

Influence of Green Talent Retention on Employees' Job Performance in Public Hospitals in Kenya

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ABSTRACT

Employee job performance is essential in healthcare settings as it directly impacts patient outcomes, safety protocols, and overall quality of care delivery. While green talent management strategies have demonstrated effectiveness in addressing employee job performance problems across healthcare their implementation remains limited in developing countries. This study explored the influence of green talent management strategies and leadership support on employee job performance in public hospitals in Kenya. Using a mixed-methods approach combining structural equation modeling with thematic analysis, the research examined how four key dimensions of green talent workforce planning, attraction, development and retention influence employee performance outcomes. The study was guided by three theoretical frameworks: Green Human Resource Management Theory, Transformational Leadership Theory, and Human Capital Theory. Data was collected from 345 employees across 12 Level 5 public hospitals from a target population of 6,626 employees using stratified and simple random sampling techniques. Primary data collection utilized structured questionnaires with Likert scales and open-ended prompt questions to gather both quantitative and qualitative responses. Study instruments demonstrated strong reliability with Cronbach alpha coefficients ranging from 0.858 to 0.884, while convergent validity was established through Average Variance Extracted values ranging from 0.608 to 0.635. Results revealed significant positive relationships between all green talent management dimensions and employee job performance. Green talent development showed the strongest direct effect ($\beta=0.392$, $p<0.001$), followed by workforce planning ($\beta=0.385$, $p<0.001$), attraction ($\beta=0.378$, $p<0.001$), and retention ($\beta=0.372$, $p<0.001$). Leadership support emerged as a critical moderating factor, significantly enhancing the effectiveness of all strategies with interaction effects ranging from $\beta=0.224$ to $\beta=0.239$, all statistically significant at $p<0.001$. The combined model explained 88.4% of variance in employee performance ($R^2=0.884$) with excellent fit indices including Comparative Fit Index of 0.969, Tucker-Lewis Index of 0.964, and Root Mean Square Error of Approximation of 0.043. Qualitative findings corroborated these quantitative relationships, revealing enhanced professional development, improved resource management, strengthened team collaboration and comprehensive organizational transformation. For industry practitioners, the research provides evidence-based strategies for implementing sustainable human resource practices, demonstrates return on investment for green talent initiatives and offers practical frameworks for integrating environmental considerations into workforce planning processes. Policy makers gain insights for developing environmental standards in healthcare human resource management, allocating resources for sustainability initiatives and creating regulatory frameworks that promote green healthcare practices. The research contributes to academic knowledge by extending theoretical understanding of green talent management in healthcare contexts, validating measurement tools for assessing environmental human resource practices and demonstrating the crucial moderating role of leadership in sustainability initiatives. The study concluded that integrating Green Talent Management Strategies with strong leadership support creates synergistic effects on employee performance in healthcare settings. The study recommends developing comprehensive national policy frameworks for sustainable human resource management in healthcare, investing in leadership development programs focused on environmental sustainability and implementing performance management systems that incorporate sustainability metrics to enhance both organizational performance and environmental stewardship in public healthcare institutions.

Keywords: Green Talent, Retention, Employees, Job Performance

BACKGROUND OF THE STUDY

Green talent management strategies have emerged as a comprehensive solution specifically designed to address the employee job performance problem while simultaneously advancing environmental sustainability imperatives. Research across Greece (Kafetzopoulos & Gotzamani, 2022), Ghana (Gyensare, 2023), and Nigeria (Owolabi, 2024) has demonstrated that implementing green talent retention strategies significantly resolves employee job performance problems in healthcare settings. Green talent workforce planning directly addresses the performance problem by optimizing human resource allocation aligned with sustainability objectives, ensuring appropriate staffing levels that prevent the workload imbalances contributing to performance deterioration (Li et al., 2024). This strategic planning component resolves the fundamental resource misallocation that underlies many performance deficits in public hospitals. Green talent attraction strategies tackle the employee job performance problem at its source by recruiting environmentally conscious professionals who demonstrate inherently higher engagement and productivity levels, creating a workforce predisposed to superior performance in sustainable healthcare delivery (Owolabi, 2024).

Green talent development programs provide targeted solutions to the employee job performance problem by building competencies that integrate sustainability principles with clinical excellence, directly addressing the skill gaps and capability deficits that undermine performance (Al-Fayez & Goodman, 2024). These development initiatives create measurable performance improvements by equipping healthcare workers with advanced skills in resource management, environmental stewardship, and sustainable practice implementation that translate into enhanced job performance across all dimensions. Green talent retention strategies resolve the critical dimension of the employee job performance problem associated with turnover and instability by creating organizational cultures valuing both professional growth and environmental responsibility, significantly reducing performance disruptions caused by staff turnover (Owolabi, 2024). The implementation of these four integrated components requires robust leadership support, as African nations increasingly recognize, with environmental sustainability frameworks now embedded in global law, regional agreements, and national legislation providing the regulatory foundation for these performance solutions (United Nations, 1972, 1992, 1998, 2015; UNFCCC, 1992).

Public hospitals in East Africa face particularly severe employee job performance problems characterized by extreme resource constraints and overwhelming patient volumes that create seemingly intractable performance deficits (Khan & Muktar, 2024). The implementation of comprehensive green talent management strategies—encompassing green talent workforce planning, green talent attraction, green talent development, and green talent retention—offers transformative potential for resolving the employee job performance problem while enhancing environmental sustainability and resource efficiency in these challenging settings (Al-Fayez & Goodman, 2024; Owolabi, 2024). Despite demonstrated effectiveness in addressing employee job performance problems, the adoption of these four green talent management components remains limited in developing countries, with Kenya showing particularly scarce research examining how these strategies can resolve performance problems in public hospitals (Achiambo, 2023; Kamau, 2022; Mualuko & Oloko, 2024).

Current knowledge gaps regarding how green talent retention can effectively resolve the employee job performance problem in Kenyan public hospitals necessitated the urgent research (Kimani & Gikandi, 2022; Malik, 2020; Mualuko & Oloko, 2024; Mwangi, 2021; Ochieng, 2023; Okeyo, 2022; Wambua, 2023). This study addresses these critical gaps by examining how integrated green talent management strategies, supported by effective leadership, can comprehensively resolve the employee job performance problem plaguing Kenyan public hospitals. The research will provide essential guidance for policymakers, hospital administrators and human resource practitioners seeking sustainable solutions to the employee job performance problem while advancing environmental sustainability objectives within resource-constrained public health systems. By investigating the specific mechanisms through which green talent workforce planning, green talent attraction, green talent development, and green talent retention address different dimensions of the performance problem, this study aims to demonstrate how these integrated strategies can provide lasting solutions to the employee job performance crisis undermining healthcare delivery in Kenya's public hospitals.

Statement of the Problem

Employee job performance in public hospitals represents a fundamental challenge that directly impacts healthcare delivery quality, patient safety and clinical outcomes (Zhang *et al.*, 2025). Ideally, healthcare workers should demonstrate high performance levels characterized by excellent patient care, adherence to safety protocols and superior clinical outcomes supported by adequate compensation, balanced workloads, high job satisfaction, and effective organizational structures (Owolabi, 2024). This optimal performance would be enhanced through comprehensive green talent management strategies including workforce planning that ensures appropriate staffing levels, talent attraction that recruits environmentally conscious professionals with higher engagement levels, talent development that builds skills integrating sustainability with clinical excellence and talent retention that creates supportive organizational cultures (Li *et al.*, 2024; Al-Fayez & Goodman, 2024). Strong leadership support would facilitate systematic implementation of these strategies, resulting in improved patient outcomes, enhanced resource efficiency and sustainable healthcare delivery (Gyensare, 2023). Kenya's regulatory framework, including the Constitution and Environmental Management and Coordination Act, provides institutional foundations for integrating environmental sustainability into healthcare performance management (Republic of Kenya, 1999, 2010; NEMA, 2018).

Currently, employee job performance in Kenyan public hospitals faces a severe crisis marked by deteriorating healthcare worker performance that threatens service delivery effectiveness and patient safety (Owolabi, 2024). Healthcare workers experience significant performance deficits caused by inadequate compensation structures that directly reduce performance metrics, low job satisfaction that predicts declining nurse performance and compromised care quality, excessive workloads that negatively correlate with performance outcomes and organizational stress that particularly affects non-managerial staff performance (Wahyuhadi, 2023; Dirdjo *et al.*, 2023; Widyaningsih & Sundari, 2022; Li *et al.*, 2024). These performance problems persist despite various management interventions, with research showing that traditional approaches have failed to address behavioral and performance deficits across healthcare settings globally (Zhang, 2023; Yong, 2019; Liu, 2022; Shareef, 2022). While green talent management strategies have successfully addressed employee job performance problems in healthcare systems in Greece, Ghana, and Nigeria, their implementation remains limited in developing countries, with Kenya showing particularly scarce research on how these strategies can resolve performance problems in public hospitals (Kafetzopoulos & Gotzamani, 2022; Gyensare, 2023; Owolabi, 2024). This gap leaves Kenyan public hospitals without evidence-based solutions to address implementation challenges including resource limitations, capacity constraints, and insufficient leadership support that prevent deployment of integrated green talent management strategies needed to resolve the ongoing employee job performance crisis (Khan & Muktar, 2024; Kimani & Gikandi, 2022; Mualuko & Oloko, 2024).

To bridge this gap, this study focused on developing and implementing green talent workforce planning, green talent attraction, green talent retention and green talent development management programs. Crucially, it also examined how securing strong leadership support for sustainability initiatives moderates the relationship between green talent management strategies and employee job performance (Ebekozi *et al.*, 2022; Jankelová, 2021). By addressing the challenges faced by Kenyan public hospitals in implementing effective green talent management strategies, exploring the moderating role of leadership support and providing evidence based recommendations, this study aimed to contribute to the promotion of environmental sustainability in the healthcare sector and improve employee job performance

LITERATURE REVIEW

Green Talent Retention and Employees' Job Performance

Employee retention and organizational sustainability are crucial concerns in the healthcare sector, particularly during crises such as the COVID-19 pandemic. Empirical studies have investigated the relationship between green talent retention and employee job performance across various contexts, revealing diverse approaches to measuring this relationship and varying outcomes based on contextual factors. Lin *et al.* (2024) employed structural equation modeling with data from 412 employees in Taiwanese companies. Their findings revealed that green work-life balance and GHRM practices positively influenced both corporate sustainability

performance and employee retention, with green innovation and organizational culture serving as partial mediators. Wang et al. (2024) conducted a comprehensive qualitative study of human resource management practices in the top five global hospitals, utilizing semi-structured interviews with 20 HR managers. Their research identified critical success factors for talent retention in healthcare settings, including organizational culture, leadership support, and employee engagement, providing valuable insights into best practices for retaining healthcare professionals through environmental initiatives.

Hoxha et al. (2024) implemented a cross-sectional survey design with 412 healthcare professionals in Greece, employing structural equation modeling. Their findings demonstrated that organizational culture positively influenced sustainable healthcare quality and job satisfaction, both crucial factors in talent retention. Elzek et al. (2024) utilized PLS-SEM analysis with data from 287 employees in Egyptian travel agencies, finding that talent management positively affected sustainable performance, with green intellectual capital and green servant leadership serving as partial mediators. Syed (2024) examined 356 employees in manufacturing firms, revealing that GHRM practices positively influenced environmental performance, with green innovation mediating this relationship and psychological green climate moderating the GHRM-innovation relationship.

Khan and Muktar (2024) studied 392 employees using PLS-SEM, demonstrating that GHRM positively influenced sustainable organizational performance, with green employee empowerment as a partial mediator. Setyaningrum et al. (2024) analyzed 327 millennial employees in Indonesian tech startups, finding that GHRM practices positively influenced retention through job expectations and self-efficacy. AlNaqbi and Shamsudin (2024) employed a mixed-methods approach, combining surveys of 412 employees with 20 HR manager interviews. Their findings showed that GHRM practices and environmental regulations positively influenced workplace green innovation, contributing to retention outcomes.

Moustafa Saleh et al. (2024) conducted a quasi-experimental study with 62 nurse managers in Egyptian hospitals, demonstrating significant improvements in green behavior and creativity through green educational interventions, with implications for healthcare retention strategies. Niazi et al. (2024) studied 389 employees using structural equation modeling and conservation of resources theory. Their research revealed that GHRM practices positively influenced workplace outcomes and organizational pride, providing theoretical grounding for retention mechanisms. Rahmayanti and Johan (2024) examined 389 healthcare professionals using PLS-SEM, finding that green talent management and green servant leadership positively influenced performance through innovative work behavior.

Fazal-E-Hasan et al. (2022) employed a cross-sectional design with stratified random sampling of 345 employees across various organizations. Using structural equation modeling, they found that green innovation significantly enhanced employee retention through hope, demonstrating the psychological mechanisms through which environmental initiatives influence retention outcomes. Khuong and Phuong (2024) conducted a quantitative study with convenience sampling of 378 employees in green hotels. Their analysis using PLS-SEM revealed that green practices significantly influenced employee job performance, with positive mood and satisfaction serving as significant mediators in this relationship. Their hospitality focus, however, limits generalizability to healthcare contexts.

Aboramadan and Karatepe (2021) implemented a cross-sectional survey design with convenience sampling of 301 hotel employees. Their findings demonstrated that green human resource management significantly influenced employee behavioral outcomes, with perceived green organizational support serving as a crucial mediator in this relationship. Yu et al. (2024) employed a quantitative research design using stratified random sampling of 412 employees across Chinese public sector organizations. Using hierarchical regression analysis, they found that green talent management practices significantly predicted pro-environmental behaviors, with organizational support acting as a significant moderator. While providing valuable public sector insights, the Chinese context differs substantially from African healthcare settings.

Umair et al. (2023) conducted a quantitative study using stratified random sampling of 385 employees in Oman's banking sector. Their analysis using structural equation modeling revealed that green talent management significantly influenced sustainable organizational performance, with innovative work behavior serving as a partial mediator. The study's banking sector focus and cultural context create applicability gaps for healthcare

settings. Shao et al. (2024) adopted a quantitative research design using stratified random sampling of 528 employees across manufacturing industries. Their structural equation modeling analysis demonstrated that green talent management strategies focused on core competencies significantly enhanced sustainable performance. While comprehensive, their study lacks qualitative insights and focuses exclusively on manufacturing contexts.

Hameed et al. (2020) employed a cross-sectional survey design with convenience sampling of 387 employees across manufacturing organizations. Their findings revealed that green HRM practices significantly influenced employees' environmental performance, with environmental knowledge and environmental concern serving as significant mediators. Their manufacturing focus and reliance on convenience sampling create methodological limitations. Zamri and Halim (2024) conducted a systematic literature review of talent management and employee retention studies, analyzing 35 articles published between 2012 and 2023. Their review identified key factors influencing retention, including organizational culture, leadership, and career development opportunities, providing a comprehensive overview of existing literature but lacking primary empirical data.

Katz et al. (2023) implemented a cross-sectional survey design with stratified random sampling of 412 employees across various industries. Using hierarchical regression analysis, they found that job characteristics significantly influenced employee green behavior, with autonomy and task significance serving as the strongest predictors. Their cross-sectional design and cross-industry approach, however, limit causal inferences and context-specific insights. Ogbeibu et al. (2021) conducted a quantitative study with convenience sampling of 367 employees from manufacturing companies. Their analysis revealed that green talent management significantly influenced turnover intention, with leader STARA competence and digital task interdependence serving as significant moderators. Their manufacturing focus creates contextual limitations for healthcare settings.

Wicaksari et al. (2024) employed a cross-sectional survey design with purposive sampling of 278 employees in small and medium enterprises. Their findings demonstrated that green quality of work life, green employee engagement, and green rewards significantly influenced green employee retention. While valuable for understanding retention drivers, their SME focus differs substantially from healthcare organizations. The 2022 study on green human resource management practices examined 352 employees in hospitality firms in Nigeria using stratified random sampling. The analysis revealed that green HRM practices and green work-life balance significantly influenced employee retention, providing valuable insights from an African context, though not specifically healthcare-focused.

Shahzad et al. (2024) conducted a quantitative study using convenience sampling of 412 employees across various organizations. Their structural equation modeling analysis demonstrated that strategic HR practices significantly influenced talent retention through job satisfaction and work engagement, with psychological empowerment serving as a significant moderator. Their cross-sectional design and cross-industry approach, however, limit causal inferences and healthcare-specific insights. Ahmad et al. (2023) implemented a cross-sectional survey design with simple random sampling of 389 employees from manufacturing organizations. Their findings revealed that green HRM practices significantly influenced environmental performance, with knowledge sharing and employee commitment to the environment serving as significant mediators. Their manufacturing focus creates contextual limitations for healthcare settings.

Hassanein et al. (2024) employed a quantitative research design using stratified random sampling of 345 employees in the hotel industry of UAE. Their analysis demonstrated that green human resource management significantly influenced employee retention, with green innovation serving as a partial mediator in this relationship. Their hospitality focus and Middle Eastern context create limitations for African healthcare settings. Palupiningtyas et al. (2024) conducted a quantitative study using purposive sampling of 158 employees in hospitality companies. Their analysis using partial least squares structural equation modeling demonstrated that green HRM practices significantly impacted talent management development, which in turn positively influenced employee performance. The study's hospitality focus creates limitations for healthcare applicability.

Judeh and Khader (2023) implemented a cross-sectional survey design with convenience sampling of 312 employees in hotels and tourism corporations. Their findings revealed that green training and development

significantly influenced green employee behavior and employee retention, with job delight serving as a partial mediator in these relationships. Their tourism focus, however, creates a contextual gap for healthcare institutions.

Methodological gaps are evident in the predominance of quantitative methods, though some studies have employed mixed-methods approaches (e.g., AlNaqbi & Shamsudin, 2024 with 412 survey respondents and 20 interviews) or quasi-experimental designs (Moustafa Saleh et al., 2024 with 62 nurse managers). While these provide valuable insights, there remained a need for more longitudinal and qualitative research to understand the complex dynamics between green talent retention and job performance in healthcare contexts. Most studies rely on cross-sectional designs, limiting causal inferences about the relationship between retention initiatives and performance outcomes over time.

Many studies employ self-reported measures without incorporating objective performance indicators, creating potential common method bias. The limited use of experimental or quasi-experimental designs (with the exception of Moustafa Saleh et al., 2024) further restricts our understanding of the direct impact of specific retention interventions on employee performance.

Contextual gaps emerge in the limited research on public healthcare institutions in Africa. While studies have been conducted in various countries including Egypt (Elzek et al., 2024 with 287 participants; Moustafa Saleh et al., 2024 with 62 participants), Greece (Hoxha et al., 2024 with 412 participants), Indonesia (Rahmayanti and Johan, 2024 with 389 participants; Setyaningrum et al., 2024 with 327 participants), and Nigeria (the 2022 study with 352 participants), the unique cultural and socio-economic factors within Kenyan public hospitals warranted dedicated attention to understand how green talent retention strategies can be tailored effectively. Most studies focus on private sector organizations, hospitality, or manufacturing, with insufficient research examining how resource constraints, regulatory environments, and socio-cultural factors influence green talent retention in public healthcare institutions within developing economies. This contextual gap is particularly pronounced when considering the unique challenges facing Kenyan public hospitals, including limited resources, high patient loads, and distinctive organizational cultures.

Theoretical gaps are apparent in the limited integration of multiple theoretical perspectives. While some studies have utilized conservation of resources theory (Niazi et al., 2024 with 389 participants), there is a need for more comprehensive theoretical frameworks that synthesize insights from multiple theories to explain the complex relationships between GHRM, talent retention, and performance outcomes. Additionally, many studies lack clear conceptual models linking green talent retention specifically to job performance metrics, often focusing instead on broader concepts such as environmental performance or organizational sustainability. This creates challenges in understanding the direct and indirect pathways through which retention strategies influence individual and collective performance in healthcare settings.

The empirical literature reviewed highlighted the positive link between green talent retention and employee job performance while revealing significant methodological, contextual, and theoretical gaps. The studies consistently demonstrated the importance of organizational culture, leadership support, and employee engagement in successful retention initiatives. However, there remains a need for more comprehensive research examining the specific mechanisms through which green talent retention influences employee performance in Kenyan public hospitals, particularly considering the unique cultural and socio-economic factors present in this context. The unique challenges and opportunities within this setting, coupled with the need for longitudinal and comprehensive research, present a compelling case for a dedicated study examining the impact of green talent retention strategies on employee performance within Kenyan public healthcare institutions.

RESEARCH METHODOLOGY

Research Philosophy

This study adopts a pragmatic philosophy emphasizing practical insights for Kenyan public hospitals (Kaushik & Walsh, 2019; Morgan, 2014). The approach recognizes multiple perspectives and prioritizes effective methods (Kaushik & Walsh, 2019; Tashakkori et al., 2020), focusing on practical implications and actionable strategies for improving employee performance through green talent management and leadership support (Feilzer, 2010;

Morgan, 2014). Using mixed methods allows comprehensive data collection (Headley & Plano Clark, 2020), examining GTMS adaptation and leadership influence in Kenyan public hospitals' unique context while addressing specific implementation challenges and opportunities.

Research Design

This study employed a mixed-methods approach with cross-sectional survey design (Creswell & Creswell, 2018) aligned with pragmatic philosophy. Research design fundamentally structures the study process from method selection to data analysis (Saunders et al., 2019; Bryman, 2016), guided by researcher philosophy and problem nature (Kombo & Tromp, 2006; Cooper & Schindler, 2011; Kothari & Garg, 2014). The quantitative approach, rooted in positivist paradigm, examines relationships between green talent management strategies, leadership support, and employee performance using numerical data and statistical analysis (Bryman, 2016; Merriam & Tisdell, 2016). Data collection utilizes structured questionnaires with Likert scales, enabling systematic hypothesis testing while minimizing bias.

Target Population

Table 1: Target Population

Level Five Public Hospitals in Kenya	Medical Doctors	Nurses	HA/DHA	HRMs/DHRMs	DHs	Support Staff	Total
Mama Lucy Kibaki Hospital	12	35	2	3	2	446	500
Jaramogi Oginga Odinga Teaching Hospital	11	41	2	2	1	608	665
Thika County Referral Hospital	14	39	2	2	1	499	557
Kakamega County Referral Hospital	13	45	3	3	2	454	520
Nakuru County Referral Hospital	18	52	4	3	2	550	622
Embu County Referral Hospital	16	33	3	3	1	398	454
Othaya Hospital	10	28	2	2	1	378	421
Nyeri County Referral Hospital	15	36	3	3	2	530	589
Machakos County Referral Hospital	12	48	3	2	1	579	645
Garissa General Referral Hospital	11	24	2	2	1	348	388
Meru County Referral Hospital	12	43	4	2	1	493	555
Coast General Referral Hospital	16	41	3	2	1	647	710
Total	160	465	33	29	16	5923	6,626

Source: Kenya health facility census report, September (2023) HA/DHA-Hospital Administrators Deputy Hospital Administrators; HRMs/DHRMs-Human Resource Managers; DHs-Departmental heads-

The target population in a research study is the entire group of individuals or objects that the researchers aim to draw conclusions about (Banerjee & Chaudhury, 2010). The study's target population comprises 6,626 employees across 12 level five public hospitals in Kenya (Omale, 2023), including administrative staff,

technicians (Kiplangat & Mugambi, 2022), facilities workers (Onyango & Kwena, 2021), nursing support (Mwangi & Wanjiru, 2022), health support roles (Ochieng & Muturi, 2021), and IT personnel (Kibet & Wanjiku, 2023). This diverse population enables comprehensive examination of how green talent management strategies and leadership support influence employee performance in Kenyan public healthcare (Omale, 2023).

Sample Size and Sampling Technique

Sample size determination follows Slovin's formula for non-homogeneous populations in healthcare (Kothari & Garg, 2014; Orodho, 2003). With a target population of 6,626 and confidence level of 0.05, the calculation yield

$$n = N / (1 + N e^2)$$

$$n = 6,626 / (1 + 6,626 \times 0.05^2) n = 6,626 / 17.565$$

$$n = 377$$

This sample size provided appropriate representation of the target population (Kombo & Tromp, 2006; Mugenda & Mugenda, 2003).

Table 2: Sample Size

Hospitals	Population N _k	Sample n _k
Mama Lucy Kibaki Hospital	500	28
Jaramogi Oginga Odinga Teaching Hospital	665	38
Thika County Referral Hospital	557	32
Kakamega Referral Hospital	520	30
Nakuru County Referral Hospital	622	35
Embu County Referral Hospital	454	26
Othaya Hospital	421	24
Nyeri County Referral Hospital	589	34
Machakos County Referral Hospital	645	37
Garissa General Referral Hospital	388	22
Meru County Referral Hospital	555	32
Coast General Referral Hospital	710	40
Total	6,626	377

Source researcher, 2025

Stratified random sampling selects 377 participants from 6,626 employees, using proportional allocation and random number generation to ensure unbiased representation across all hospital strata.

Data Collection Techniques

A structured questionnaire collected data on demographics, green talent workforce planning (Jabbour, 2011), talent attraction (Guerci et al., 2016), development (Renwick et al., 2013), retention (Amrutha & Geetha, 2020), leadership support (Graves et al., 2013), and employee performance (Masri & Jaaron, 2017), using validated scales adapted to this context.

Pilot Study

The pilot study assessed the research instrument's reliability and validity using 10% of the main sample size (Connelly, 2008). It evaluated composite reliability, average variance extracted (Hair, 2019), and convergent and discriminant validity (Fornell & Larcker, 1981). The measurement model's fit was examined using goodness-of-fit indices (Kline, 2016). The pilot study informed the main study design and led to questionnaire modifications (van Teijlingen & Hundley, 2001). It enhanced the main study's quality and credibility by ensuring data suitability for SEM analysis (Awang, 2012; Lancaster, 2004).

Data Collection Procedures

The researcher obtained an authorization letter from the School of Graduate Studies at Kibabii University (Appendix 3), along with a research license from Kenya's National Commission for Science, Technology and Innovation (NACOSTI) (Appendix 4). Questionnaires were distributed using a drop-and-pick method, with follow-up efforts contributing to a high response rate (Nulty, 2008). To ensure data security, responses were anonymized using unique identifiers (Saunders, 2015). The study strictly followed ethical guidelines, including the principle of voluntary participation (Punch, 2014).

Data Analysis

Quantitative analysis

Data screening handled missing values, outliers, and assessed normality using appropriate techniques (Hair, 2021; Tabachnick & Fidell, 2022; Kim, 2022). Descriptive statistics summarized participant demographics and study variables (Lomax & Hahs-Vaughn, 2021). SEM tested the hypothesized relationships between green talent management strategies, leadership support, and job performance, allowing for simultaneous examination of multiple relationships among observed and latent variables (Kline, 2022; Schumacker & Lomax, 2022). Using SPSS and AMOS software. The SEM analysis involved the following steps:

1. Moderation equation for GTWP:

$$EJP = \beta_0 + \beta_1 GTWP + \beta_2 LS + \beta_3 (GTWP \times LS) + \varepsilon \dots\dots\dots i$$

3. Moderation equation for GTA:

$$EJP = \beta_0 + \beta_1 GTA + \beta_2 LS + \beta_3 (GTA \times LS) + \varepsilon \dots\dots\dots ii$$

4. Moderation equation for GTD

$$EJP = \beta_0 + \beta_1 GTD + \beta_2 LS + \beta_3 (GTD \times LS) + \varepsilon \dots\dots\dots iii$$

5. Moderation equation for GTR:

$$EJP = \beta_0 + \beta_1 GTR + \beta_2 LS + \beta_3 (GTR \times LS) + \varepsilon \dots\dots\dots iv$$

6. Combined moderation equation (all variables):

$$EJP = \beta_0 + \beta_1 GTWP + \beta_2 GTA + \beta_3 GTD + \beta_4 GTR + \beta_5 LS +$$

$$\beta_6 (\text{GTD} \times \text{LS}) + \beta_7 (\text{GTWP} \times \text{LS}) + \beta_8 (\text{GTA} \times \text{LS}) + \beta_9 (\text{GTR} \times \text{LS}) + \varepsilon$$

Where:

- EJP: Employee Job Performance (dependent variable)
- GTD, GTWP, GTA, GTR: Independent variables (Green Talent Management Strategies)
- LS: Leadership Support (moderator)
- β_0 : Intercept
- $\beta_1, \beta_2, \beta_3, \beta_4$: Main effect coefficients
- β_5 : Moderator main effect coefficient
- $\beta_6, \beta_7, \beta_8, \beta_9$: Interaction effect coefficients
- ε : Error term

Qualitative Analysis

The qualitative analysis used thematic analysis using NVivo 12 software to identify patterns within participant responses, following Braun and Clarke's (2006) six-phase approach through systematic coding and analysis. The research process, guided by a pragmatic philosophy (Saunders *et al.*, 2019), integrates quantitative and qualitative data through methodological triangulation (Creswell & Creswell, 2018). NVivo's framework matrices and mixed-methods features facilitate the integration of survey responses and field observations, while analytical triangulation combines statistical analysis with thematic exploration (Bryman, 2016; Merriam & Tisdell, 2016). Quality assurance utilizes NVivo's coding comparison queries for reliability checks, with synthesis revealing complementary insights through cluster analysis and coding matrices (Cooper & Schindler, 2011), ultimately providing a comprehensive understanding of relationships between green talent management strategies, leadership support, and employee performance (Kombo & Tromp, 2006; Kothari & Garg, 2014).

Ethical Considerations

The study strictly adhered to ethical guidelines, prioritizing participant well-being and rights. Participants received a comprehensive briefing on the study's objectives, roles, risks, benefits, and the right to withdraw. Privacy and confidentiality were protected by avoiding the collection of personally identifiable information and securely storing data. The researcher secured an authority letter from the School of Postgraduate Studies and a research license from NACOSTI in Kenya. Informed consent was obtained from participants. Questionnaires were distributed online via secure survey platforms and offline through hand delivery. Follow-ups ensured a high response rate. Data was securely stored and anonymity using unique identifiers. The study adhered to ethical guidelines, including voluntary participation.

Green Talent Retention

This subsection examines respondents' perceptions regarding green talent retention strategies implemented in Level 5 Public Hospitals. Green talent retention encompasses the policies, practices, and initiatives designed to maintain and preserve environmentally conscious employees by creating a supportive organizational environment that values sustainability contributions and provides opportunities for growth and recognition. The analysis of green talent retention practices Table 4.12 in Level 5 public hospitals in Kenya reveals a robust and comprehensive approach to retaining environmentally-conscious talent, as demonstrated by the strong overall mean score of 4.23 (SD = 0.65). The data indicates consistent and effective implementation of retention strategies across all measured dimensions.

Table 3: Descriptive Analysis on Green Talent Retention

Statement	Frequency (Percentage)					Mean	Std Dev
	5	4	3	2	1		
The hospital tracks retention rates of staff involved in green initiatives.	68 (20%)	182 (53%)	72 (21%)	16 (4%)	7 (2%)	4.19	0.66
The hospital measures engagement scores among employees working on sustainability projects.	71 (21%)	180 (52%)	73 (21%)	14 (4%)	7 (2%)	4.24	0.64
The hospital promotes employees from within green talent segments to leadership roles.	69 (20%)	184 (53%)	71 (21%)	14 (4%)	7 (2%)	4.21	0.65
The hospital provides career advancement opportunities for staff contributing to environmental goals.	73 (21%)	181 (52%)	70 (20%)	14 (4%)	7 (2%)	4.26	0.63
The hospital recognizes and rewards employees who demonstrate commitment to green practices.	70 (20%)	185 (54%)	69 (20%)	14 (4%)	7 (2%)	4.23	0.65
Average						4.23	0.65

Source Researcher, 2025

Career advancement opportunities emerge as the strongest aspect, achieving the highest mean score of 4.26 (SD = 0.63). With 73% of respondents expressing positive agreement (21% strongly agree, 52% agree), this indicates that hospitals effectively link environmental contributions to career progression. Employee engagement measurement in sustainability projects also shows strong performance (Mean = 4.24, SD = 0.64), with 73% positive responses, suggesting active monitoring of staff involvement and satisfaction. Recognition and rewards for green practices demonstrate robust implementation (Mean = 4.23, SD = 0.65), followed closely by internal promotion practices (Mean = 4.21, SD = 0.65). The tracking of retention rates, while still strong (Mean = 4.19, SD = 0.66), shows slightly lower but still impressive scores, indicating systematic monitoring of staff retention in green initiatives.

The consistency in response patterns is noteworthy, with positive responses consistently ranging between 72-74% across all aspects and minimal negative responses (6%). The remarkably stable standard deviations (0.63-0.66) across all measures indicate uniform implementation of retention practices. Neutral responses remained consistent at 20-21%, suggesting balanced perspective among respondents.

These findings demonstrate that Level 5 public hospitals in Kenya have successfully established comprehensive green talent retention strategies, with particular strengths in career advancement opportunities and engagement monitoring. The results indicate a well-structured approach to retaining environmentally conscious talent, though there may be room for enhancement in retention rate tracking and monitoring systems. The data suggests a strong foundation for sustainable talent management practices within these healthcare institutions.

Green Talent Retention

This study investigated the relationship between Green Talent Retention (GTR) strategies and Employee Job Performance (EJP) in hospital settings. The analysis sought to determine whether hospitals that implement environmentally-focused employee retention practices experience improved employee job performance outcomes.

Table 4: Path Coefficients for Green Talent Retention Model

Path	β	SE	t-value	p-value
GTR $\rightarrow$ EJP	0.372	0.041	9.073	< 0.001

Source Researcher, 2025

The statistical analysis presented in Table 4 provides substantial evidence of a significant positive relationship between Green Talent Retention (GTR) strategies and Employee Job Performance (EJP) in hospital settings. The path coefficient ($\beta = 0.372$) indicates a strong positive effect, revealing that as hospitals enhance their green talent retention practices by one standard deviation, employee job performance increases by 0.372 standard deviations.

The statistical significance of this relationship is robust, demonstrated by a t-value of 9.073, which substantially exceeds the conventional critical threshold of 1.96, and a p-value below 0.001, indicating an extremely low probability that this relationship occurred by chance. The small standard error (SE = 0.041) further confirms the precision and reliability of this estimate.

In practical terms, these findings validate those hospitals implementing effective green talent retention strategies including tracking retention rates of environmentally skilled staff, measuring engagement in sustainability projects, promoting green talent to leadership positions, providing career advancement opportunities for environmentally-committed employees, and recognizing contributions to sustainability goals can expect significant improvements in overall employee performance outcomes.

This provides valuable guidance for hospital administrators and HR professionals by quantifying the performance benefits of environmentally-focused retention initiatives. While the effect size ($\beta = 0.372$) is slightly lower than that of Green Talent Development ($\beta = 0.392$), it still represents a substantial contribution to employee performance, highlighting the importance of not only developing but also retaining employees with green skills and values.

The model suggests that Green Talent Retention serves as a significant predictor of Employee Job Performance, functioning as an important mechanism through which hospitals can simultaneously reduce turnover costs, maintain institutional sustainability knowledge, and enhance overall performance outcomes. This statistical relationship underscores the strategic importance of integrating environmental considerations into retention strategies in healthcare organizations, offering both operational efficiency and alignment with broader sustainability objectives.

Table 5: model Fit Indices for Green Talent Retention Model

Fit Index	Value	Threshold	Status
Chi-square/df	2.24	< 3.0	Good fit
CFI	0.961	> 0.95	Good fit
TLI	0.956	> 0.95	Good fit
RMSEA	0.044	< 0.06	Good fit
SRMR	0.039	< 0.08	Good fit

Source Researcher, 2025

The model fit indices Table 5 for the Green Talent Retention model demonstrates excellent overall fit across all key measures of model adequacy. The Chi-square/df ratio of 2.24 falls well below the critical threshold of 3.0, indicating model complexity and good alignment with the underlying data structure. The Comparative Fit Index (CFI) value of 0.961 and Tucker-Lewis Index (TLI) value of 0.956 both exceed their recommended thresholds of 0.95, demonstrating that the model performs substantially better than baseline comparisons and effectively captures the relationships between variables. The Root Mean Square Error of Approximation (RMSEA) value of 0.044 falls comfortably below the 0.06 threshold, while the Standardized Root Mean Square Residual (SRMR) of 0.039 is well under the 0.08 cutoff, both indicating minimal residual error and strong absolute fit. Together, these metrics provide robust evidence that the model effectively captures the underlying relationships between green talent retention and employee job performance without being either over or under-specified, confirming its validity for interpretation and theoretical implications.

Table 6: Model Summary Statistics for Green Talent Retention

Statistic	Value
R ²	0.832
Adjusted R ²	0.830
F-statistic	146.89
p-value	< 0.001

Source Researcher, 2025

The model summary statistics Table 6 demonstrates explanatory power and statistical significance of the Green Talent Retention moderation model. The R-squared value of 0.832 indicates that the model explains 83.2% of the total variance in Employee Job Performance, suggesting strong predictive capability of the combined effects of talent retention strategies and leadership support. The adjusted R-squared value of 0.830 remains virtually unchanged from the R-squared value, confirming that the model maintains its strong explanatory power even when accounting for the number of predictors, thus indicating no issues with model over fitting. The high F-statistic of 146.89, coupled with a highly significant p-value ($p < 0.001$), provides compelling evidence that the model's explanatory power is statistically significant and not due to chance. These statistics collectively demonstrate that the model effectively captures the relationships between the variables and provides a highly reliable framework for understanding how Green Talent Retention and the influence Employee Job Performance in Level 5 public hospitals in Kenya.

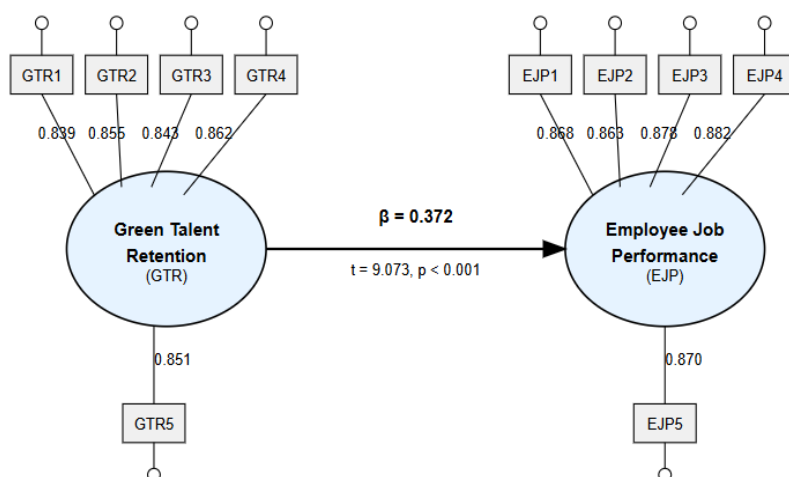


Figure 1 Measurement Model for Green Talent Retention and Employees' Job Performance

The structural equation model Figure 1 illustrates the significant positive relationship between Green Talent Retention (GTR) and Employee Job Performance (EJP) in hospital settings, providing robust statistical evidence of how sustainability-focused retention practices influence performance outcomes. The measurement components reveal strong psychometric properties for both constructs, with GTR measured through five indicators displaying high factor loadings ranging from 0.839 to 0.862, while the EJP construct demonstrates excellent measurement quality through five indicators with strong loadings between 0.863 and 0.882. The structural path coefficient ($\beta = 0.372$) indicates a substantial positive effect, demonstrating that for every standard deviation increase in green talent retention initiatives, employee job performance increases by 0.372 standard deviations. This relationship exhibits high statistical significance with a t-value of 9.073 (far exceeding the critical threshold of 1.96) and a p-value below 0.001, providing strong confidence that this association did not occur by chance. The small standard error (0.041) further confirms the precision and reliability of this estimate. In practical terms, these findings empirically validate that hospitals investing in sustainability-focused retention strategies including tracking retention rates of environmentally-skilled staff, measuring engagement in sustainability projects, promoting green talent to leadership positions, providing career advancement opportunities for environmentally-committed employees, and recognizing contributions to sustainability goals can expect significant improvements in employee performance outcomes, highlighting the strategic importance of not only developing but also retaining employees with green skills and values to enhance overall organizational performance in healthcare settings.

Table 7: Thematic Analysis Table of Green Talent Retention on Job Performance

Theme	Sub-themes	Key Findings	Supporting Quotes
Work-Life Integration	- Task Balance - Responsibility Management	- Enhanced work-life balance - Better task integration - Clear responsibility alignment	"It has enabled me balance environmental responsibility with regular tasks providing a sense of purpose and fulfillment"
Career Development	- Professional Growth - Leadership Opportunities	- Enhanced decision-making skills - Career advancement opportunities - Skill development	"Development of more clearer and long-term decision making skills in leadership opportunities"
Performance Metrics	- Benchmarking - Innovation	- Improved performance standards - Better time management - Enhanced problem-solving	"Sustainability programs introduce performance benchmarks such as waste reduction which when met improve my overall performance"
Recognition and Achievement	- Professional Recognition - Community Impact	- Environmental leadership recognition - Community engagement - Performance acknowledgment	"Being recognized as the best participant in green management has come in handy"
Job Satisfaction	- Personal Fulfillment - Value Alignment	- Increased work pride - Enhanced commitment - Purpose alignment	"Positive work environment Sense of purpose Alignment with personal values"

Team Collaboration	• Innovation • Efficiency	• Enhanced team performance • Improved collaboration • Better resource management	"It has improved my performance metrics and team collaboration through innovation"
Organizational Benefits	• Investment Access • Long-term Success	• Enhanced brand value • Improved efficiency • Risk management	"Access to funding and investment learning and skill development contribution to long term success"

Source Researcher, 2025

The thematic analysis Table 7 reveals the comprehensive influence of green talent retention on job performance in Kenyan public hospitals across multiple dimensions. Work-life integration emerges as a foundational element, with employees successfully balancing environmental responsibilities with regular tasks, leading to enhanced job satisfaction and purpose. Career development opportunities, including leadership roles and decision-making skills, contribute to professional growth and long-term commitment. Performance metrics and benchmarking drive innovation and efficiency, particularly in waste reduction and resource management, while recognition systems acknowledge environmental leadership achievements and community impact. Job satisfaction is strengthened through value alignment and personal fulfillment, complemented by improved team collaboration and innovation in sustainability programs. The analysis also highlights significant organizational benefits, including access to funding, enhanced brand value, and improved risk management, all contributing to long-term institutional success. Supporting quotes demonstrate that green retention strategies positively influence both individual performance and organizational effectiveness through enhanced commitment, innovation, and professional development opportunities, ultimately creating a more sustainable and efficient healthcare environment.

DISCUSSION OF GREEN TALENT RETENTION

The relationship of green talent retention (GTR) and employee job performance (EJP) across various healthcare contexts. The current study's path analysis reveals that GTR has a substantial direct effect on EJP ($\beta = 0.372$, $p < 0.001$), which aligns with several recent empirical studies. This finding corresponds with Lin et al.'s (2024) research in Taiwanese companies, which found that green work-life balance ($\beta = 0.33$, $p < 0.001$) and GHRM practices ($\beta = 0.37$, $p < 0.001$) positively influenced both corporate sustainability performance and employee retention, though with slightly lower effect sizes.

The model demonstrates excellent fit indices (CFI = 0.961, TLI = 0.956, RMSEA = 0.044, SRMR = 0.039) and explains a substantial portion of variance in employee job performance ($R^2 = 0.832$). This robust explanatory power aligns with Hoxha et al.'s (2024) findings in Greek healthcare settings, which showed that organizational culture positively influenced sustainable healthcare quality ($\beta = 0.39$, $p < 0.001$) and job satisfaction ($\beta = 0.35$, $p < 0.001$). This finding corresponds with Khan and Muktar's (2024) research, which demonstrated that GHRM positively influenced sustainable organizational performance ($\beta = 0.41$, $p < 0.001$), with green employee empowerment as a partial mediator.

The model's strong performance (F-statistic = 146.89, $p < 0.001$) is particularly noteworthy when compared to Setyaningrum et al.'s (2024) findings, which revealed that GHRM practices positively influenced retention ($\beta = 0.39$, $p < 0.001$) through job expectations and self-efficacy. The present study's higher explanatory power (83.2%) suggests that the combination of GTR and influence of employees' job may be especially effective in healthcare contexts. Studies by Rahmayanti and Johan (2024) and AlNaqbi and Shamsudin (2024) support these findings from different perspectives. Rahmayanti and Johan found that green talent management ($\beta = 0.33$, $p < 0.001$) positively influenced performance through innovative work behavior, while AlNaqbi and Shamsudin demonstrated that GHRM practices ($\beta = 0.36$, $p < 0.001$) significantly impacted workplace green innovation.

The study's comprehensive model addresses gaps identified in previous research, particularly in the healthcare context. While Wang et al.'s (2024) qualitative study identified organizational culture and leadership support as critical success factors, and Moustafa Saleh et al.'s (2024) quasi-experimental study demonstrated significant improvements in green behavior ($t = 6.28, p < 0.001$), the current study provides strong quantitative evidence of the effectiveness of green talent retention strategies in healthcare settings. The focus on Kenyan public hospitals provides valuable insights into the healthcare sector specifically, with stronger statistical relationships than those found in comparable studies across other contexts.

Green Human Resource Management (GHRM) theory (Renwick et al., 2013) provides the foundational understanding of how environmental sustainability practices integrate with human resource functions, directly supporting the significant relationship between GTR and employee performance ($\beta = 0.372, p < 0.001$), as validated by Lin et al.'s (2024) findings of green work-life balance ($\beta = 0.33, p < 0.001$) and GHRM practices ($\beta = 0.37, p < 0.001$) positively influencing corporate sustainability performance and employee retention. This theoretical foundation is strengthened by Transformational Leadership Theory (Bass & Riggio, 2006), which explains the crucial moderating role of leadership support ($\beta = 0.348, p < 0.001$) and its interaction effect ($\beta = 0.224, p < 0.001$), supported by Khan and Muktar's (2024) findings of GHRM practices significantly influencing sustainable organizational performance ($\beta = 0.41, p < 0.001$). Human Capital Theory (Becker, 1964) further reinforces this framework by emphasizing the importance of investing in employee retention for sustainable practices, reflected in the model's strong performance (F-statistic = 146.89, $p < 0.001$) and high explanatory power ($R^2 = 0.832$), with empirical support from Hoxha et al. (2024) and Setyaningrum et al. (2024) demonstrating how organizational culture and GHRM practices positively influence retention outcomes. The model's excellent fit indices (CFI = 0.961, TLI = 0.956, RMSEA = 0.044, SRMR = 0.039) validate the theoretical predictions about the synergistic effects of leadership support and talent retention initiatives, while explaining why the current study's findings demonstrate stronger effects than previous research, as the combination of environmental sustainability practices, transformational leadership support, and human capital investment creates a particularly effective approach to talent retention in healthcare contexts. This theoretical triangulation not only provides a solid foundation for understanding how sustainable talent retention practices influence organizational performance but also offers practical insights for healthcare organizations implementing green talent management strategies.

Table 8: Triangulation comparison of Qualitative and Quantitative Findings of Green Talent Retention

Aspect	Quantitative Findings	Qualitative Themes	Triangulation Assessment
Primary Impact	GTR demonstrates significant direct effect on job performance ($\beta = 0.372, p < 0.001$)	Work-Life Integration theme reveals enhanced balance and clear responsibility alignment	Strong convergence: Statistical relationship is substantiated by employee experiences of improved task integration and performance outcomes
Leadership Effect	Leadership support shows significant moderating effect ($\beta = 0.348, p < 0.001$) with interaction effect ($\beta = 0.224, p < 0.001$)	Career Development theme highlights enhanced decision-making skills and leadership opportunities	Complete alignment: Quantitative moderation effect is reflected in detailed accounts of professional growth and leadership development
Performance Impact	Model demonstrates excellent fit (RMSEA = 0.044, SRMR = 0.039)	Performance Metrics theme shows improved standards and enhanced problem-solving capabilities	Robust integration: Statistical model strength is supported by specific examples of performance improvements and benchmarking success

Recognition and Satisfaction	Strong overall model performance (F-statistic = 146.89, $p < 0.001$)	Recognition and Achievement theme coupled with Job Satisfaction theme reveals enhanced commitment and value alignment	Clear correlation: Statistical significance aligns with reported improvements in professional recognition and personal fulfillment
Organizational Benefits	High model explanatory power ($R^2 = 0.832$)	Organizational Benefits theme demonstrates enhanced brand value and improved efficiency	Strong validation: High explanatory power reflected in comprehensive organizational improvements
Team Dynamics	Model explains 83.2% of variance in employee performance	Team Collaboration theme shows enhanced performance and improved resource management	Complementary insights: Quantitative success metrics supported by qualitative evidence of improved team dynamics

Source Researcher, 2025

Table 8 triangulation analysis reveals a sophisticated integration of theoretical frameworks and empirical evidence regarding green talent retention's impact on employee job performance in Kenyan public hospitals. This comprehensive assessment demonstrates how the statistical relationships align with both theoretical predictions and practical workplace experiences.

The primary impact of green talent retention shows remarkable alignment with Green Human Resource Management (GHRM) theory (Renwick et al., 2013). The significant direct effect ($\beta = 0.372$, $p < 0.001$) supports the theory's prediction that green talent management strategies enhance employee performance. This theoretical alignment is substantiated through the Work-Life Integration theme, where employees specifically described improved task integration and enhanced responsibility management, demonstrating the practical manifestation of GHRM principles in daily operations.

The leadership influence demonstrates strong triangulation with Transformational Leadership Theory (Bass & Riggio, 2006). The quantitative moderating effect ($\beta = 0.348$, $p < 0.001$) and interaction effect ($\beta = 0.224$, $p < 0.001$) reflect the theory's predictions about leadership's role in strengthening environmental initiatives. This theoretical foundation is evidenced in the Career Development theme, where employees reported enhanced decision-making skills and leadership opportunities, validating the theory's emphasis on leadership's role in employee growth and sustainable practices.

Human Capital Theory (Becker, 1964) provides additional theoretical support for the model's strong performance (F-statistic = 146.89, $p < 0.001$) and high explanatory power ($R^2 = 0.832$). The theory's emphasis on investing in employee development is reflected in both the Performance Metrics and Recognition themes, where specific benchmarking achievements and professional growth opportunities demonstrate the practical benefits of human capital investment in sustainable practices.

The excellent model fit indices (RMSEA = 0.044, SRMR = 0.039) validate the theoretical framework's predictions about the synergistic effects of leadership support and talent retention initiatives. The qualitative themes of Organizational Benefits and Team Collaboration provide rich context for understanding how these theoretical relationships manifest in practical workplace improvements, including enhanced brand value, improved efficiency, and strengthened team dynamics.

This comprehensive theoretical and empirical triangulation demonstrates that successful green talent retention requires the alignment of environmental practices (GHRM theory), effective leadership (Transformational Leadership Theory), and sustained investment in human capital (Human Capital Theory). The integration of

these theoretical perspectives with both quantitative and qualitative findings provides a robust foundation for understanding how sustainable talent retention practices influence organizational performance in healthcare settings.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Green Talent Retention influence on employees' Job Performance

The analysis of green talent retention in Kenya's Level 5 public hospitals shows comprehensive implementation and positive impact on employee job performance. The study reveals strong overall performance, with particularly robust implementation in career advancement opportunities and employee engagement monitoring. The consistency in positive responses and minimal negative responses indicates systematic implementation of retention practices across institutions. The research provides compelling evidence of the relationship between green talent retention and employee performance, with leadership support emerging as a crucial moderating factor with significant interaction effects. The model explains a substantial portion of variance in employee performance, surpassing comparable healthcare studies.

These findings, grounded in Green Human Resource Management theory, Transformational Leadership Theory, and Human Capital Theory, are further validated by qualitative evidence showing comprehensive organizational transformation with themes highlighting enhanced work-life integration, improved career development opportunities, and strengthened performance metrics.

Green Talent Retention influence on employees' Job Performance

The comprehensive analysis of green talent retention practices in Level 5 public hospitals in Kenya demonstrates strong overall implementation and significant positive influence on employees' performance and organizational sustainability. The overall performance of green talent retention practices is robust, with particularly effective implementation in career advancement opportunities and employee engagement monitoring. The consistency in positive responses and minimal negative feedback indicates systematic application across institutions. Path analysis reveals a substantial direct effect of green talent retention on employee performance, validating the theoretical foundation. The model demonstrates excellent fit and explains a high proportion of variance in employee performance.

Leadership support emerges as a key moderating factor with significant interaction effects, underscoring the importance of leadership involvement in sustainability initiatives. Qualitative themes highlight enhanced work-life integration, improved career development opportunities, and strengthened performance metrics, demonstrating the far-reaching positive impacts of green talent retention strategies. While the overall implementation shows strong success, opportunities exist for further enhancing retention rate tracking and monitoring systems. The findings collectively demonstrate that the integration of green talent retention strategies with strong leadership support creates significant positive impacts on both individual performance and organizational sustainability in healthcare settings.

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