The Effect of Digital Well-Being and Green Human Resource Management on Work Engagement: Mediating Effect of Change Readiness

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ABSTRACT

Amid rapid organizational changes and digital transformation, understanding what drives employee engagement is crucial. This study investigates the effects of digital well-being and Green Human Resource Management (GHRM) on work engagement, with change readiness serving as an intervening variable. A quantitative study was conducted with 175 private-sector employees in Padang City, analyzed using PLS-SEM. The results indicate that change readiness has a significant positive effect on work engagement, suggesting that employees who are psychologically prepared for organizational change exhibit higher levels of energy, dedication, and work focus. Furthermore, GHRM shows both direct and indirect effects on work engagement, with change readiness acting as a significant mediating mechanism. This finding highlights the role of green HR practices in strengthening employees' readiness to adapt to change, which subsequently enhances engagement. In contrast, digital well-being does not demonstrate a significant direct or mediated effect on work engagement in this study. The findings emphasize change readiness as a key psychological mechanism linking sustainable HR practices to positive employee outcomes. This study contributes to the literature by demonstrating the importance of GHRM and change readiness in fostering work engagement and provides practical implications for organizations aiming to enhance employee engagement through sustainable HR strategies.

Keywords*: Change Readiness, Digital Well-Being, Green Human Resource Management, Work Engagement.*

INTRODUCTION

Employee work engagement has become a critical issue in contemporary organizations, as it is closely associated with productivity, innovation, and sustainable organizational performance (Turner, 2020; Abdelwahed & Doghan, 2023; Abu-Mahfouz et al., 2023). In increasingly dynamic work environments, organizations are required not only to enhance employee performance but also to foster psychological conditions that enable employees to remain energetic, dedicated, and fully immersed in their work (Lituhayu et al., 2024; Boutmaghzoute et al., 2025). However, rapid organizational change driven by digital transformation and sustainability demands has introduced new challenges that may weaken employee engagement if not managed effectively (Alfadel et al., 2025).

One of the key factors influencing employee responses to organizational change is change readiness, defined as employees' psychological preparedness to accept, support, and implement organizational change (Rahi et al., 2022; Mathur et al., 2023). Employees who are ready for change tend to perceive change as an opportunity rather than a threat, allowing them to maintain positive work attitudes and remain engaged despite uncertainty (Talaja & Dumanić, 2023). Prior studies by Baroni et al. (2025) emphasized the role of change readiness in reducing resistance to change; however, its function as a

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psychological mechanism that enhances work engagement has received limited empirical attention.

Alongside change readiness, the increasing integration of digital technologies in the workplace has brought attention to digital well-being. Digital well-being refers to employees' ability to manage digital demands in a way that supports their psychological and emotional health (Abeele & Nguyen, 2022). While previous research by Büchi (2024) suggests that digital well-being can reduce digital stress and prevent negative work outcomes, empirical findings on its direct influence on positive outcomes such as work engagement remain mixed. This inconsistency indicates the need to further examine the contextual role of digital well-being within broader organizational systems (Baroni et al., 2025). In addition, organizations are increasingly adopting Green Human Resource Management (GHRM) practices as part of their sustainability strategies (Ansari et al., 2021; Hung et al., 2024; Masood et al., 2024). GHRM emphasizes environmentally responsible HR practices that promote meaningful work, employee involvement, and long-term organizational sustainability. Prior studies have shown that GHRM can enhance positive employee attitudes; however, there is still limited understanding of how GHRM contributes to work engagement through employees' psychological readiness to embrace organizational change (Manoj et al., 2022; Lin et al., 2024).

Despite the growing body of research on digital well-being, GHRM, and work engagement, existing studies have largely examined these variables in isolation. There remains a lack of integrated empirical models that explain how digital conditions and sustainable HR practices jointly influence employee engagement through psychological mechanisms. Addressing this gap, the present study examines the role of change readiness as an intervening variable linking digital well-being and GHRM to work engagement. By positioning change readiness as a key psychological mechanism, this study contributes to the literature on sustainable human resource management and organizational change.

Furthermore, the findings are expected to provide practical insights for organizations seeking to strengthen employee engagement by aligning digital well-being initiatives and green HR practices with strategies that enhance readiness for change. Therefore, the primary objective of this research is to empirically examine and validate the role of change readiness as a mediating mechanism in the relationship between digital well-being and GHRM practices on employee work engagement, highlighting how psychological preparedness for organizational change translates individual and organizational resources into higher levels of engagement.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

Digital Well-Being, Green Human Resource Management, and Change Readiness

Change readiness refers to employees' psychological preparedness to accept, support, and implement organizational change (Talaja & Dumanić, 2023). Employees who are ready for change tend to perceive organizational transformation as an opportunity rather than a threat, enabling them to adapt more effectively to new work demands and environments (Meria et al., 2023). Digital well-being reflects employees' ability to manage digital technologies in a way that supports their psychological and emotional health (Büchi, 2024). In digitalized work settings, employees with higher digital well-being experience lower technostress and greater perceived control, which may enhance their readiness to cope with organizational change (Akbar et al., 2025). When digital demands are perceived as manageable, employees are more likely to approach change with confidence and openness (Gennari et al., 2023; Wang, 2023).

In addition, GHRM plays an important role in shaping employees' readiness for change (Lee et al., 2017; El Dessouky & Alquaiti, 2020; Pasek et al., 2022). Through sustainability-oriented recruitment, training, performance appraisal, and reward systems, GHRM fosters employees' sense of meaning, involvement, and alignment with organizational values. Such supportive HR practices strengthen employees' trust in organizational change initiatives and enhance their readiness to embrace change (Charli & Pawirosumarto, 2025). However, prior studies by Badrinarayanan et al. (2025) and

Pratiwi and Masputri (2025) have examined these relationships separately, leaving a limited understanding of how change readiness functions as an intervening mechanism.

H1: Digital well-being has a positive and significant effect on change readiness.
H2: Green human resource management has a positive and significant effect on change readiness.

The Effects on Work Engagement

Digital well-being may influence work engagement by reducing digital fatigue and enabling employees to maintain focus and energy at work (Supriyadi et al., 2025). Employees who experience healthy digital interactions are less likely to feel exhausted and more capable of sustaining engagement (Deng et al., 2023; Lillelien & Jensen, 2025). It also helps employees approach tasks with greater clarity and motivation. Additionally, digital well-being supports a more positive work experience, which can indirectly strengthen engagement.

Work engagement is defined as a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption (Lituhayu et al., 2024). Engaged employees demonstrate high levels of energy, strong emotional involvement, and deep concentration in their work (Sukardi et al., 2023). Green human resource management practices positively and significantly affect work engagement, both directly and through mediating factors such as managerial support and HRM performance attributions (Gupta & Jangra, 2024). Likewise, GHRM practices contribute to work engagement by fostering meaningful work, organizational pride, and emotional commitment through sustainability-driven values.

Change readiness also plays a critical role in shaping work engagement, particularly in dynamic organizational contexts (Meria et al., 2022; Yuningsih et al., 2025). Employees who are psychologically prepared for change tend to remain motivated and focused despite uncertainty, allowing them to sustain high levels of engagement during periods of transformation. This readiness not only helps employees cope effectively with new work demands and evolving organizational processes but also strengthens their ability to adapt to continuous change, maintain productivity, and contribute positively to team performance and organizational goals.

H3: Digital well-being has a positive and significant effect on work engagement.
H4: Green human resource management has a positive and significant effect on work engagement.
H5: Change readiness has a positive and significant effect on work engagement.

Change Readiness as Mediating Variable

Although digital well-being and GHRM are expected to influence work engagement, these effects may not occur directly (Lee et al., 2017; Charli & Pawirosumarto, 2025). Instead, both factors primarily shape employees' psychological readiness to change, which then drives their level of engagement. Change readiness serves as an internal psychological mechanism that translates individual well-being and organizational HR practices into positive work-related attitudes, motivation, and proactive behaviors. In this way, employees' ability to embrace change becomes a key conduit through which organizational initiatives affect their performance and engagement levels.

Employees who experience supportive GHRM practices and healthy digital working conditions tend to develop positive perceptions of change, lower stress levels, and a stronger sense of work meaning (Faeni, 2024; Panjaitan et al., 2025). These conditions foster a mindset that is open to new challenges and adaptive to organizational transformations, which enhances change readiness (Sharma, 2024). As employees become more prepared for change, they are more likely to demonstrate higher levels of energy, dedication, and focus in their work, thereby strengthening overall engagement.

Change readiness mediates the positive relationship between digital well-being and work engagement by improving employees' adaptability to digital transitions and reducing potential digital fatigue (Ahmad & Abdul, 2025). Similarly, it mediates the relationship between GHRM and work engagement by reinforcing employee commitment, adaptability, and alignment with sustainability-oriented organizational practices (Wati & Almadana, 2025). This highlights the critical role of psychological readiness as a bridging mechanism, suggesting that organizational interventions targeting both well-being and green HR practices are most effective when they actively cultivate employees' capacity to embrace and thrive through change.

H6: Change readiness mediates the relationship between digital well-being and work engagement.
H7: Change readiness mediates the relationship between green human resource management and work engagement.

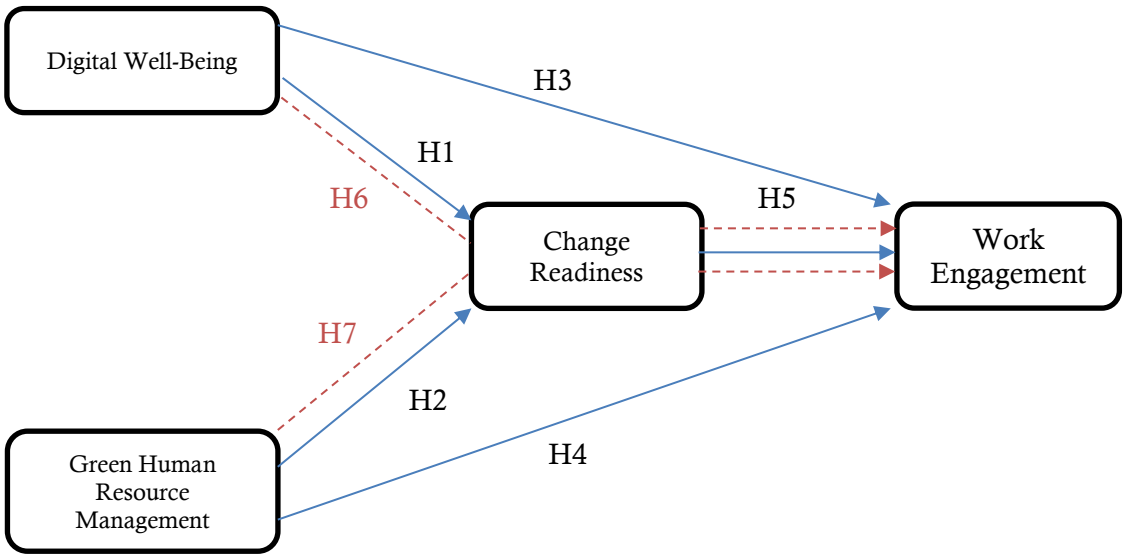

Figure 1. Research Model

This research develops a conceptual framework in Figure 1 that explains the relationship between digital well-being and Green Human Resource Management (GHRM) on work engagement, with change readiness serving as an intervening variable. The proposed model illustrates that digital well-being and GHRM have a direct influence on employees' readiness to change, which subsequently affects their level of work engagement.

In this framework, change readiness functions as an intervening variable because it bridges the influence of digital well-being and GHRM on work engagement. Employees who experience high levels of digital well-being and operate within a strong GHRM system tend to have more positive perceptions of organizational change, lower stress levels, and a stronger sense of work meaning. These conditions enhance employees' psychological readiness to embrace change, which in turn encourages higher work engagement characterized by increased energy, dedication, and focus at work.

This model emphasizes that improving digital well-being and implementing effective GHRM practices can strengthen employees' readiness to change, thereby increasing their engagement at work. By emphasizing the crucial mediating function of change readiness in developing engaged and adaptable employees, the study's findings are anticipated to add to the body of knowledge on sustainable human resource management and organizational transformation.

RESEARCH METHODS

This study employs a quantitative approach aimed at empirically examining the relationships among variables using numerical data. The quantitative method was chosen due to its objectivity, measurability, and strong capacity for statistical testing, which allows for rigorous analysis of the influence of digital well-being and green human resource management on work engagement, with change readiness serving as a mediating variable. The research population consisted of private-sector employees working in Padang City, selected because of their strategic role in implementing digital well-being initiatives, GHRM practices, and change readiness to support work engagement. To ensure that the sample accurately represents the population, a simple random sampling technique was applied, giving every individual an equal chance of being selected. This approach not only minimizes selection bias but also strengthens the generalizability of the findings, making the results more reliable for drawing conclusions about the relationships among the studied variables.

A total of 175 responses were obtained, and this sample size was considered sufficient for Structural Equation Modeling (SEM) analysis, especially given the complexity of the research model and the number of indicators included. The number of respondents provides adequate statistical power to ensure reliable estimation of model parameters and to detect significant relationships among constructs. Data were collected using a structured, closed-ended questionnaire designed based on previously validated indicators for each research variable. The study employed a five-point Likert scale (1–5) to measure respondents' agreement, ensuring sensitivity, variability, and consistency in data collection.

Data were analyzed using PLS-SEM in SmartPLS 4.1. The measurement model was evaluated through outer loadings, Cronbach's alpha (CA), composite reliability (CR), and Average Variance Extracted (AVE), confirming indicator validity and construct reliability. The structural model was then assessed using inner loadings, R-squared (R^2), and hypothesis testing via path coefficients (β) and p-values, including the mediating role of change readiness. High R^2 values indicated strong explanatory power for change readiness and work engagement, while the hypothesis tests identified significant direct and indirect effects, supporting the proposed research framework.

RESULTS

The measurement model (external model) and the structural model (internal model) are both evaluated as part of the data analysis in this study. The purpose of the measurement model assessment is to make sure that the indicators accurately capture the intended constructs and are valid and reliable. With change readiness serving as a mediating variable, the structural model analysis looks at the direction and strength of the relationships between the key variables in the research framework, particularly the impact of green human resource management and digital well-being on work engagement. This combination strategy ensures that the underlying causal links can be consistently and successfully explained by the suggested model.

The findings of the measurement model evaluation are shown in Figure 2, which uses change readiness as a mediator to show the factor loadings of each indicator related to digital well-being, green human resource management, and job engagement. Strong factor loadings over the suggested threshold of 0.70 are displayed by all indicators, suggesting that each item significantly contributes to the corresponding latent construct.

Based on Figure 2, the outer loading values for the indicators indicate how well each item represents its respective latent construct. For digital well-being, the outer loadings range from 0.827 to 0.910, demonstrating that all items strongly reflect the construct. For change readiness, the outer loadings range from 0.815 to 0.882, indicating that each item adequately captures employees' preparedness for organizational change. For green human resource management, the outer loadings range from 0.773 to 0.912, showing that the items are reliable and representative of the construct. Lastly, the outside loadings for work engagement range from 0.732 to 0.925, indicating that the items evaluate employee

engagement consistently. According to Partial Least Squares Structural Equation Modeling criteria, all indicators have outer loading values more than 0.70, indicating strong convergent validity.

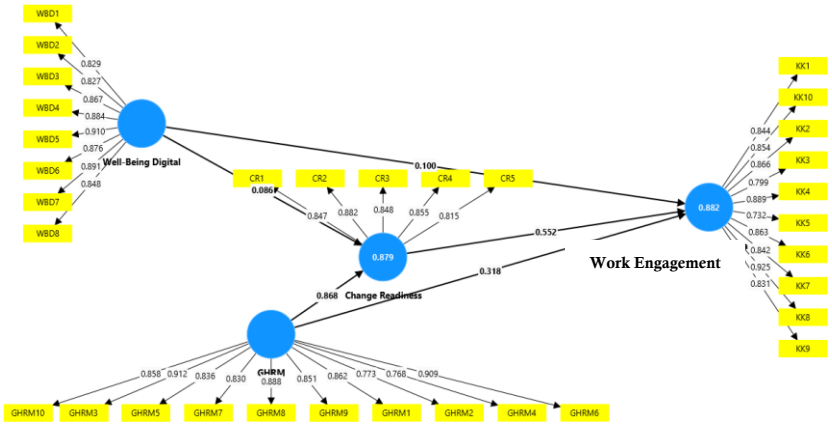

Figure 2. Structural Model Result

To assess the internal consistency of the indicators in each construct, a reliability test is carried out. Cronbach's Alpha and Composite Reliability are the two metrics employed in this assessment. According to Table 1, every variable in the research model exhibits Composite Reliability and Cronbach's Alpha values over the minimal threshold value of 0.7, indicating that these constructs have good reliability (Hair et al., 2021).

Table 1. Reliability Test

Variable	Cronbach's alpha	rho_a	rho_c	AVE
Digital Well-Being	0.953	0.954	0.960	0.751
GHRM	0.957	0.959	0.963	0.723
Change Readiness	0.904	0.907	0.929	0.722
Work Engagement	0.955	0.957	0.962	0.716

The reliability and convergent validity test results for each study construct are shown in Table 1. Cronbach's alpha, composite reliability (ρa and ρc), and Average Variance Extracted (AVE) were used to evaluate the measurement model's dependability. As the Cronbach's alpha values range from 0.904 to 0.957, significantly exceeding the generally advised threshold of 0.70, the results show that all constructions exhibit excellent internal consistency. This suggests that each construct's items measure the desired idea with a high degree of consistency. The great dependability of the measurement items is further confirmed by the composite reliability values (ρa and ρc) for all variables being over 0.90.

Furthermore, all constructs' AVE values are higher than the required minimum of 0.50, indicating that each construct accounts for a sizable amount of the variance of its indicators and supporting the measurement model's convergent validity. These findings offer compelling proof of the measurement model's validity and dependability, providing a strong basis for further structural model research.

Additionally, all constructs' AVE values fall between 0.716 and 0.751, above the 0.50 minimal requirement. This confirms sufficient convergent validity since each construct accounts for more than half of the variation of its indicators. These results imply that the measurement model satisfies the necessary criteria for convergent validity and reliability, making it appropriate for additional structural model study.

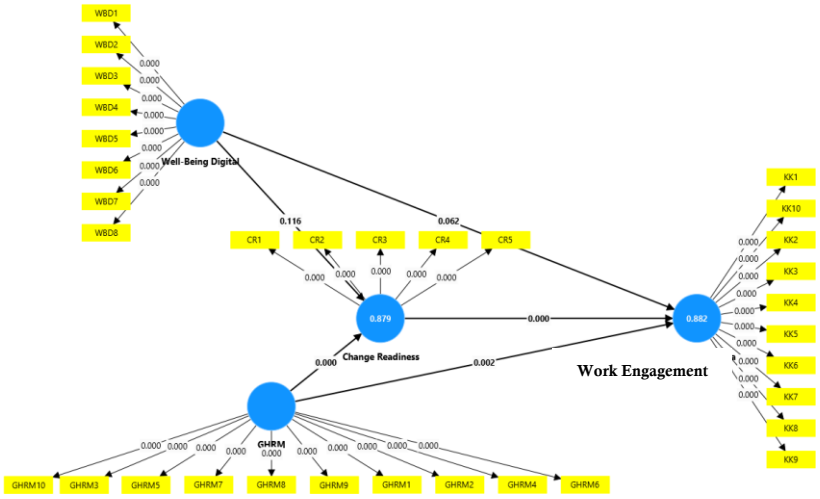

Figure 3. R Square Test & Hypothesis Framework

Figure 3 indicates that 87.9% of the variation in change readiness can be accounted for by digital well-being and green human resource management, while 88.2% of the variation in work engagement is explained by digital well-being, green human resource management, and change readiness. These substantial R-squared values suggest that the model effectively captures employees' preparedness for organizational change and their level of engagement, emphasizing the important role of both well-being and sustainable HR practices in shaping work outcomes. Table 2 displays the hypothesis testing findings after the structural model was tested using SmartPLS 4.1. This test aims to determine the effects of work engagement, digital well-being, transition readiness, and GHRM, both directly and indirectly. The t-statistic and p-value are examined to conduct the test at a significance level of 0.05. If the p-value is more than 0.05, the hypothesis is rejected; otherwise, it is accepted.

Table 2. Direct Effect

Variable Relationship	Original Sample	Mean Sample	Std. Dev	t-statistics	p-values
Digital Well-Being -> Change Readiness	0.086	0.088	0.055	1.571	0.116
GHRM -> Change Readiness	0.868	0.864	0.052	16.652	0.000
Digital Well-Being -> Work Engagement	0.100	0.107	0.054	1.866	0.062
GHRM -> Work Engagement	0.318	0.307	0.104	3.046	0.002
Change Readiness -> Work Engagement	0.552	0.555	0.089	6.208	0.000

Table 2 presents the results of the structural model and hypothesis testing using PLS-SEM. The findings show that digital well-being does not have a significant effect on change readiness ($\beta = 0.086$, $p > 0.05$). In contrast, GHRM demonstrates a strong and significant positive effect on change readiness ($\beta = 0.868$, $p < 0.001$). Furthermore, change readiness has a significant positive effect on work engagement ($\beta = 0.552$, $p < 0.001$).

In addition, GHRM also has a significant direct effect on work engagement ($\beta = 0.318$, $p < 0.01$). However, digital well-being does not have a significant direct effect on work engagement ($\beta = 0.100$, $p > 0.05$). These results indicate that while GHRM plays a crucial role in enhancing both change readiness and work engagement, digital well-being does not show a significant contribution in this model.

Table 3. Indirect Effect

Path	Original Sample	Mean Sample	Std. Dev	t-statistics	p-values
Digital Well-Being -> Change Readiness -> Work Engagement	0.047	0.049	0.031	1.527	0.127
GHRM -> Change Readiness -> Work Engagement	0.479	0.480	0.084	5.716	0.000

Table 3 indicates that change readiness does not mediate the relationship between digital well-being and work engagement, as the effect is not statistically significant ($p > 0.05$). In contrast, change readiness significantly mediates the relationship between GHRM and work engagement ($\beta = 0.479$, $p < 0.001$). This finding underscores the crucial role of GHRM in enhancing employee engagement through the development of change readiness.

DISCUSSION

The links between digital well-being, Green Human Resource Management (GHRM), and work engagement are explained by change preparedness, according to this study's empirical findings. Digital well-being does not exhibit a significant direct or indirect effect on work engagement in this study. This outcome contrasts with the findings by Abeele and Nguyen (2022), Deng et al. (2023), and Büchi (2024), who suggested that digital well-being positively influences engagement, reduces technostress, and supports overall employee performance. The discrepancy indicates that the impact of digital well-being may be highly context-dependent, requiring supportive organizational systems, clear digital governance policies, and integration with change-oriented HR practices. In other words, digital well-being alone may not be sufficient to enhance employee engagement unless it is embedded within broader organizational strategies that actively promote adaptation and readiness for change. This interpretation is further supported by Wang (2023) and Badrinarayanan et al. (2025), who argued that digital well-being interventions are most effective when aligned with organizational structures that facilitate learning, flexibility, and employee empowerment.

The results show that change readiness significantly improves work engagement, indicating that workers who are psychologically ready for organizational change typically exhibit greater levels of vigor, commitment, and concentration at work. This result is consistent with Meria et al. (2023) and Pratiwi and Masputri (2025), who emphasized that readiness for change is a crucial psychological resource that allows employees to adapt effectively and maintain high engagement in dynamic organizational environments. The results highlight the importance of developing strategies that enhance change readiness, as it appears to act as a key psychological mechanism linking organizational initiatives with improved employee outcomes.

Regarding GHRM, the results indicate that it exerts both direct and indirect effects on work engagement, with change readiness serving as a significant mediator. This finding aligns with previous studies by Ansari et al. (2021), Devi et al. (2024), and Alfadel et al. (2025), which demonstrated that green HR practices not only directly promote employee engagement but also strengthen employees' readiness to embrace organizational change. These findings reinforce the idea that GHRM contributes to work engagement primarily through its capacity to cultivate change-oriented attitudes and adaptive behaviors. By providing meaningful, value-driven work, GHRM encourages employees to adopt a proactive mindset, which in turn enhances their engagement and overall contribution to organizational sustainability goals.

The findings underscore the importance of change readiness as a key mediating mechanism that translates sustainable HR practices into positive employee outcomes. By integrating change readiness into the model, this study contributes to the literature on sustainable human resource management and organizational change, emphasizing that employee engagement in contemporary organizations is strongly driven by preparedness for change rather than by well-being factors in isolation.

CONCLUSION

This study concludes that change readiness is a crucial factor in enhancing work engagement, acting as a psychological mechanism that translates GHRM practices into positive employee outcomes. Employees who are prepared to embrace organizational change demonstrate higher energy, dedication, and focus, while GHRM positively influences engagement both directly and indirectly through change readiness. In contrast,

digital well-being does not show a significant effect, suggesting its impact may depend on broader organizational support, digital governance, and integration with change-oriented HR practices.

Organizations should prioritize developing change readiness through sustainability-focused HR initiatives that foster adaptability, pro-environmental behaviors, and value-driven work. Integrating digital well-being programs with comprehensive organizational support can enhance their effectiveness in improving engagement. However, this study is subject to several limitations, including the use of cross-sectional data that restricts causal inference and a specific research context that may limit generalizability. Furthermore, relevant variables such as leadership style, organizational culture, and individual resilience were not incorporated into the analysis.

Future research is encouraged to employ longitudinal designs to track changes in work engagement, change readiness, and digital well-being over time. Additionally, exploring moderating or mediating variables such as organizational support, technology infrastructure, or employee self-efficacy could clarify under what conditions digital well-being influences engagement. Expanding studies across diverse industries and cultural contexts would strengthen the generalizability of the findings and provide practical guidance for organizations aiming to enhance employee engagement and sustainability-oriented behaviors.

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