

Green Human Resource Management and Sustainable Business Practices through Eco-Friendly Packaging

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ABSTRACT

This study examines whether green human resource management (GHRM) is associated with the operational maturity of eco-friendly packaging and whether either capability is related to digital recruitment readiness and employee retention in packaging-intensive Indian fast-moving consumer goods (FMCG) firms. A rule-based content analysis was conducted for ten listed firms using FY2024–25 Business Responsibility and Sustainability Reports, integrated and sustainability reports, and official career websites audited on 15 July 2026. Three auditable indices were constructed: a five-item GHRM Disclosure Index, a six-item Eco-Friendly Packaging Index, and a five-item E-Recruitment Readiness Index. Employee retention was proxied as 100 minus the reported permanent-employee turnover rate. Because the sample is small and the indices are ordinal, relationships were evaluated with Spearman rank correlations and two-sided exact permutation tests over all 10! label permutations. GHRM disclosure maturity was positively associated with eco-friendly packaging maturity ($\rho = .687$, exact $p = .032$). Its associations with e-recruitment readiness ($\rho = .507$, $p = .142$) and retention ($\rho = .504$, $p = .142$) were positive but inconclusive. Packaging maturity was also positively, but not significantly, related to e-recruitment readiness ($\rho = .399$, $p = .273$) and retention ($\rho = .426$, $p = .219$). The findings indicate that people-management systems and packaging circularity tend to develop together, but public disclosures do not establish that these capabilities improve recruitment or retention outcomes. The paper contributes a transparent, reproducible secondary-data design for studying GHRM beyond perceptual surveys and identifies specific disclosure gaps that constrain stronger inference.

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JEL classifications: M12, M14, Q56

1. INTRODUCTION

Environmental performance in the FMCG sector is unusually dependent on routine organizational choices. Packaging specifications, supplier qualification, material substitution, recovery systems, and consumer communication are not delivered by technology alone; they require employees who can interpret environmental goals, coordinate across functions, and sustain new operating practices. Green human resource management addresses this organizational layer by embedding environmental considerations in recruitment, training, performance management, rewards, and employee involvement (Renwick et al., 2013; Tang et al., 2018). Eco-friendly packaging, in turn, makes environmental strategy visible at the

product–market interface, where material choices influence waste generation, regulatory compliance, product protection, and stakeholder perceptions (Boz et al., 2020; Ketelsen et al., 2020).

The Indian setting sharpens this connection. Listed firms face a common sustainability-disclosure architecture through the Securities and Exchange Board of India's Business Responsibility and Sustainability Reporting (BRSR) framework, mandatory for the top 1,000 listed entities from FY2022–23 (SEBI, 2021). Producers and brand owners also operate within the Plastic Waste Management Rules and extended producer responsibility (EPR) requirements for plastic packaging (Central Pollution Control Board [CPCB],

2022; Ministry of Environment, Forest and Climate Change [MoEFCC], 2024). These institutions create both operational obligations and a public record of packaging targets, recycled content, recovery, employee training, and turnover. They also make cross-company secondary-data research more feasible than it was under voluntary, non-standardized reporting.

Prior GHRM research is predominantly survey based. It has established relationships with psychological green climate, workplace green behavior, job satisfaction, organizational reputation, and citizenship behavior (Dumont et al., 2017; Faeni et al., 2025; Pham et al., 2019; Shafaei et al., 2020). Applicant-attraction research likewise shows that corporate social performance and recruitment websites function as signals from which job seekers infer organizational values and quality (Cable & Turban, 2003; Cober et al., 2004; Jones et al., 2014; Williamson et al., 2010). Yet three empirical gaps remain. First, few studies connect GHRM to a specific, observable environmental operating system such as packaging circularity. Second, limited work combines sustainability disclosures with a structured audit of digital recruitment infrastructure. Third, studies of green management and retention commonly use employee intentions rather than company-reported turnover.

This paper responds with an empirical, non-conceptual secondary-data design. It analyzes ten packaging-intensive listed Indian FMCG companies using FY2024–25 reports and official career websites. Rather than infer internal practices from broad sustainability claims, the study applies binary, item-level coding rules and publishes the complete coding matrix in the appendices. It asks whether GHRM disclosure maturity co-varies with eco-friendly packaging maturity, whether these two capabilities are associated with e-recruitment readiness, and whether they are associated with a retention proxy derived from reported turnover. The objective is not to claim causal mediation from a small cross-sectional sample, but to determine which parts of the proposed GHRM–packaging–talent relationship are visible in comparable public evidence.

2. Literature Review and Hypothesis Development

2.1. GHRM as an organizational capability

GHRM can be understood as the alignment of HR systems with an organization's environmental objectives. The literature converges on five recurrent practice domains: green recruitment and selection, green training, environmental

performance management, green rewards, and employee involvement (Renwick et al., 2013; Tang et al., 2018). These domains also map onto the ability–motivation–opportunity logic: training develops environmental competence; goals and rewards direct motivation; and involvement mechanisms give employees opportunities to contribute (Appelbaum et al., 2000; Pham et al., 2019). This system perspective matters because isolated awareness programs may not alter operating routines when appraisal, incentives, or decision rights remain unchanged.

Empirical findings support behavioral pathways. Dumont et al. (2017) found that GHRM was associated with in-role and extra-role green behavior through psychological green climate. Pham et al. (2019) showed that training, performance management, and involvement jointly shaped environmental citizenship behavior. Shafaei et al. (2020) linked GHRM to environmental performance at the organizational level and to meaningfulness and job satisfaction at the individual level. More recent evidence from the food-and-beverage industry indicates that green recruitment, training, and rewards have differentiated effects on reputation and satisfaction rather than a uniform effect across outcomes (Faeni et al., 2025). Taken together, these studies suggest that the practical question is not whether a company uses the label GHRM, but whether multiple people-management mechanisms support environmental execution.

2.2. GHRM and eco-friendly packaging

Packaging sustainability requires cross-functional implementation. Design-for-recyclability, recycled-content substitution, lightweighting, life-cycle assessment, EPR compliance, and recovery partnerships involve procurement, R&D, manufacturing, quality, marketing, legal, and logistics. Employees must possess technical knowledge and also be evaluated and recognized for environmental performance. A mature GHRM system should therefore increase the organizational ability to translate packaging commitments into measurable action. Conversely, firms facing demanding packaging targets may have stronger incentives to develop environmental competencies, goals, and participation mechanisms. The expected relationship is reciprocal in practice, although the present cross-sectional design tests only co-variation.

The packaging literature provides the operational content for this relationship. Reviews emphasize material efficiency, recyclability, recycled or

renewable inputs, reuse, and life-cycle considerations (Boz et al., 2020; Zhu et al., 2022). Consumer research shows that packaging sustainability can be a salient cue, but perceptions are imperfect and often conditioned by price, functionality, and communication (Ketelsen et al., 2020; Magnier et al., 2016; Steenis et al., 2017). Indian evidence also indicates that young consumers' attitudes and purchase intentions respond to eco-friendly packaging (Prakash & Pathak, 2017). Accordingly, packaging changes have both technical and signaling value, making consistent internal HR support particularly important.

H1. *GHRM disclosure maturity is positively associated with eco-friendly packaging maturity.*

2.3. Sustainability signals and e-recruitment readiness

Applicants often encounter an employer first through a recruitment website. Website usability, information richness, organizational reputation, and the ability to complete an application affect applicant attraction (Baum & Kabst, 2014; Cober et al., 2004; Sylva & Mol, 2009). Corporate social performance can additionally signal organizational values, prestige, and prospective person–organization fit (Jones et al., 2014). In the environmental domain, Chaudhary (2019) found that GHRM influenced job-pursuit intention through organizational prestige and attractiveness. These studies imply that environmental capabilities create recruitment value only when they are translated into accessible, credible employment signals.

The present study does not observe applicants or actual applications. It therefore avoids labeling career-site features as talent attraction. Instead, e-recruitment readiness is defined as the digital infrastructure through which potential applicants can discover vacancies, apply online, enter an early-career route, receive future-opportunity alerts, and encounter sustainability or purpose messaging. Searchable jobs and online applications are functional affordances; alerts and early-career programs extend reach; purpose messaging connects the employment proposition to the firm's responsible-business identity.

H2. *GHRM disclosure maturity is positively associated with e-recruitment readiness.*

H3. *Eco-friendly packaging maturity is positively associated with e-recruitment readiness.*

2.4. Sustainability and employee retention

A sustainability-oriented employment system may support retention through meaningful work, value congruence, competence development, recognition, and participation. Shafaei et al. (2020) identify meaningfulness as a pathway from GHRM to job satisfaction, while Cachón-Rodríguez et al. (2022) show that sustainable HRM can support loyalty and retention through social capital. However, sustainability may also impose additional demands, and external environmental achievements do not automatically improve employees' day-to-day experience. Packaging maturity is especially distant from retention unless employees participate in, understand, or receive recognition for the underlying work. The relationship should therefore be positive in direction but may be contingent and weaker than the GHRM–packaging relationship.

H4. *GHRM disclosure maturity is positively associated with employee retention.*

H5. *Eco-friendly packaging maturity is positively associated with employee retention.* **H6.** *E-recruitment readiness is positively associated with employee retention.*

3. Method

3.1. Research design and unit of analysis

The study uses structured content analysis of publicly available secondary data. The unit of analysis is the company. The reporting window for GHRM, packaging, and turnover is FY2024–25, the most recent common year for which all sampled firms had comparable public reports when the dataset was assembled. Official career sites were audited on 15 July 2026. This later observation measures current e-recruitment readiness rather than reconstructing the exact FY2024–25 site state; the resulting temporal mismatch is treated as a limitation rather than obscured.

A purposive, information-rich sample was used. Firms had to (a) be listed in India; (b) operate in packaging-intensive food, beverage, personal-care, oral-care, home-care, or hygiene categories; (c) publish a FY2024–25 BRSR, integrated report, or sustainability report with packaging and permanent-employee turnover information; and (d) maintain an official career page accessible for audit. The final sample comprises Hindustan Unilever, Dabur India, Marico, Tata Consumer Products, Godrej Consumer Products, Emami, Colgate-Palmolive (India), Britannia Industries, Bikaji Foods International, and Procter & Gamble Hygiene and Health Care. It is not presented as a census of Indian FMCG firms.

3.2. Sources and data extraction

Primary documentary sources were the firms' FY2024–25 BRSRs, integrated annual reports, sustainability reports, and official career websites. Regulatory interpretation relied on SEBI's BRSR circular and guidance, CPCB's Plastic Waste Management rules repository and EPR guidance, and the Plastic Waste Management (Amendment) Rules, 2024. Searches were restricted to official corporate, stock-exchange, regulator, and publisher pages. Company reports were read for explicit evidence; ambiguous statements and unimplemented aspirations were scored zero unless an item expressly allowed a target. The complete binary coding matrices appear in Appendices A–C, and source URLs are listed in the references.

3.3. Measures

Table 1. Construct definitions and coding rules

Construct	Operational rule	Evidence
GHRM Disclosure Index (0–5)	One point each for: green recruitment/employer proposition; employee environmental/ESG training; environmental goals in performance management; environmental rewards or incentive linkage; employee green involvement.	Tang et al. (2018); company reports
Eco-Friendly Packaging Index (0–6)	One point each for: quantified time-bound target; actual recyclable / reusable / compostable share; demonstrated recycled/ renewable /compostable input; demonstrated lightweighting/source reduction; quantified EPR/ recovery; applied life-cycle or circular-design approach.	Company reports; CPCB/MoEFCC
E-Recruitment Readiness Index (0–5)	One point each for: searchable vacancies; online profile/ application; structured early-career route; alerts /talent community; sustainability or responsible-purpose message on the career site.	Official career sites, audited 15 July 2026
Retention proxy (%)	100 minus the FY2024–25 permanent-employee turnover rate reported by the firm.	Company BRSR / annual report

Note. All index items were binary. A disclosure received one point only when the specified evidence was explicit; silence, broad policy language, or a future ambition without the required quantitative or operational detail received zero.

The GHRM index follows the five-domain structure in established GHRM measures while adapting it to documentary evidence. It measures disclosure maturity, not employees' perceptions or the unobserved quality of implementation. The packaging index separates strategic commitment from demonstrated outcomes: a firm can receive one point for a time-bound target and a separate point for reporting its current share of packaging meeting a circularity criterion. EPR receives a point only when recovery or compliance performance is quantified. This conservative rule prevents broad statements such as 'we aim to reduce plastic' from being treated as equivalent to measured implementation.

The e-recruitment index measures readiness rather than attraction. A career page received the searchable-vacancies point when it displayed jobs or linked to a functioning vacancy portal, and the application point when a candidate could submit an application or profile online. A generic résumé email did not count as a fully online application when no form or applicant workflow was available. Early-career and talent-community items required visible routes rather than a general claim that graduates were welcome. The sustainability-message item required environmental responsibility, responsible business, or a clearly connected organizational purpose in the careers environment.

Retention was calculated as 100–reported turnover. This transformation makes higher values consistently denote more favorable outcomes. The proxy remains imperfect because BRSR tables are not fully uniform: some firms report total turnover, others voluntary turnover, and exclusions such as retirement or death differ. The study therefore ranks rather than treats these percentages as identically measured interval data. Britannia's 23.93% reported overall employee-turnover rate was used; all other rates were taken directly from the firms' permanent-employee total row.

3.4. Analysis

Descriptive statistics summarize index distributions and the retention proxy. Hypotheses were tested with Spearman's rank correlation because the indices are bounded ordinal counts, the sample is small, and normality cannot be assumed. Two-sided exact permutation p-values were computed by holding one rank

vector fixed and evaluating the absolute correlation under every permutation of the other vector. With ten firms, each test used all $10! = 3,628,800$ permutations. Statistical significance was evaluated at $\alpha = .05$, but effect size, direction, and uncertainty receive greater emphasis than dichotomous decisions. No regression or mediation model was estimated because ten observations cannot support stable multivariable causal inference.

3.5. Research integrity and ethics

The analysis uses only public company-level documents and websites; it involves no human participants, personal data, or intervention, so human-subject ethics approval was not required. A complete item-level audit trail is reported to make disagreements inspectable. Because the coding was not independently replicated by multiple human coders, no intercoder-reliability coefficient is claimed. This is a material limitation and a priority for replication.

4. Results

4.1. Company-level results

Table 2. Company scores and reported retention proxy

Company	GHRM 0–5	Pack. 0–6	E-rec. 0–5	Turnover %	Retention %
Hindustan Unilever	5	5	5	18.90	81.10
Dabur India	1	4	4	27.30	72.70
Marico	4	5	5	15.50	84.50
Tata Consumer Products	2	3	5	26.00	74.00
Godrej Consumer Products	5	4	4	19.00	81.00
Emami	2	4	1	16.43	83.57
Colgate-Palmolive (India)	3	5	5	17.00	83.00
Britannia Industries	2	4	3	23.93	76.07
Bikaji Foods International	1	2	1	40.63	59.37
P&G Hygiene and Health Care	2	3	5	9.81	90.19

Note. Retention = $100 - \text{reported FY2024–25 permanent-employee turnover}$. Definitions and reporting boundaries vary across firms; figures support rank-based exploratory comparison, not a harmonized labor-accounting benchmark.

The company profiles show that packaging disclosure is more mature than explicit GHRM disclosure. Seven firms scored four or five on the six-point packaging index, reflecting the regulatory salience of EPR, recyclability, and plastic recovery. By contrast, GHRM scores cluster at the lower end because explicit environmental links to appraisal and rewards are rare. Career-site readiness is polarized: six firms scored four or five, while Emami and Bikaji offered only a basic résumé/application route.

Hindustan Unilever combined a complete five-domain GHRM disclosure pattern with quantitative packaging recovery and recycled-content evidence. Marico explicitly integrated ESG objectives into talent acquisition, capability building, and employee engagement, and its current career portal offered live vacancies and a talent pool. Godrej Consumer Products showed strong environmental training and employee integration alongside packaging-intensity reduction and quantified recovery. At the other end, Bikaji disclosed EPR arrangements and lighter packaging efforts but few quantified circular-design outcomes and little explicit GHRM integration. These contrasts supply the rank variation used in the tests.

4.2. Descriptive statistics and correlations

Table 3. Descriptive statistics

Variable	n	Mean	SD	Median	Min	Max
GHRM disclosure	10	2.70	1.49	2.00	1	5
Eco-friendly packaging	10	3.90	0.99	4.00	2	5
E-recruitment readiness	10	3.80	1.62	4.50	1	5
Retention proxy (%)	10	78.55	8.55	81.05	59.37	90.19

Note. Index maxima are 5 for GHRM, 6 for packaging, and 5 for e-recruitment readiness.

Table 4. Spearman correlations with two-sided exact permutation p-values

Variable	1	2	3	4
1. GHRM disclosure	—			
2. Eco-friendly packaging	.687 (.032)	—		
3. E-recruitment readiness	.507 (.142)	.399 (.273)	—	
4. Retention proxy	.504 (.142)	.426 (.219)	.449 (.193)	—

Note. Cells report $p(\text{exact } p)$. Each p-value is based on all 3,628,800 permutations. Two-tailed $\alpha = .05$.

H1 was supported: GHRM disclosure maturity and packaging maturity were strongly and positively related ($\rho = .687$, exact $p = .032$). The remaining correlations were positive in direction but did not reach the .05 threshold. GHRM showed moderate associations with both e-recruitment readiness ($\rho = .507$, $p = .142$) and retention ($\rho = .504$, $p = .142$). Packaging showed a smaller association with e-recruitment readiness ($\rho = .399$, $p = .273$) and a moderate association with retention ($\rho = .426$, $p = .219$). E-recruitment readiness and retention were moderately related ($\rho = .449$, $p = .193$).

Table 5. Hypothesis decisions

Hyp.	Relationship	ρ	Exact p	Decision
H1	GHRM ↔ packaging	.687	.032	Supported
H2	GHRM ↔ e-recruitment	.507	.142	Not supported
H3	Packaging ↔ e-recruitment	.399	.273	Not supported
H4	GHRM ↔ retention	.504	.142	Not supported
H5	Packaging ↔ retention	.426	.219	Not supported
H6	E-recruitment ↔ retention	.449	.193	Not supported

Note. ‘Not supported’ means the sample did not provide sufficient evidence at $\alpha = .05$; it does not establish a zero relationship.

5. Discussion

5.1. Interpretation of the findings

The clearest result is the co-development of GHRM disclosure and packaging maturity. Firms that disclosed green training, employee involvement, green recruitment, and environmental goal or reward linkages also tended to report more complete packaging systems: quantitative targets, circular materials, source reduction, recovery, and design changes. This pattern is consistent with the ability–motivation–opportunity view. Packaging transformation is not merely a procurement or engineering project; it depends on environmental competence, aligned goals, and cross-functional participation. The association also runs plausibly in the reverse direction: demanding packaging commitments may create pressure for firms to build green capabilities into people systems. The data cannot distinguish these directions, but they make a purely technical account of packaging transition less credible.

The recruitment results are more restrained. GHRM and packaging scores were positively associated with e-recruitment readiness, but neither relationship was conclusive. Several firms maintained sophisticated digital recruitment infrastructure even when their public GHRM disclosure was modest. Tata Consumer Products and P&G Hygiene illustrate this separation: strong job-

search, application, early-career, alert, and purpose features can be supported by enterprise recruitment platforms without extensive environmental HR disclosure. Conversely, a company may disclose meaningful packaging progress while operating a basic career interface. Digital recruitment capability is therefore partly a general HR-technology capability, not a direct consequence of environmental strategy.

Retention displays the same caution. All three maturity indices were positively related to retention, with coefficients between .426 and .504, yet the exact tests were underpowered to establish statistical support. The result is compatible with meaningfulness, social capital, and value-alignment mechanisms discussed in prior work (Cachón-Rodríguez et al., 2022; Shafaei et al., 2020), but it does not demonstrate them. Firm-specific conditions—pay, career opportunities, restructuring, labor-market composition, acquisitions, and measurement boundaries—can dominate annual turnover. The high retention proxy for P&G Hygiene alongside a mid-range GHRM and packaging score, and Emami’s high retention despite low e-recruitment readiness, underscore that these outcomes are not interchangeable.

5.2. Theoretical contributions

The study makes three contributions. First, it shifts GHRM research from generalized perceptions toward a specific environmental operating system. Packaging provides observable evidence with technical, regulatory, and market consequences. The supported GHRM–packaging relationship suggests that future theory should model GHRM as an implementation capability for particular environmental programs rather than only as an antecedent of broad environmental performance.

Second, the study separates sustainability signals from digital recruitment affordances. Recruitment websites may communicate purpose and values, but search, application, alerts, and early-career routes are distinct capabilities. Treating their presence as ‘talent attraction’ would overstate the evidence. The E-Recruitment Readiness Index offers an intermediate outcome that can be paired in later research with application volumes, applicant quality, or job-pursuit measures.

Third, the study demonstrates both the value and limits of BRSR-based secondary analysis. Standardized disclosure enabled a transparent cross-company dataset, yet key GHRM items—especially green performance management and rewards—were often absent, while turnover definitions remained inconsistent. Public silence may indicate non-implementation, immateriality, or merely non-disclosure. The proper theoretical label is therefore disclosure maturity, not latent practice intensity.

5.3. Managerial implications

For FMCG leaders, packaging targets should be translated into a people architecture. A time-bound recyclability or recycled-content target should identify required capabilities by function, assign environmental goals to accountable roles, and connect recognition to verified progress. Training is most useful when it is role-specific: packaging designers need circular-design and life-cycle skills; procurement teams need material and supplier criteria; manufacturing teams need process-control and waste knowledge; marketing teams need defensible claims; and HR teams need to make these capabilities visible in workforce planning and development.

Recruitment teams should connect credible environmental evidence to the candidate journey. A searchable, accessible job site is necessary but insufficient. Where packaging programs are material, career pages and relevant vacancies can explain the work, targets, and employee

contribution without resorting to generic green claims. Talent communities and campus programs can then segment candidates interested in packaging R&D, circular supply chains, sustainability analytics, and EPR operations. Credibility depends on alignment between recruitment messages and the quantified disclosures in BRSR or sustainability reports.

For retention, managers should not assume that environmental reputation compensates for weak employment conditions. Green involvement can create meaning only when employees have time, authority, feedback, and recognition. Turnover should be analyzed by function, tenure, gender, location, and critical green-skill category. A company-level annual percentage is too coarse to determine whether packaging specialists or sustainability professionals are being retained.

5.4. Reporting and policy implications

BRSR already provides a strong common reporting base, but comparability would improve if firms disclosed the environmental content of employee training, the share of relevant roles carrying environmental objectives, incentive linkages, and participation in green improvement programs. Turnover tables would benefit from a consistent distinction among voluntary, involuntary, retirement, and internal-mobility exits, together with a clear reporting boundary. For packaging, firms should report both target and achieved shares, specify the denominator and packaging categories included, and distinguish collection or credit purchases from actual design circularity. Such refinements would allow future research to test implementation pathways rather than disclosure presence alone.

6. Limitations and Future Research

The study has six principal limitations. First, the purposive sample of ten firms limits generalizability and statistical power. Exact tests protect Type I error under permutation but cannot create information absent from the sample. Second, disclosure indices measure what firms report; they may understate undisclosed practices or reward firms with more developed reporting teams. Third, the single coding workflow has not been tested for intercoder reliability, although the binary codebook and audit trail facilitate independent replication. Fourth, the retention proxy combines turnover figures that vary in definition and organizational boundary. Fifth, career websites were observed in July 2026, whereas the other measures refer to FY2024–25. Sixth, the cross-sectional design cannot identify direction, mediation, or causality.

Future work should extend the panel across at least three reporting years and a larger set of FMCG firms, double-code reports, and use archived career pages. Panel models could examine whether changes in green-HRM disclosure precede packaging improvements, while event studies could investigate major packaging commitments or regulatory milestones. Applicant-level experiments could test whether quantified packaging achievements improve organizational attractiveness relative to generic purpose messages. Employee-level surveys linked to firm disclosures could assess whether workers perceive the reported GHRM practices and whether meaningfulness or organizational pride mediates retention. Finally, voluntary and involuntary turnover should be modeled separately.

7. Conclusion

This secondary-data study provides qualified support for the proposition that green people-management systems and eco-friendly packaging develop together in Indian FMCG firms. The relationship between GHRM disclosure and packaging maturity was strong and statistically supported. Associations with current e-recruitment readiness and reported employee retention were positive but inconclusive, so the evidence does not justify a causal chain from GHRM through packaging to talent outcomes. The practical lesson is precise: packaging transformation appears to be partly a human-capability challenge, but recruitment and retention benefits cannot be assumed merely because environmental initiatives exist. They must be communicated credibly, experienced by employees, and measured with outcome data.

Declarations

Author contributions. Rumaisa Siddiqui: conceptualization, methodology, data curation, formal analysis, and writing—original draft. Bhagabat Barik: supervision, methodology validation, and writing—review and editing.

Competing interests. The authors declare no known competing interests. **Funding.** No specific external research grant is reported for this study.

Ethics statement. The study analyzed public company-level documents and websites and involved no human participants or personal data; ethics approval and informed consent were therefore not applicable.

Data availability. The complete coded dataset is reproduced in Appendices A–C. The source documents are publicly available at the URLs listed in the references.

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