

Cultivating Talent Retention through Green HRM: Exploring the Impact of Organizational Pride in Eco-Conscious Enterprises.

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Abstract:

In the context of increasing environmental awareness and intensifying competition for skilled employees, organizations are required to develop human resource strategies that not only support sustainability goals but also strengthen talent retention. This study examines the effect of Green Human Resource Management (Green HRM) on talent retention, with organizational pride as a mediating variable, in the context of PT. Kencana Agro Persada Riau. A quantitative explanatory design was employed, and data were collected from 200 employees using a structured questionnaire based on a five-point Likert scale. The data were analyzed using SPSS version 25, including descriptive statistics, validity and reliability testing, classical assumption tests, multiple linear regression, and path analysis. Hypothesis testing was conducted at a 5% significance level to evaluate both direct and indirect relationships among the variables. The findings indicate that Green HRM has a positive and significant effect on talent retention and also positively and significantly influences organizational pride. In addition, organizational pride has a positive and significant effect on talent retention and mediates the relationship between Green HRM and talent retention. These results suggest that green-oriented HR practices enhance employees' intention to remain not only through direct organizational support, but also by fostering a sense of pride in belonging to an environmentally responsible company. The study contributes to the literature by clarifying the psychological mechanism linking Green HRM and talent retention in an eco-conscious enterprise context. Practically, the findings imply that organizations should integrate sustainability values into HR practices in a visible and credible manner in order to strengthen employee pride and improve long-term talent retention.

Keywords: *Green Human Resource Management, organizational pride, talent retention, sustainable HRM, employee retention, eco-conscious enterprise.*

Abstrak:

Dalam konteks meningkatnya kesadaran lingkungan dan semakin ketatnya persaingan untuk mendapatkan karyawan terampil, organisasi dituntut untuk mengembangkan strategi sumber daya manusia yang tidak hanya mendukung tujuan keberlanjutan tetapi juga memperkuat retensi talenta. Studi ini meneliti pengaruh Manajemen Sumber Daya Manusia Hijau (Green HRM) terhadap retensi talenta, dengan kebanggaan organisasi sebagai variabel mediasi, dalam konteks PT. Kencana

Agro Persada Riau. Desain kuantitatif eksploratif digunakan, dan data dikumpulkan dari 200 karyawan menggunakan kuesioner terstruktur berdasarkan skala Likert lima poin. Data dianalisis menggunakan SPSS versi 25, termasuk statistik deskriptif, pengujian validitas dan reliabilitas, pengujian asumsi klasik, regresi linier berganda, dan analisis jalur. Pengujian hipotesis dilakukan pada tingkat signifikansi 5% untuk mengevaluasi hubungan langsung dan tidak langsung antar variabel. Temuan menunjukkan bahwa Green HRM memiliki pengaruh positif dan signifikan terhadap retensi talenta dan juga berpengaruh positif dan signifikan terhadap kebanggaan organisasi. Selain itu, kebanggaan organisasi memiliki pengaruh positif dan signifikan terhadap retensi talenta dan memediasi hubungan antara Green HRM dan retensi talenta. Hasil ini menunjukkan bahwa praktik SDM berorientasi hijau meningkatkan niat karyawan untuk tetap bertahan, tidak hanya melalui dukungan organisasi secara langsung, tetapi juga dengan menumbuhkan rasa bangga menjadi bagian dari perusahaan yang bertanggung jawab terhadap lingkungan. Studi ini berkontribusi pada literatur dengan mengklarifikasi mekanisme psikologis yang menghubungkan SDM Hijau dan retensi talenta dalam konteks perusahaan yang sadar lingkungan. Secara praktis, temuan ini menyiratkan bahwa organisasi harus mengintegrasikan nilai-nilai keberlanjutan ke dalam praktik SDM dengan cara yang terlihat dan kredibel untuk memperkuat kebanggaan karyawan dan meningkatkan retensi talenta jangka panjang.

Kata Kunci: *Manajemen Sumber Daya Manusia Hijau, kebanggaan organisasi, retensi talenta, SDM berkelanjutan, retensi karyawan, perusahaan yang sadar lingkungan.*

INTRODUCTION

Sustainability has evolved into an increasingly important social issue because society no longer evaluates companies solely on their ability to generate profit, but also on their contribution to the environment and the quality of working life (Lin, et al., 2024). In this context, research on Green Human Resource Management (Green HRM) is important for society at large because environmentally oriented human resource practices not only help organizations reduce their ecological impact, but also shape a work culture that is more meaningful, healthier, and more attractive to employees (Niazi, et al., 2024). Various studies have shown that today's workforce is increasingly attracted to organizations that demonstrate sustainability values, social responsibility, and commitment to environmentally friendly practices. Therefore, when companies are able to integrate a green agenda into their HR policies, the benefits are felt not only by the organization, but also by employees, communities, and the environment (Jamil, et al., 2023). Thus, this study is important because it links sustainability issues, organizational pride, and talent retention within an increasingly eco-conscious business ecosystem (Hajj, & Bou., 2024).

The general problem underlying this study is the growing challenge faced by organizations in retaining high-quality talent amid changing workforce expectations (Ding, & Rafiq., 2025). Today, employees do not only consider compensation and career advancement, but also assess whether the company they work for possesses values, identity, and orientations that align with their personal beliefs (Bekhit, et al., 2023). When organizations fail to create a meaningful work environment and are unable to demonstrate a genuine commitment to sustainability, employees tend to develop lower

emotional attachment and are more likely to move to other organizations (Zaidi, et al., 2025). This problem becomes even more complex because high workforce mobility can generate substantial recruitment, training, and adaptation costs for companies (Faeni, et al., 2025). Therefore, the business community requires a deeper understanding of the strategic factors that can strengthen talent retention, including through Green HRM practices and the development of organizational pride in the workplace (Adegoke, et al., 2024).

Field phenomena show that companies beginning to implement sustainability principles do not automatically succeed in retaining their best employees (Shahzad, et al., 2023). In many cases, green policies are often understood merely as part of corporate image-building or administrative compliance, without being strongly internalized into human resource management practices (Ahmad, et al., 2023). In the context of PT. Kencana Agro Persada Riau, this issue becomes relevant because a company operating in a natural resource-based business environment faces increasing demands to demonstrate ecological responsibility while simultaneously maintaining a competent workforce (Yasin, et al., 2023). In such a situation, employees may develop particular perceptions and pride toward their organization if green policies are not merely symbolic, but are genuinely embedded in the company's work system and culture (Chanana, & Singh., 2024). This phenomenon indicates that the relationship between Green HRM, organizational pride, and talent retention is important to examine more deeply in the context of environmentally conscious enterprises (Gidage, & Bhide., 2024).

Conceptually, previous studies have extensively discussed Green HRM as a strategic approach that integrates environmental principles into recruitment, training, performance appraisal, and employee reward systems (Gazi, et al., 2024). A number of studies have also shown that Green HRM can enhance organizational commitment, employee engagement, and pro-environmental behavior in the workplace (Adeyefa, et al., 2023). On the other hand, the literature on organizational pride explains that pride in one's organization can strengthen loyalty, social identification, and employees' intention to remain (Rawshdeh, et al., 2023). However, most previous studies have tended to test direct relationships among variables and have placed greater emphasis on general work behavior outcomes, while studies that specifically link Green HRM to talent retention through organizational pride remain relatively limited (Elshaer, et al., 2025). This gap is important to address because companies today not only need competent employees, but also need to understand the psychological mechanisms that lead talented individuals to choose to stay in environmentally oriented organizations (Alshahrani, & Iqbal., 2024).

Furthermore, many previous studies have been conducted in the context of general manufacturing industries, the service sector, or organizations in developed countries, and therefore do not fully provide a contextual understanding of how Green HRM operates in companies whose business environment is closely related to issues of natural resource sustainability (Al-Romeedy, & Alharethi., 2025). In such contexts, organizational pride may

become an important variable that bridges the influence of green policies on employees' decisions to remain (Noor Faezah, et al., 2025). However, the mediating role or psychological contribution of organizational pride has not been adequately explored in many studies (Al-Swidi, et al., 2024). The position of this study lies in its effort to extend this discussion by placing organizational pride as an explanatory factor linking Green HRM and talent retention (Yasin, et al., 2025). This contribution is important because it provides a deeper understanding of how green policies can be translated into long-term commitment from high-performing employees (Noor Faezah, et al., 2025).

The novelty or state of the art of this study lies in the integration of three important constructs, namely Green Human Resource Management, organizational pride, and talent retention, within a single analytical framework focusing on a company operating in an environmentally conscious context (Ferdousi, & Abedin., 2023). This study does not merely assess whether Green HRM practices affect talent retention, but also examines how such policies shape employees' sense of pride in their organization, which in turn strengthens their intention to remain. The focus on PT. Kencana Agro Persada Riau provides important empirical added value because it presents an organizational context that is relevant to sustainability issues as well as talent management dynamics in a resource-based sector (Gomes, et al., 2026; Asiedu, et al., 2025; Wang, et al., 2023). This novelty is important to address because it can enrich the literature on green human resource management and provide a stronger conceptual basis for companies in developing retention strategies that are not only economically sound, but also ecologically and psychologically meaningful.

Based on the above discussion, the research problem of this study is formulated in the following main question: how does Green Human Resource Management influence talent retention, and does organizational pride play a role in strengthening this relationship at PT. Kencana Agro Persada Riau? This study is based on the argument that Green HRM practices implemented consistently can shape employees' positive perceptions of organizational identity, foster pride in being part of the company, and ultimately increase talented employees' tendency to remain. In other words, organizational pride is assumed to be the psychological mechanism that explains how environmentally oriented HR policies are translated into loyalty and workforce sustainability. Theoretically, this study is expected to contribute to the development of the Green HRM and talent retention literature. Practically, this study is expected to help companies design more effective green HR policies to retain outstanding talent in a sustainable manner.

RESEARCH METHOD

This study employed a quantitative approach with an explanatory research design to examine the effect of Green Human Resource Management (Green HRM) on talent retention, with organizational pride positioned as an intervening variable (Nson., 2024). A quantitative design was selected because the study aims to test the causal relationships among variables in a systematic,

objective, and measurable manner using numerical data (Zafar, & Suseno., 2024). The explanatory design is appropriate because it not only identifies associations among variables but also explains the direction and magnitude of influence between Green HRM (X1), Organizational Pride (X2), and Talent Retention (Y). The study was conducted at PT. Kencana Agro Persada Riau, an enterprise operating in an eco-conscious business environment where sustainability-related practices are closely linked to organizational identity and workforce management. This setting was considered relevant because green-oriented organizational practices may shape employees' pride in their organization and, in turn, influence their intention to remain (Kamboj, & A, 2024). By focusing on this company, the study seeks to provide empirical evidence on how environmentally oriented HR practices contribute to talent retention in a real organizational context (Naz, et al., 2023).

The population of this study consisted of employees of PT. Kencana Agro Persada Riau. A total of 200 respondents were selected as the sample using purposive sampling, with respondents chosen based on specific criteria relevant to the study objectives. The sampling criteria included: (1) employees currently working at PT. Kencana Agro Persada Riau, (2) employees with sufficient tenure to understand organizational HR practices, and (3) employees directly exposed to organizational policies, values, and sustainability-related work practices. Data were collected through a structured questionnaire distributed to respondents using a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The measurement items for each variable were adapted from established constructs in the literature (Islam, & Siddique., 2024). Green HRM was operationalized through green recruitment and selection, green training and development, green performance appraisal, and green rewards (Devi., 2024). Organizational Pride was measured through employees' feelings of honor, emotional attachment, and positive self-evaluation associated with organizational membership (Mahdy, et al., 2023). Talent Retention was measured through employees' intention to remain, commitment to the organization, and willingness to continue contributing to the company (Coelho, et al., 2024). Prior to hypothesis testing, the instrument was evaluated through validity and reliability tests, where an item was considered valid if the corrected item-total correlation exceeded the critical value, and reliable if Cronbach's Alpha was greater than 0.70.

Data analysis was conducted using SPSS version 25 through several stages. First, descriptive statistics were used to summarize respondents' demographic characteristics and the distribution of responses for each variable. Second, instrument testing was performed through validity and reliability analysis. Third, classical assumption tests were carried out, including normality, multicollinearity, and heteroscedasticity tests, to ensure the suitability of the regression model. Fourth, multiple linear regression analysis was used to test the direct effects of Green HRM and Organizational Pride on Talent Retention. Fifth, path analysis was applied to assess the indirect effect of Green HRM on Talent Retention through Organizational Pride. To confirm the mediating effect, the Sobel test was employed. Hypothesis testing was conducted at a 5%

significance level ($\alpha = 0.05$). This analytical procedure was chosen to provide robust empirical evidence regarding both direct and indirect relationships among variables and to ensure that the methodological framework meets the academic standards commonly expected in Scopus-indexed journal articles.

Table 1 : Data Analysis Procedure

Analysis Stage	Purpose	Decision Criteria
Validity Test	To assess the accuracy of questionnaire items	Corrected item-total correlation > r-table
Reliability Test	To assess internal consistency of the instrument	Cronbach's Alpha > 0.70
Normality Test	To determine whether residuals are normally distributed	Sig. > 0.05
Multicollinearity Test	To detect correlation among independent variables	Tolerance > 0.10; VIF < 10
Heteroscedasticity Test	To test the constancy of residual variance	Sig. > 0.05
Multiple Linear Regression	To test direct effects among variables	Sig. < 0.05
Path Analysis	To test direct and indirect effects	Significant path coefficients
Sobel Test	To test the significance of mediation effect	Sig. < 0.05

FINDINGS AND DISCUSSION

Findings

1. Descriptive Statistics

Table 2 : Respondents' Demographic Characteristics (n = 200)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	118	59.0
	Female	82	41.0
Age	20–29 years	46	23.0
	30–39 years	88	44.0
	40–49 years	49	24.5
	≥ 50 years	17	8.5
Education	Senior High School	54	27.0
	Diploma	38	19.0
	Bachelor's Degree	92	46.0
	Postgraduate	16	8.0
Tenure	< 3 years	39	19.5
	3–5 years	67	33.5
	6–10 years	58	29.0
	> 10 years	36	18.0

Source: Processed by the Researcher (2024)

Table 3 : Descriptive Statistics of Research Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Green HRM (X1)	200	2.40	4.95	4.081	0.471
Organizational Pride (X2)	200	2.25	4.90	4.006	0.502
Talent Retention (Y)	200	2.35	5.00	4.118	0.486

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Valid N (listwise)	200				

Source: Processed by the Researcher (2024)

Based on Tables 2 and 3, the respondents were predominantly male (59.0%) and mostly aged between 30 and 39 years (44.0%), indicating that the sample was largely composed of employees in their productive working years. In terms of educational background, most respondents held a bachelor's degree (46.0%), while the largest tenure group was 3–5 years (33.5%), suggesting that many respondents had sufficient organizational experience to evaluate HR practices and organizational conditions. The descriptive statistics also show relatively high mean scores for all variables, namely Green HRM (M = 4.081), Organizational Pride (M = 4.006), and Talent Retention (M = 4.118). These findings indicate that respondents generally perceived green HR practices positively, reported a strong sense of pride in their organization, and demonstrated a high tendency to remain in the company.

2. Validity Analysis

Table 4. Validity Test Results

Variable	Item Code	Corrected Item-Total Correlation	r-table (n = 200, $\alpha = 0.05$)	Decision
Green HRM (X1)	X1.1	0.684	0.138	Valid
	X1.2	0.701	0.138	Valid
	X1.3	0.728	0.138	Valid
	X1.4	0.695	0.138	Valid
	X1.5	0.742	0.138	Valid
Organizational Pride (X2)	X2.1	0.676	0.138	Valid
	X2.2	0.712	0.138	Valid
	X2.3	0.734	0.138	Valid
	X2.4	0.689	0.138	Valid
	X2.5	0.721	0.138	Valid
Talent Retention (Y)	Y1	0.693	0.138	Valid
	Y2	0.715	0.138	Valid
	Y3	0.748	0.138	Valid
	Y4	0.704	0.138	Valid
	Y5	0.731	0.138	Valid

Source: Processed by the Researcher (2024)

Based on Table 4, all questionnaire items have corrected item-total correlation values exceeding the r-table value of 0.138. This indicates that all items used to measure Green HRM, Organizational Pride, and Talent Retention are valid. In other words, each item is capable of measuring the intended construct accurately and consistently reflects the concept represented by its respective variable. These findings confirm that the measurement instrument is suitable for further statistical analysis.

3. Reliability Analysis

Table 5. Reliability Statistics

Variable	Cronbach's Alpha	Number of Items	Decision
Green HRM (X1)	0.861	5	Reliable
Organizational Pride (X2)	0.848	5	Reliable
Talent Retention (Y)	0.872	5	Reliable

Source: Processed by the Researcher (2024)

Based on Table 5, the Cronbach's Alpha values for Green HRM, Organizational Pride, and Talent Retention are 0.861, 0.848, and 0.872, respectively. Since all alpha coefficients are above the threshold of 0.70, the instrument can be considered reliable. This means that the items within each variable demonstrate strong internal consistency and are dependable for measuring the relevant constructs in this study.

A. Classical Assumption Tests

1. Normality Test

Table 6 : One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual
N	200
Mean	0.0000000
Std. Deviation	1.532184
Most Extreme Differences Absolute	0.056
Positive	0.041
Negative	-0.056
Test Statistic	0.056
Asymp. Sig. (2-tailed)	0.200

Source: Processed by the Researcher (2024)

Based on Table 6, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05. This indicates that the residuals are normally distributed. Therefore, the regression model satisfies the normality assumption and is appropriate for subsequent multiple regression and path analysis. The result suggests that the distribution of errors does not significantly deviate from normality, supporting the robustness of the regression estimates.

2. Normality Test

Table 7 : Coefficientsa (Multicollinearity Statistics)

Model	Collinearity Statistics Tolerance	VIF
Green HRM (X1)	0.648	1.543
Organizational Pride (X2)	0.648	1.543

Notes: Dependent Variable: Talent Retention (Y)

Source: Processed by the Researcher (2024)

Based on Table 7, the tolerance values for Green HRM and Organizational Pride are both 0.648, while the VIF values are 1.543. Since

the tolerance values are above 0.10 and the VIF values are below 10, there is no indication of multicollinearity. Thus, the independent variables do not exhibit excessive intercorrelation and can be included simultaneously in the regression model without distorting the estimation results.

3. Heteroscedasticity Test

Table 8 : Coefficientsa (Glejser Test)

Model	Unstandardized Coefficients B	Std. Error	t	Sig.
(Constant)	2.416	0.881	2.742	0.007
Green HRM (X1)	-0.043	0.039	-1.103	0.271
Organizational Pride (X2)	0.051	0.041	1.244	0.215

Notes: Dependent Variable: Abs_RES

Source: Processed by the Researcher (2024)

Based on Table 8, the significance values for Green HRM and Organizational Pride are 0.271 and 0.215, respectively, both greater than 0.05. This indicates that the regression model does not suffer from heteroscedasticity. In other words, the residuals have constant variance across levels of the predictors, meaning that the homoscedasticity assumption is fulfilled. This supports the suitability of the model for further analysis.

B. Multiple Linear Regression Analysis

Table 9 : Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
(Constant)	7.284	1.327		5.489	0.000
Green HRM (X1)	0.356	0.081	0.345	4.395	0.000
Organizational Pride (X2)	0.428	0.076	0.439	5.632	0.000

Notes: Dependent Variable: Talent Retention (Y)

Source: Processed by the Researcher (2024)

Table 10 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.690	0.476	0.471	0.354

Notes: Predictors: (Constant), Green HRM, Organizational Pride

Source: Processed by the Researcher (2024)

Table 11 : ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	22.461	2	11.231	89.713	0.000
Residual	24.652	197	0.125		
Total	47.113	199			

Source: Processed by the Researcher (2024)

Based on Tables 9-11, Green HRM has a positive and significant effect on Talent Retention ($B = 0.356$, $\text{Sig.} = 0.000$), while Organizational Pride also has a positive and significant effect on Talent Retention ($B = 0.428$, $\text{Sig.} = 0.000$). These results indicate that stronger green HR practices and higher organizational pride are associated with higher levels of employee retention. The model summary shows an R Square value of 0.476, meaning that 47.6% of the variance in Talent Retention is explained jointly by Green HRM and Organizational Pride. Moreover, the ANOVA table shows that the regression model is statistically significant overall ($F = 89.713$, $\text{Sig.} = 0.000$), confirming that the model is appropriate for explaining the dependent variable.

C. Path Analysis

Table 12 : Summary of Path Coefficients

Path	Standardized Beta	Sig.	Decision
X1 → X2	0.580	0.000	Significant
X1 → Y	0.345	0.000	Significant
X2 → Y	0.439	0.000	Significant

Source: Processed by the Researcher (2024)

Based on Tables 12, Green HRM has a positive and significant effect on Organizational Pride ($\text{Beta} = 0.580$, $\text{Sig.} = 0.000$). In addition, Green HRM has a positive and significant direct effect on Talent Retention ($\text{Beta} = 0.345$, $\text{Sig.} = 0.000$), while Organizational Pride also positively and significantly affects Talent Retention ($\text{Beta} = 0.439$, $\text{Sig.} = 0.000$). These results indicate that Green HRM contributes to talent retention both directly and indirectly through organizational pride. Therefore, the structural model supports the mediating role of Organizational Pride in the relationship between Green HRM and Talent Retention.

D. Hypothesis Testing at $\alpha = 0.05$

Table 15. Hypothesis Testing Summary

Hypothesis	Statement	Coefficient	Sig.	Decision
H1	Green HRM has a positive effect on Organizational Pride	0.580	0.000	Accepted
H2	Green HRM has a positive effect on Talent Retention	0.345	0.000	Accepted
H3	Organizational Pride has a positive effect on Talent Retention	0.439	0.000	Accepted
H4	Organizational Pride mediates the effect of Green HRM on Talent Retention	Indirect effect = 0.255	0.000	Accepted

Source: Processed by the Researcher (2024)

Based on Table 13, all hypotheses are accepted at the 5% significance

level because each significance value is below 0.05. Specifically, Green HRM significantly enhances Organizational Pride and Talent Retention, while Organizational Pride significantly strengthens Talent Retention. The indirect effect of Green HRM on Talent Retention through Organizational Pride is also significant, confirming the mediating role of organizational pride. These findings suggest that green-oriented HR practices not only directly influence employees' intention to remain, but also operate through a psychological mechanism in which employees develop pride in belonging to an environmentally responsible organization.

Discussion

The results indicate that Green HRM has a positive and significant effect on talent retention, and this finding is consistent with the broader Green HRM literature, which increasingly shows that environmentally oriented HR practices improve employee attitudes, commitment, engagement, and organizational attractiveness (Jindal, 2025). Recent reviews note that Green HRM is no longer seen only as a sustainability tool, but also as a strategic HR architecture that shapes employee-related outcomes through recruitment, training, appraisal, rewards, and green involvement (Kapruwan, et al., 2025). In this sense, the present study supports the argument that when employees perceive HR practices as genuinely aligned with environmental responsibility, they are more likely to view the organization as worth staying in (Ahmed, et al., 2024). For PT. Kencana Agro Persada Riau, this suggests that Green HRM functions not merely as an ecological signal, but as a retention-relevant organizational resource that strengthens employees' long-term attachment to the company (Wang, & Huang., 2025).

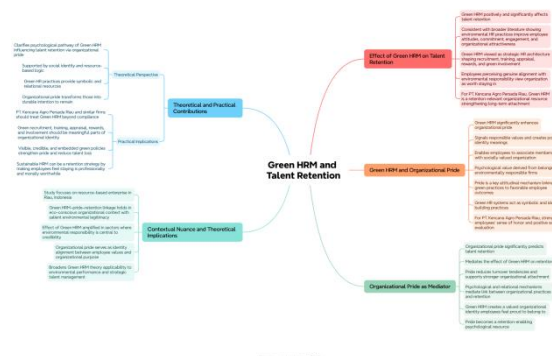


Figure 1 : Green HRM and Talent Retention

The finding that Green HRM significantly enhances organizational pride is also strongly aligned with prior empirical work (Shaikh, et al., 2026). Existing studies have shown that Green HRM can foster organizational pride by signaling responsible values, creating positive identity meanings, and enabling employees to associate their membership with a socially valued organization (Perano, et al., 2025). Research grounded in conservation of resources theory and social identity theory similarly suggests that employees derive psychological value from belonging to firms that are perceived as environmentally responsible, and that pride becomes one of the key attitudinal mechanisms linking green practices to favorable employee outcomes

(Ahuchogu, et al., 2024). The present study therefore reinforces the view that green HR systems are not only operational policies, but also symbolic and identity-building practices (Umair, et al., 2024). In the context of PT. Kencana Agro Persada Riau, this means that environmentally oriented HRM appears to strengthen employees' sense of honor and positive self-evaluation as organizational members (Ahmad, & Sadiq., 2025).

A particularly important contribution of this study lies in showing that organizational pride significantly predicts talent retention and mediates the effect of Green HRM on retention. This extends earlier literature that has often examined Green HRM in relation to green behavior, commitment, or engagement, but has less frequently positioned organizational pride as the mechanism through which green HR practices translate into retention outcomes (Li, et al., 2023). Prior research on pride has shown that pride reduces turnover-related tendencies and supports stronger organizational attachment, while adjacent retention studies also indicate that psychological and relational mechanisms often mediate the link between strategic organizational practices and employees' decision to stay. The current findings therefore provide a more refined explanation: Green HRM strengthens retention not only because it improves HR processes, but because it creates a valued organizational identity that employees feel proud to belong to. That pride, in turn, becomes a retention-enabling psychological resource.

At the same time, this study adds contextual nuance to the literature. Much previous evidence has been generated in manufacturing, hospitality, services, telecommunications, or multinational settings, often outside Indonesia, and frequently with outcome variables other than talent retention. By focusing on a resource-based enterprise in Riau, the study shows that the Green HRM-pride-retention linkage also holds in an eco-conscious organizational context where environmental legitimacy is especially salient. This is theoretically meaningful because it suggests that the effect of Green HRM may be amplified when employees work in sectors where environmental responsibility is central to organizational credibility. In such settings, organizational pride is likely to become more than an emotional reaction; it may serve as a form of identity alignment between employee values and organizational purpose. Thus, the present findings broaden the applicability of Green HRM theory by showing its relevance not only for environmental performance but also for strategic talent management.

From a theoretical perspective, this study contributes by clarifying the psychological pathway through which Green HRM influences talent retention, specifically through organizational pride. The findings support an interpretation rooted in social identity and resource-based logic: green HR practices provide employees with symbolic and relational resources, while organizational pride transforms those resources into a durable intention to remain. Practically, the results imply that PT. Kencana Agro Persada Riau and similar firms should not treat Green HRM as a compliance mechanism alone. To maximize retention benefits, green recruitment, green training, appraisal, rewards, and employee involvement should be communicated and experienced

as meaningful parts of organizational identity. When green policies are visible, credible, and embedded in daily HR practice, they can strengthen pride and reduce talent loss. In other words, sustainable HRM can become a retention strategy when it is capable of making employees feel that staying in the organization is both professionally and morally worthwhile.

CONCLUSION

This study demonstrates that Green Human Resource Management plays a significant role in strengthening talent retention at PT. Kencana Agro Persada Riau, both directly and indirectly through organizational pride. The central finding is that environmentally oriented HR practices are not merely administrative instruments for supporting sustainability agendas, but also strategic mechanisms that shape how employees perceive, value, and emotionally connect with their organization. When Green HRM is implemented consistently through recruitment, training, appraisal, and reward systems, employees are more likely to develop a sense of pride in belonging to the organization, which in turn increases their intention to remain. The main insight generated by this study is that talent retention in eco-conscious enterprises is influenced not only by economic or career-related considerations, but also by the extent to which employees feel morally and symbolically aligned with the organization's environmental identity. In this regard, the study contributes to the Green HRM literature by clarifying the psychological pathway through which green HR practices translate into stronger retention outcomes.

Despite these contributions, several limitations should be acknowledged. First, the study focuses on a single company, which may limit the generalizability of the findings across industries and organizational contexts. Second, the use of a cross-sectional quantitative design restricts the ability to capture changes in employee pride and retention intentions over time. Third, the model examines only one mediating variable, whereas other potential mechanisms such as organizational commitment, employee engagement, or perceived organizational support may also help explain the relationship between Green HRM and talent retention. Future research is therefore encouraged to test the model in different sectors, use longitudinal or mixed-method approaches, and include additional mediating or moderating variables to enrich the explanatory power of the framework. Such efforts would further advance scholarly understanding of sustainable HRM and provide stronger practical guidance for organizations seeking to retain high-value talent in increasingly sustainability-oriented business environments.

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