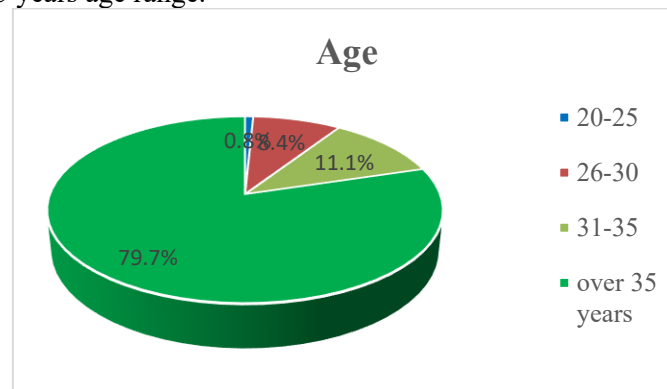


Figure 2 Percentage of Age Categorization  
Source: Survey data(2024)



With reference to the survey data, 79.7% of the respondents belong to the highest age category of over 35 years. The second highest age category of 31- 35 years represents 11.01% of the total respondents while other categories hold small percentage of respondents (see Table 4.1). With 79% of responders over 35 years old, this demographic is crucial for understanding how Green HRM Practices impact on employee engagement and well-being because older employees often bring valuable experience and perspectives that can enhance the effectiveness of Green HRM practices.

#### 4.3.2 Categorization of gender responders

The gender distribution of responders shows a nearly balanced representation, with 51.7% identifying as male while 48.3% as female.

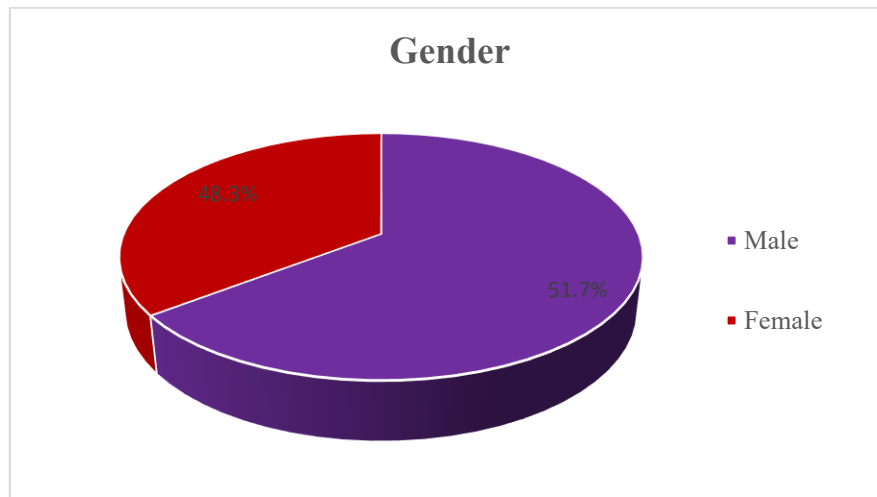


Figure 3 Categorization of gender responders  
Source: Survey data(2024)

According to the survey data, the close to equal representation of males and females allows for a more comprehensive understanding of how both genders perceive and engage with Green HRM practices. Also it can provide valuable insights into any differences in engagement level and employee well-being associated with gender.

#### 4.3.3. Categorization of working experience responders.

The years of experience category of the sample were categorized into four categories. When identifying the working experience category of the respondents, the highest number of respondents were with the over 10 years working experience. And the least number of responders were with the 0-3 working years.

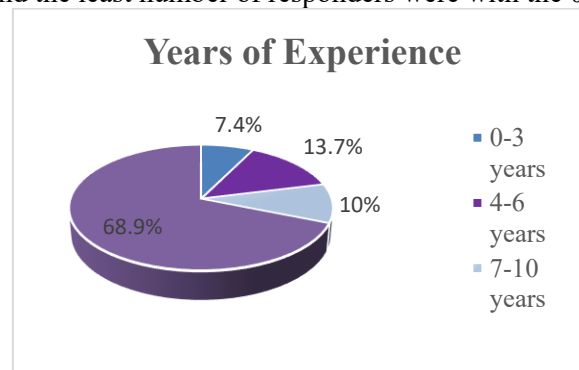


Figure 4 Working experience Responders  
Source: Survey data(2024)

According to the respondents, with only 7.4% of respondents having 0-3 years of experience and 13.7% having 4-6 years of experience, which can identify as younger or less experienced employees. This could indicate a gap in understanding how Green HRM practices impact on engagement and employee well – being because they may have different priorities and perceptions about sustainability in their garment factory. Apart from that, most responders have over 10 years of experience, so their long experience may shape how they see on green HRM practices, as they are likely to view them in the context of the factory’s culture and sustainability efforts over time.

#### 4.3.4 Categorization of working garment responders

The working garment category of the sample was categorized in to five categories. When identifying the category of the respondents, a higher number of respondents were in the Brandix. And the second highest were in the Hidramani group.

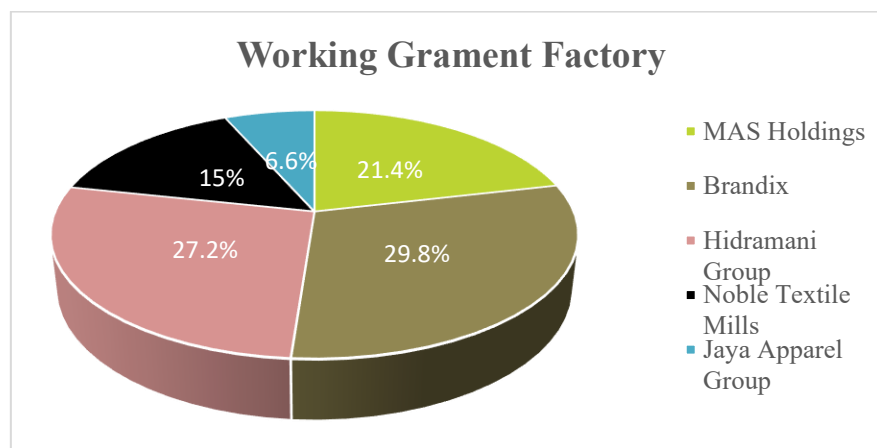


Figure 5 working garment factory  
Source: Survey data(2024)

Brandix (29.8%) has the highest representation by indicating a strong focus on green HRM and possibly leading in sustainable practices within the apparel sector. Hidramani (27.2%) is also significantly involved by suggesting a robust commitment to environmental initiatives. Noble Textile Mills (15%) and Jaya Apparel Group (6%) have the least representation which may indicate a smaller focus on green HRM practices compared to other garment factories.

#### 4.3.5. Categorization of educational level responders

The educational level category of the sample was categorized into four categories. When identifying the educational level categories of the respondents, the highest number of respondents were with the degree. And 30% of the responders have completed ordinary levels (O/L).  
21.4% 29.8% 27.2%

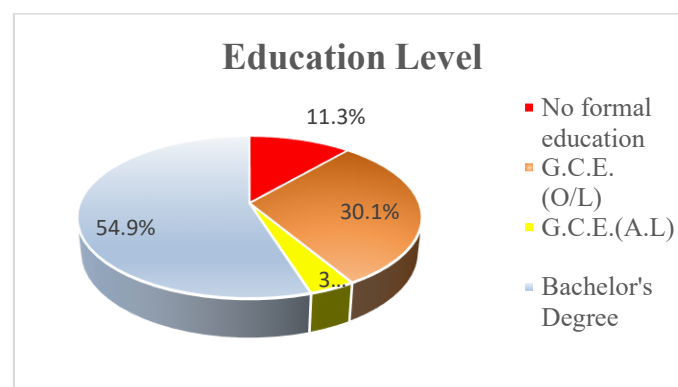


Figure 6 Categorization of educational level responders  
Source: Survey data (2024)

The presence of the employees with diverse educational backgrounds can provide a richer perspective on the impact of green HRM practices across varying levels of understanding and engagement. 54% of the responders have a degree, which indicates a good level of understanding and awareness regarding HR practices. Apart from that educated employees may have different expectations and motivations compared to lower educational attainment and it potentially leads to higher engagement levels with green HRM practices. This distribution also reveals that 30% of responders have completed their O/L and 11% have no formal education.

#### 4.4. Testing of the Hypothesis

##### 4.4.1. Green HRM Practices and employee wellbeing. (Direct effect)

**H1:** There is a positive and significant impact of Green HRM Practices on employee well – being.

Table 4 Table of Coefficient

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.235	.159		.000
	GREEN_HRM	.417	.038	.490	.000
	M				

a. Dependent Variable: WELL\_BEING

Source: Survey data (2024)

According to Table 4, show the result of the regression is run to predict employee well - being (DV) from Green HRM practices (IV). The overall influence of Green HRM practices on employee well - being is positively and statistically Significant ( $\beta=0.490$ ,  $p<0.05$ ). Thus, we can see a direct effect and hypothesis (H1) can be accepted confirming that, there is a positive and significant impact of Green HRM practices on employee well – being.

##### 4.4.2. Green HRM Practices and Employee Engagement.

**H2:** There is a positive and significant impact of Green HRM practices on employee engagement.

Table 5 Table of Coefficient

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.842	.132		.000
	GREEN_HRM	.514	.032	.641	.000

a. Dependent Variable: ENGAGEMENT

Source: Survey data (2024)

Based on table 5 we can see the significant level is 0.000. So generated significant value is less than 0.05. So we can proved that the impact relationship between the Green HRM practices and employee engagement is statistically significant. The overall impact of Green HRM practices on employee engagement is statistically Significant. Because the beta value is 0.641 ( $\beta=0.641$ ,  $p<0.05$ ). Thus the hypothesis (H2) can be accepted confirming that, there is a positive and significant impact of Green HRM Practices on employee engagement.

##### 4.4.3. Employee Engagement and Employee well – being.

H3: There is a positive and significant impact of employee engagement on employee well – being.

Table 6 Table of Coefficient

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.553	.128		4.320	.000
	ENGAGEMENT	.859	.032	.809	26.764	.000

a. Dependent Variable: WELL\_BEING

Source: Survey data (2024)

Based on table 6, we can see the significant level is 0.000. So generated significant value is less than 0.05. So we can proved that the impact between the employee engagement and employee well -being statistically significant. The overall impact of employee engagement on employee well -being is statistically significant. Because the beta value is 0.809( $\beta=0.809$ ,  $p<0.05$ ). Thus the alternative hypothesis (H3) can be accepted confirming that, there is a positive and significant impact of employee engagement on employee well- being.

#### 4.4.4. Mediating Variable

H4: Employee engagement positive and significantly mediator the relationship between Green HRM Practices and employee well – being.

##### Sobel test

The Sobal test was carried out to analyze the significance of the mediating impact of employee engagement on the relationship between green HRM practices and employee subjective well-being.

Table 7 Sobel test

Parameter	Value	Test	Test Statistic (Z)	Standard Error (SE)	p-value
<i>A</i>	0.514	Sobel test	13.7834	0.032	0
<i>B</i>	0.859	Aroian test	13.7763	0.032	0
<i>s<sub>a</sub></i>	0.032	Goodman test	13.7904	0.032	0
<i>s<sub>b</sub></i>	0.032	—	—	—	—

Source: Survey data (2024)

The Sobel test performs best and converges closely with sample sizes greater than 50 or so (MacKinnon, Warsi & Dwyer,1995). Sobel test assesses the statistical significant of the indirect effect. According to the figure 4.5, we can see the p value is  $<0.05$  and standardized estimates (Mediated Effect Size) is 0.441 ( $a*b$ ), we can conclude that the indirect effect (mediate effect) is statistically significant. So it is found that standardized indirect effect of employee engagement is significant at 0.05 level that mean employee engagement mediates the relationship between Green HRM practices on employee well-being. Thus the alternative hypothesis (H4) can be accepted confirming that, employee engagement positive and significantly mediator the relationship between Green HRM practices and employee wellbeing. So we can see Partial Mediation as both direct effect and indirect effect is statistically significant.

#### 4.5 Summary of the Hypothesis testing.

Table 8 Summary of Hypothesis

H	Predicted Effect	Decision
H1	There is a positive and significant impact of Green HRM Practices on employee well – being.	Accepted
H2	Green HRM practices have a significant positive effect on employee e work engagement in the apparel sector in southern province.	Accepted
H3	Employee work engagement has a positive significant effect on employee well-being in the apparel sector in southern province.	Accepted
H4	There is a mediating effect of employee engagement on the relationship between green HRM and well-being in the apparel sector in southern province.	Accepted

Table Summary Table

Table 9 Table Summary Table

Summary				
Hypothesis	R	R Square	Beta	P- Value
H1	.490 <sup>a</sup>	.240	.490	.000
H2	.641 <sup>a</sup>	.410	.641	.000
H3	.809 <sup>a</sup>	.655	.809	.000

Source: Survey data(2024)

Table 9 shows the results of the hypothesis (H1). The R Square value of 0.240 indicated that Green HRM Practices explained 24% percent of the variance in employee well-being. The result showed that Green HRM practices had a positive impact on employee well-being, as can be noted in terms of the beta value of 0.490. Further, the significant value was less than 0.05, thereby indicating that Green HRM practices made a significant contribution to the influence of employee well-being. ( $\beta=0.490$ ,  $p<0.05$ ). Also R value (0.490) indicated that there was a positive correlation between Green HRM practices and Employee well-being.

Table 4.7 shows the results of H2. Mediator – employee engagement, was considered as a dependent variable. As noted in the table, the R Square of 0.410 indicated that Green HRM practices explained 41% percent of the variance in employee engagement. The result also showed that Green HRM practices had a positive impact on employee engagement, as can be noted in the beta value of 0.641. The significance value was less than 0.05, thereby indicating that Green HRM practices made a significant contribution to the influence of employee engagement. ( $\beta=0.641$ ,  $p<0.05$ ). Also, R value (0.641) indicated that there was a strongly positive correlation between Green HRM practices and Employee engagement.

As depicted in table 4.7 (H3), the R Square value of 0.655 indicated that employee engagement explained 65.5% percent of the variance in employee well-being. The result also showed that employee engagement had a positive impact on employee well-being, as can be noted in the beta value of 0.809. Further, the significant value was less than 0.05, thereby indicating that employee engagement made a significant positive contribution to the influence of employee well-being. ( $\beta=0.809$ ,  $p<0.05$ ). Also, R value (0.809) indicated that there was strongly positively correlation between employee wellbeing and Employee engagement

## 05. CONCLUSION.

### 5.1 Recommendations.

**Objective 1** - To identify effect of Green HRM practices on Employee well-being.

The results show that employee well-being in Sri Lanka's garment industry is positively and significantly

impacted by green HRM practices. This association is further supported by earlier research by Khan & Murtaza (2022), Ali & Zhang (2021), and Zameer & Khan (2023), which emphasizes gains in mental health, general well-being, and work satisfaction. Green HRM uses sustainable techniques to improve employee happiness and create a good work environment. It is advised that clothing firms adopt thorough Green HRM policies, encourage employee involvement, launch wellness initiatives, and support work-life balance in light of these results. Furthermore, working with stakeholders to advance social responsibility and sustainability may result in a more moral and sustainable workplace that benefits both the environment and people.

**Objective 2** - To identify effect of Green HRM Practices on employee engagement.

The study found a positive and significant impact of Green HRM practices on employee engagement in the apparel sector. Supporting studies by Raza & Fida (2023) and Alshashrani & Khan (2023) highlight that sustainable HR initiatives enhance employees' emotional connection, commitment, and sense of ownership. However, contrasting views from Chaudhary & Sharma (2024) and Thompson & Zhao (2024) indicate that poor implementation, misalignment of values, and lack of support can hinder engagement. These mixed findings suggest that while Green HRM can improve engagement, its effectiveness depends on proper execution and value alignment. It is recommended that apparel companies focus on effective implementation, strong leadership support, employee training, and continuous evaluation to fully realize the engagement benefits of Green HRM practices.

**Objective 3** - To identify effect of employee engagement on employee well-being.

The study discovered that employee involvement had a favorable and noteworthy effect on workers' well-being in Sri Lanka's garment industry. According to supporting research by Bakker & Demerouti (2023) and Kumar & Gupta (2024), engaged workers report feeling less stressed and having better health. Demerouti & Bakker (2024), however, warn that over-engagement can result in workaholism, which is detrimental to both physical and mental health. These results emphasize the necessity of a well-rounded strategy for employee engagement. It is advised that clothing firms encourage work-life balance and stress management while cultivating participation through supporting practices. In the Sri Lankan setting, working with mental health specialists to recognize and reduce the hazards of over-engagement may support employee well-being and guarantee a more robust, productive workforce.

**Objective 4** - To identify employee engagement mediates the relationship between Green HRM practices and Employee well – being.

According to the study, the association between Green HRM practices and employee well-being in Sri Lanka's garment industry is favorably and significantly mediated by employee engagement. This result is consistent with research conducted in the manufacturing industry by Zafar & Tariq (2024) and Naeem & Bukhari (2023). While Wang & Zhang (2024) observed no discernible mediation impact of involvement, Choudhury & Al Mahmud (2024) contended that organizational culture is more important. These contradictory findings imply that the connection is intricate and may change depending on the situation. In order to improve employee satisfaction and organizational sustainability, clothing companies should establish supportive work environments, acknowledge employee efforts, encourage work-life balance, match sustainability practices with employee values, and routinely check on engagement and well-being.

## 5.2 Future Suggestions.

Future studies can be carried out by considering green HRM practices dimensions in the apparel industry as well as other business and services industries such as banking sector, tourism sector and education sector. Future studies can be carried as a longitudinal study by measuring the causal effect of green HRM practices and employee wellbeing and employee engagement.

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