BEYOND THE GREEN HORIZON: UNPACKING THE IMPACT OF REGENERATIVE HRM ON SUSTAINABLE EMPLOYABILITY IN THE DIGITAL TRANSFORMATION ERA

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ABSTRACT

Purpose, This research addresses the critical structural paradox of digital transformation within the contemporary labor market by investigating the impact of Regenerative Human Resource Management (HRM) on Sustainable Employability. Amidst the high-pressure digital pivoting of the financial sector in Surabaya, Indonesia, this study examines how restorative organizational practices influence long-term career vitality through the mediating role of Affective Commitment and the moderating influence of Digital Mindset.
Design/methodology/approach, A quantitative-explanatory research design was employed, utilizing a self-administered survey to collect primary data from 128 permanent employees at Bank X Surabaya. The research framework was analyzed using PLS-SEM via SmartPLS 4.0.
Findings, The empirical results reveal a significant paradoxical finding where Regenerative HRM does not directly impact Sustainable Employability. Instead, the relationship is characterized by full mediation through Affective Commitment. This indicates that restorative practices only enhance career longevity when they successfully foster deep emotional identification with the organization. Furthermore, Digital Mindset was found to be an insignificant moderator, suggesting that psychological and emotional bonds are more critical than cognitive-technological orientations in ensuring human capital sustainability amidst aggressive digitalization.
Originality,This study contributes to the emerging discourse on regenerative economics by shifting the strategic focus from resource utilization to active human restoration. By identifying a full mediation mechanism, this research establishes a novel framework for sustainable human capital management in emerging economies, asserting that technological excellence must be achieved in tandem with the proactive replenishment of human energy and emotional trust.

Keywords: Regenerative HRM, Sustainable Employability, Affective Commitment, Digital Mindset, Banking Sector

1. Introduction

The contemporary global labor market is currently navigating a profound structural paradox. While the era of Digital Transformation (DT), characterized by the integration of Artificial Intelligence, ubiquitous connectivity, and automated workflows, has facilitated unprecedented organizational efficiency, it has simultaneously introduced critical challenges to human sustainability (Vial, 2019; George et al., 2023). Scholarly evidence identifies a significant correlation between rapid technological adoption and the emergence of technostress, cognitive fatigue, and the erosion of professional boundaries (Sarker et al., 2019; Molino et al., 2020). In high-pressure service sectors, the relentless pace of digitalization has transcended operational challenges to become a systemic threat to Sustainable Employability. This occurs as employees encounter increasing difficulty in maintaining physiological health, psychological motivation,

and functional agility throughout a prolonged career span (Van der Heijden et al., 2020; De Vos et al., 2020).

Historically, the strategic management of human capital has been dominated by the Green HRM paradigm. Although effective in aligning corporate practices with environmental objectives and basic social responsibility (Ren et al., 2018; Amrutha & Geetha, 2020), Green HRM is increasingly scrutinized as insufficient within the context of an accelerated digital economy. Its theoretical focus remains largely preventive, aimed at minimizing negative externalities rather than actively replenishing human internal capacities (Stankevičiūtė & Savanevičienė, 2018). While Sustainable HRM has sought to balance social and economic goals (Ehnert et al., 2016), it often adopts a steady-state approach that fails to account for the rapid depletion of human energy. Current critiques suggest that sustainability, in its present form, merely seeks to maintain a neutral state, which is insufficient when employees are already operating in a state of human resource deficit due to chronic technostress (Pfeffer, 2018; Hahn & Tampe, 2021).

This theoretical limitation has necessitated the emergence of Regenerative HRM. Derived from the principles of regenerative economics, this paradigm shifts the focus from the mere utilization of human resources to their active restoration. Regenerative HRM conceptualizes the workforce as a dynamic living system requiring proactive renewal, energetic restoration, and continuous psychological replenishment (Doherty, 2021; Macke & Genari, 2019). Unlike Green HRM which prioritizes resource efficiency, Regenerative HRM emphasizes a Net-Positive impact on human capital, positioning the organization as a restorative entity that heals and replenishes the cognitive and emotional reserves of its people (Reed, 2007; Robinson, 2022).

Despite the theoretical significance of this restorative approach, empirical investigations into Regenerative HRM remain scarce, particularly within emerging economies where digital adoption is rapid but institutional support for worker well-being is still evolving (Paulet et al., 2021). The financial services sector serves as a primary locus for this investigation. In Indonesia, Bank X Surabaya represents a quintessential case of aggressive digital pivoting. As a prominent financial institution in Southeast Asia's largest economy, Bank X has transitioned toward a sophisticated, technology-driven digital ecosystem. At Bank X Surabaya, situated within the primary economic hub of East Java, the tension between digital efficiency and human vitality is empirically observable. Personnel must synchronize high-touch service standards with rapid technological iterations, making long-term employability contingent upon whether the organizational HR architecture is exclusively digital-centric or fundamentally regenerative (Cooke et al., 2022). Therefore, this study aims to analyze the impact of Regenerative HRM on Sustainable Employability within the specific context of Bank X Surabaya, establishing a novel framework to ensure that technological excellence is achieved in tandem with the preservation of human energy.

2. Literature Review

2.1 Regenerative HRM

Regenerative HRM represents a paradigm shift from traditional sustainability, which aims for a zero-impact or neutral state to a restorative approach that generates a net-positive impact on human capital (Robinson, 2022). In the context of rapid digitalization, Regenerative HRM is defined by organizational practices that actively replenish employees' cognitive, emotional, and social resources (Hahn & Tampe, 2021). It moves beyond Green HRM's focus on environmental efficiency to prioritize the "healing" of the workforce from

technostress and digital fatigue. This study conceptualizes Regenerative HRM through three core pillars: energetic restoration, proactive renewal, and psychological replenishment.

Regenerative Human Resource Management (RHRM) is an emerging paradigm that emphasizes the integration of employee well-being and organizational sustainability, contrasting sharply with traditional Human Resource Management (HRM) practices. Here's a breakdown of its core principles and foundational theories

Core principles of regenerative human resource management:

1. Employee Well-Being, Regenerative HRM prioritizes the physical and mental health of employees, recognizing that a healthy workforce is essential for organizational success. This is supported by findings that sustainable HRM practices significantly enhance employee well-being and job satisfaction, while reducing turnover intention (Konakay et al., 2025; Patel & Tiwari, 2026)
2. Regenerative HRM aligns HR practices with long-term sustainability goals, integrating social, environmental, and economic dimensions into HR strategies. This approach is rooted in Sustainable Human Resource Management (SHRM), which emphasizes decent work, workplace democracy, and a sustainable career climate (Adisa et al., 2024; Konakay et al., 2025).
3. Regenerative HRM encourages a culture of continuous improvement and adaptability, essential in today's fast-paced business environment. Agile HR practices, which focus on flexibility and responsiveness, are integral to this principle (Gowrishankkar et al., 2024; Tripathy, 2026).

Foundational Theories:

1. Ability-Motivation-Opportunity (AMO) Framework. This framework underpins RHRM by linking HR practices to employee competencies (ability), intrinsic motivation (motivation), and participation in decision-making (opportunity) (Konakay et al., 2025)
2. Conservation of Resources (COR) Theory. This theory suggests that organizations should focus on resource conservation to enhance employee resilience and engagement, which are critical for fostering a thriving workplace (Lu et al., 2025).

Differences from Traditional HRM:

1. Traditional HRM often emphasizes efficiency and compliance, while RHRM seeks to create a holistic environment that nurtures employee well-being and organizational health (Konakay et al., 2025; Patel & Tiwari, 2026).
2. Regenerative HRM leverages advanced technologies to enhance HR practices, such as using AI and data analytics for better decision-making and employee engagement (Alaghbari et al., 2024; Lakshmi, 2025). Traditional HRM may not fully utilize these technologies, often relying on outdated methods.

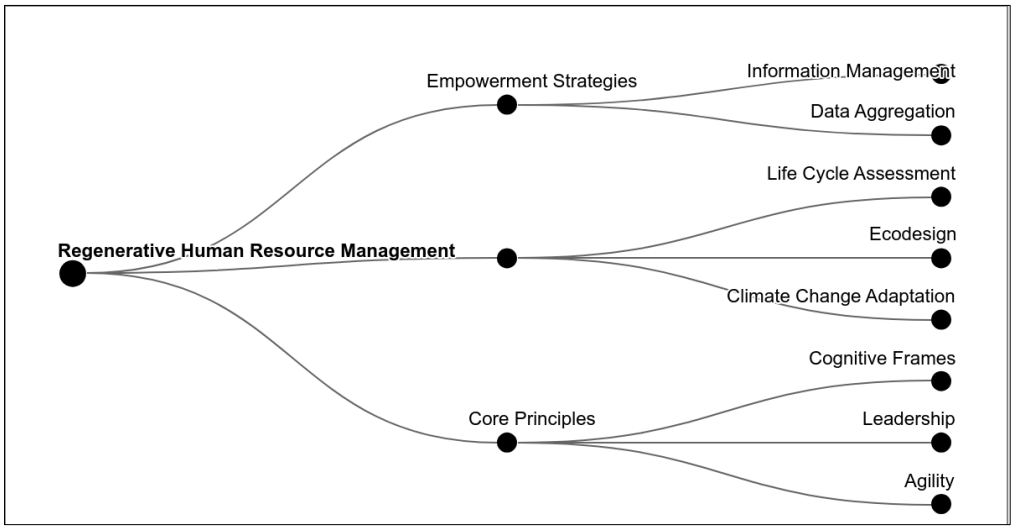


Figure 2.1 Concept Regenerative HRM
Source: scopus.com, 2026

H1: Regenerative HRM has a positive and significant effect on Sustainable Employability.

The visualization is a result of literature synthesis extracted through the Scopus AI feature in March 2026, based on the keyword mapping of 'Regenerative Human Resource Management'. Theoretically, the concepts within the framework refer to the pillars of human restoration developed by Robinson (2022) regarding the reconceptualization of the HR role toward regeneration, as well as the regenerative business strategies proposed by Hahn & Tampe (2021).

2.2 Digital Mindset

A Digital Mindset is not merely technical proficiency but a set of attitudes and behaviors that enable individuals to see data and algorithms as opportunities rather than threats (Vial, 2019). According to the Job Demands-Resources (JD-R) theory, a digital mindset acts as a personal resource that mitigates the "demands" of digital transformation. Employees with a high digital mindset are more likely to navigate technological volatility with functional agility, thereby reducing the risk of burnout and enhancing their capacity to engage with regenerative organizational practices (George et al., 2023).

H2: Digital Mindset significantly moderates the relationship between Regenerative HRM and Sustainable Employability.

2.3 Affective Commitment

Affective Commitment refers to an employee's emotional attachment to, identification with, and involvement in the organization (Meyer & Allen, 1991). In high-pressure environments like Bank X Surabaya, affective commitment serves as a critical psychological anchor. When employees perceive that their organization is investing in their "regeneration" rather than just their "utilization," their emotional bond with the firm strengthens (Cooke et al., 2022). This study posits that Regenerative HRM serves as a primary antecedent to affective commitment, as it fulfills the employee's need for care and long-term value.

Affective commitment refers to the emotional bond between an employee and their organization, leading to a desire to remain part of it due to a strong identification with its

goals and values (Daniel & Gentina, 2025; Pierro et al., 2013). It is a key predictor of employee retention, satisfaction, and productivity, making it vital for organizations aiming to maintain a motivated workforce.

H3: Affective Commitment mediates the impact of Regenerative HRM on Sustainable Employability.

2.4 Sustainable Employability

Sustainable Employability is defined as the ability of an individual to maintain their health, productivity, and motivation throughout their career span (Van der Heijden et al., 2020). It is a multidimensional construct involving physical vitality, mental agility, and the continuous acquisition of relevant skills. In the banking sector, where digital iterations are constant, employability is no longer a static goal but a dynamic process of renewal (De Vos et al., 2020).

Sustainable employability (SE) refers to an individual's ability to work and remain employed over the long term, influenced by personal, organizational, and societal factors. Sustainable Employability is a multidimensional construct that encompasses health, well-being, and employability, emphasizing the interaction between individual characteristics, work environment, and organizational factors. It integrates concepts like sustainable work ability and person-environment fit highlighting the importance of aligning job demands with workers' evolving competencies.

2.5 Research Framework

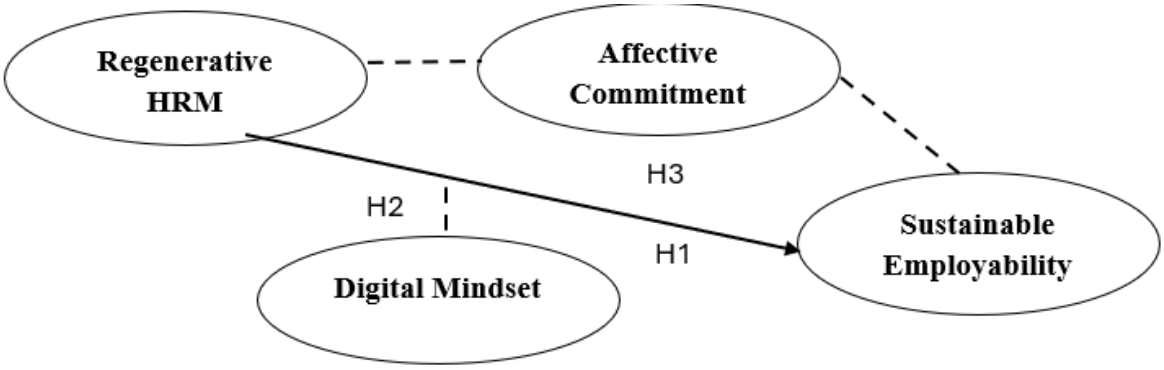


Figure 2.2 Research Model
Source: Data Processed, 2026

3. Research Method

3.1 Research Design

This study employs a quantitative-explanatory approach with a cross-sectional survey design. The objective is to test the structural relationships between Regenerative HRM (X), Digital Mindset (Z), Affective Commitment (M), and Sustainable Employability (Y).

3.2 Population and Sampling

The population consists of permanent employees at Bank X Surabaya. A purposive sampling technique is applied with a target sample of 120 respondents. Criteria for selection include a minimum tenure of two years and active involvement in digital-based banking operations to ensure contextual validity.

3.3 Data Analysis Technique

Data analysis is performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0. The analysis is conducted in two rigorous stages:

1. Measurement Model (Outer Model): Testing for Convergent Validity (Loadings > 0.70; AVE > 0.50) and Discriminant Validity (HTMT < 0.85).
2. Structural Model (Inner Model): Examining path coefficients values, and significance levels through a bootstrapping procedure with 5,000 resamples.

4. Results and Discussion

4.1 Outer Model

Table 4.1 Demographic Profile of Respondents (N=128)

Characteristic	Category	Frequency (f)	Percentage (%)
Gender	Male	54	42.2%
	Female	74	57.8%
Age	21 – 30 Years (Gen Z)	48	37.5%
	31 – 40 Years (Millennials)	62	48.4%
	> 40 Years (Gen X)	18	14.1%
Educational Background	Diploma (D3)	12	9.4%
	Bachelor's Degree (S1)	102	79.7%
	Master's Degree (S2)	14	10.9%
Length of Service	1 – 5 Years	52	40.6%
	6 – 10 Years	46	35.9%
	> 10 Years	30	23.5%
Work Unit	Frontliner (CS/Teller)	41	32.0%
	Back Office / Operations	38	29.7%
	Marketing / Sales (AO/RO)	36	28.1%
	IT / Digital Support	13	10.2%

Source: Data Processed, 2026

As illustrated in Table 4.1, the respondent profile is characterized by a slight female majority (57.8%) and is predominantly composed of the productive age bracket of 31-40 years (48.4%), indicating that the workforce at Bank X Surabaya is largely represented by the Millennial generation. In terms of educational attainment, a significant proportion of employees hold a Bachelor's degree (79.7%), reflecting the high academic competency standards prevalent in the banking sector. Furthermore, the distribution across work units is relatively balanced, with Frontliners and Back Office personnel constituting the largest groups. This distribution is particularly relevant as these units are the most directly exposed to the technological shifts initiated by the firm's digital transformation strategies.

Table 4.2 Outer loadings, Cronbach's alpha, Composite reliability, AVE

Variable/Indicators	Outer loadings	Cronbach's alpha	Composite reliability	AVE
ACOM1 <- Affective Commitment	0.637	0.686	0.827	0.619
ACOM2 <- Affective Commitment	0.868			
ACOM3 <- Affective Commitment	0.835			
DMIND1 <- Digital Mindset	0.637	0.555	0.767	0.525
DMIND2 <- Digital Mindset	0.745			
DMIND3 <- Digital Mindset	0.784			
REGEN1 <- Regenerative HRM	0.810	0.903	0.923	0.705
REGEN2 <- Regenerative HRM	0.810			
REGEN3 <- Regenerative HRM	0.866			
REGEN4 <- Regenerative HRM	0.898			
REGEN5 <- Regenerative HRM	0.813			
SUSE1 <- Sustainable Employability	0.934	0.858	0.915	0.783
SUSE2 <- Sustainable Employability	0.776			
SUSE3 <- Sustainable Employability	0.936			

Source: Data Processed, 2026

Table 4.2 presents the measurement model evaluation. The outer loadings for all indicators exceed the recommended threshold of 0.6, indicating strong indicator reliability. Furthermore, the Average Variance Extracted (AVE) for all constructs is above 0.5, confirming robust convergent validity. In terms of internal consistency, the Composite Reliability (CR) values range from 0.767 to 0.923, surpassing the required threshold of 0.7. Although the Cronbach's alpha for Digital Mindset and Affective Commitment are slightly below 0.7, their CR and AVE values remain acceptable for further structural model analysis, ensuring the overall reliability of the measurement instrument.

Table 4.3 Discriminant validity Fornell-Larcker

Variable	Affective Commitment	Digital Mindset	Regenerative HRM	Sustainable Employability	
Affective Commitment	0.787				
Digital Mindset	0.724	0.725			
Regenerative HRM	0.354	0.411	0.840		
Sustainable Employability	0.619	0.450	0.082	0.885	

Source: Data Processed, 2026

Discriminant validity was assessed using the Fornell-Larcker criterion. As shown in the table, the square root of the Average Variance Extracted (AVE) for each construct (represented by the diagonal values) is consistently higher than the off-diagonal correlations

between the constructs. For instance, the square root of the AVE for Sustainable Employability (0.885) exceeds its correlations with all other latent variables. These results confirm that each construct in the model captures a unique phenomenon, thereby establishing robust discriminant validity for the measurement model.

4.2 Inner Model

Table 4.4 Variance Inflation Factor

	VIF
ACOM1	1.157
ACOM2	1.644
ACOM3	1.613
DMIND1	1.162
DMIND2	1.125
DMIND3	1.195
REGEN1	3.340
REGEN2	3.171
REGEN3	4.460
REGEN4	2.534
REGEN5	1.949
SUSE1	4.378
SUSE2	1.521
SUSE3	4.521

Source: Data Processed, 2026

To assess the potential for collinearity issues among the indicators, the Variance Inflation Factor (VIF) was examined. As shown in the table, all VIF values range from 1.125 to 4.521, which is consistently below the recommended threshold of 5.0 (Hair et al., 2017). These results indicate that multicollinearity is not a concern in this measurement model, ensuring that each indicator provides distinct information for its respective construct.

Table 4.5 Coefficient of Determination (R2)

Variabel	R-square	R-square adjusted
Affective Commitment	0.126	0.119
Sustainable Employability	0.414	0.395

Source: Data Processed, 2026

The structural model was evaluated using the Coefficient of Determination (R^2) to assess its predictive power. As shown in the table, the R2 value for Sustainable Employability is 0.414, indicating that the model explains 41.4% of the variance in this construct, which is considered moderately strong in social science research. Meanwhile, the R2 for Affective Commitment is 0.126, suggesting that 12.6% of its variance is accounted for by the exogenous variables. These results demonstrate that the proposed model possesses adequate predictive relevance, particularly in explaining the factors that sustain long-term employability within the digital transformation context of Bank X Surabaya.

Table 4.6 Effect Size (f2)

	f-square
Affective Commitment -> Sustainable Employability	0.330
Digital Mindset -> Sustainable Employability	0.002
Regenerative HRM -> Affective Commitment	0.144
Regenerative HRM -> Sustainable Employability	0.003
Digital Mindset x Regenerative HRM -> Sustainable Employability	0.013

Source: Data Processed, 2026

The f-square F2 effect size was evaluated to determine the practical contribution of each exogenous construct to the model, following Cohen's (1988) guidelines. The results indicate that Affective Commitment exerts a large effect (0.330) on Sustainable Employability, suggesting it is the primary driver of career sustainability in the sampled workforce. Additionally, Regenerative HRM demonstrated a medium effect (0.144) on Affective Commitment. In contrast, the direct effects of Digital Mindset and Regenerative HRM on Sustainable Employability, as well as the interaction effect, were found to be negligible (F2 < 0.02). These findings suggest that while Regenerative HRM is essential for building commitment, its impact on long-term employability is primarily channeled through emotional engagement rather than direct influence.

Table 4.6 PLSpredict (Q2)

Variable	Q^2predict	RMSE	MAE
Affective Commitment	0.105	0.972	0.773
Sustainable Employability	-0.026	1.037	0.781

Source: Data Processed, 2026

To evaluate the out-of-sample predictive power of the model, the PLSpredict procedure was executed. The results show that Affective Commitment achieved a positive Q2 predict value of 0.105, confirming the model's predictive relevance for this construct. However, Sustainable Employability yielded a negative Q2 predict (-0.026), suggesting limited predictive symmetry for this specific variable. The prediction error was further quantified by RMSE (0.972 - 1.037) and MAE (0.773 - 0.781). Following the guidelines of Shmueli et al. (2019), while the model demonstrates explanatory power (as seen in the R2 results), its predictive generalizability for long-term employability requires cautious interpretation due to the low predictive relevance observed in the out-of-sample assessment.

Table 4.7 Hypothesis Testing

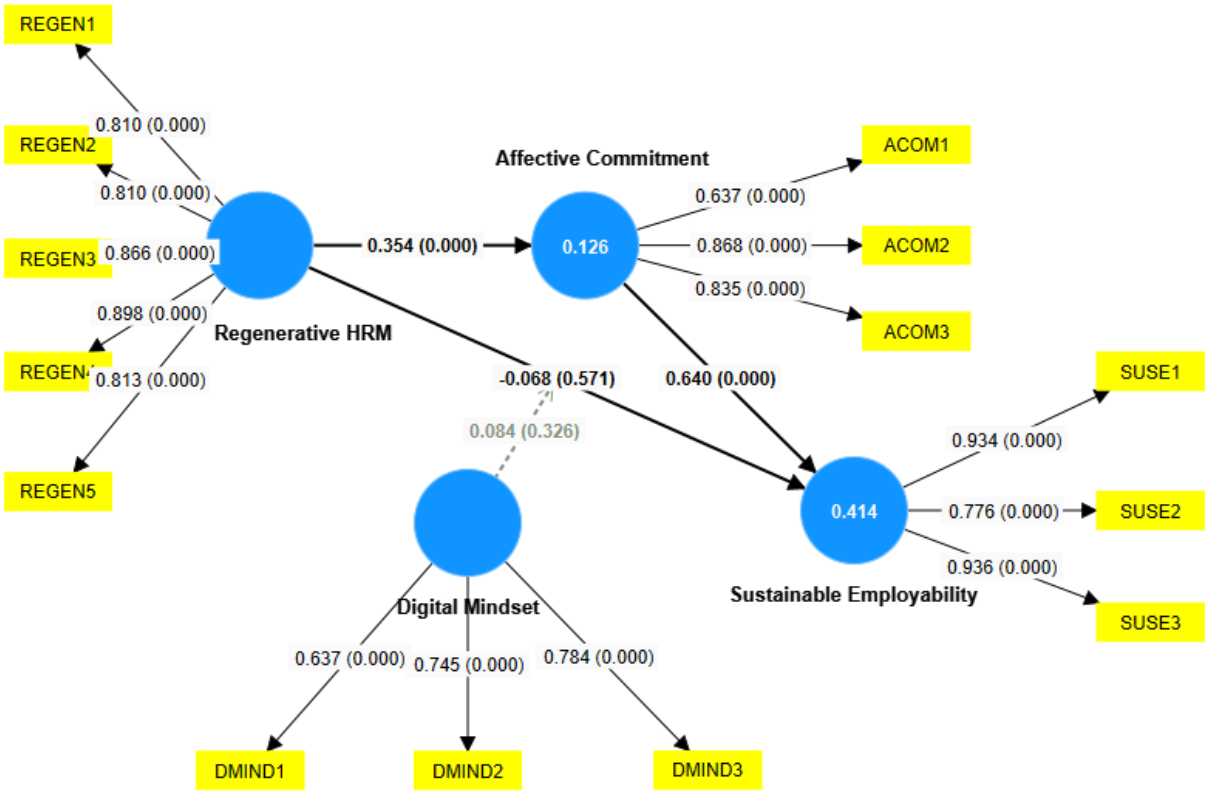
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
(H1) Regenerative HRM -> Sustainable Employability	-0.068	-0.062	0.121	0.566	0.571
(H2) Digital Mindset x Regenerative HRM -> Sustainable Employability	0.084	0.095	0.086	0.983	0.326

H3) Regenerative HRM -> Affective Commitment -> Sustainable Employability	0.227	0.234	0.068	3.332	0.001
Affective Commitment -> Sustainable Employability	0.640	0.629	0.114	5.636	0.000
Digital Mindset -> Sustainable Employability	0.053	0.070	0.126	0.424	0.672
Regenerative HRM -> Affective Commitment	0.354	0.370	0.071	4.969	0.000

Source: Data Processed, 2026

The structural model assessment provides a detailed evaluation of H1, specifically looking at the direct path from Regenerative HRM to Sustainable Employability. The findings show that this direct influence is statistically unsupported, suggesting that restorative practices alone do not guarantee career longevity. However, the data proves that the effect is fully channeled through Affective Commitment, which acts as a mediating bridge. This underscores the necessity of fostering an emotional bond to transform regenerative initiatives into sustainable human capital advantages in a digital-heavy environment.

Figure 4.1 Result Model



Source: Data Processed, 2026

5. Conclusion

The empirical results reveal a paradoxical finding where Regenerative HRM does not directly impact Sustainable Employability. Instead, the relationship is fully mediated by Affective Commitment. This suggests that in the high-pressure digital banking environment of

Surabaya, restorative practices serve as a 'bridge' to build emotional trust, which subsequently secures long-term employability. Furthermore, the insignificance of Digital Mindset as a moderator implies that psychological and emotional factors are more critical than cognitive-technological orientations in ensuring career longevity.

By shifting the focus from technological orientation to emotional replenishment, Bank X Surabaya can transform its digital transformation journey into a sustainable human capital advantage, ensuring that technological excellence is achieved without sacrificing the long-term vitality of its workforce.

5.1 Managerial Implications: The Human-Centric Turn in Digitalization

The empirical findings provide critical strategic guidance for the leadership at Bank X Surabaya, emphasizing a necessary shift from technology-centric to human-centric management. This research aligns with the latest global research trends that advocate for Industry 5.0—where the strategic focus returns to the synergy between humans and machines, rather than just automation.

1. Transitioning from Resource Utilization to Active Restoration. Management must recognize that advanced digital infrastructure does not inherently guarantee long-term employability. To achieve a sustainable human-centric advantage, Bank X Surabaya must transition from a traditional model of human resource utilization to one of active human restoration. HR policies should be redesigned to prioritize emotional attachment, as the results indicate that restorative practices only impact career longevity when they successfully foster affective commitment.
2. Prioritizing Psychological Well-being over Technical Proficiency. Since emotional factors were found to be more dominant than cognitive-technological orientations, Bank X should reallocate resources toward programs that strengthen mental resilience. This includes creating institutional spaces for digital detox and managing workloads based on human energy capacity. This approach directly supports SDG 8 (Decent Work and Economic Growth) by promoting a productive and healthy work environment that respects the human limits of the digital workforce.
3. Redefining Employee Training within the Industry 5.0 Framework. Instead of focusing exclusively on technical training for new banking systems, the organization should integrate emotional intelligence and stress management into its core development curriculum. This is essential because the findings suggest that a digital mindset alone is insufficient to secure career longevity without a deep psychological bond between the employee and the organization.

5.2 Social Implications: Advancing the SDGs through Human-Centricity

Broadly, this research contributes to the wider social ecosystem of the banking industry and urban professional societies in emerging economies like Indonesia:

1. Promoting Mental Health as a Social Responsibility (SDG 3). Socially, this research underscores the role of organizations in preventing the systemic burnout frequently observed in metropolitan hubs like Surabaya. By implementing Regenerative HRM, firms actively contribute to SDG 3 (Good Health and Well-being). By reducing the social burden associated with mental health issues in professional environments, the private sector becomes a partner in fostering a resilient and healthy society.
2. Human Capital Sustainability as a Public Asset (SDG 4). Employees with high sustainable employability remain productive and competitive over the long term. This aligns with SDG 4 (Quality Education) through lifelong learning and continuous skill

adaptation. This yields positive social outcomes, such as family economic stability and a reduced risk of unemployment due to digital disruption, particularly in strategic economic centers like East Java.

3. Humanizing Technology within Society. Another social implication is the imperative to balance technological progress with human dignity. This research sends a powerful social message that digital economic advancement must not be achieved at the expense of human vitality. It supports the creation of a more inclusive and sustainable work environment where technology serves as a facilitator rather than a replacement for the human essence, fulfilling the vision of a Human-Centric Digital Society.

5.3 Social Implications: Advancing the SDGs through Human-Centricity

Despite the theoretical and practical contributions of this study, several limitations must be acknowledged, which provide fertile ground for future scholarly investigation:

1. Methodological Boundaries

Firstly, this research adopted a cross-sectional survey design, capturing data at a single point in time. While this approach is effective for testing structural relationships, it cannot fully establish longitudinal causality. Future research should consider a longitudinal approach to observe how the impact of Regenerative HRM on Sustainable Employability evolves over different stages of digital transformation.

2. Geographical and Sectoral Scope

Secondly, the empirical focus was restricted to the banking sector in Surabaya, Indonesia. While Bank X serves as a quintessential case of aggressive digital pivoting, the findings may not be fully generalizable to other industries (e.g., manufacturing or creative industries) or different cultural contexts. Comparative studies across different sectors or emerging economies would enrich the external validity of the Human-Centric Turn framework within the Industry 5.0 paradigm.

3. 2Single-Source Bias

Thirdly, the data were collected using self-administered questionnaires, which may introduce common method bias despite the procedural remedies applied. Future studies could benefit from a multi-source data collection approach (e.g., pairing employee self-reports with supervisor evaluations) to provide a more objective assessment of functional agility and long-term vitality.

4. Exploring Additional Variables

Lastly, this study focused on Digital Mindset as a moderator. Future research could explore other psychological or institutional variables, such as Digital Leadership, Psychological Safety, or Organizational Resilience, to further explain the mechanisms that support SDG 3 (Good Health and Well-being) and SDG 8 (Decent Work and Economic Growth) in the digital era.

While these limitations exist, they do not diminish the significance of the current findings. Instead, they serve as a strategic roadmap for future research to further humanize technology and ensure that the digital economy remains a servant to human vitality, not its master.

APPENDIX

Table A1. Research questionnaire.

Variable	Item Code	Measurement Statement
Regenerative HRM	REGEN1	Bank X Surabaya provides sufficient recovery time to restore my mental energy after handling high-intensity digital tasks.
(Independent Variable)	REGEN2	I feel that the HR policies at Bank X Surabaya are designed to heal employee fatigue rather than just manage workload.
	REGEN3	Bank X Surabaya actively encourages me to engage in activities that replenish my psychological well-being (e.g., medical check-up, conceling).
	REGEN4	Bank X Surabaya support receive makes me feel more energized at the end of the week than when I started.
	REGEN5	Bank X Surabaya treats my personal energy as a renewable resource that needs proactive protection.
Digital Mindset	DMIND1	I am confident in my ability to master any new digital system or software introduced by Bank X Surabaya.
(Moderating Variable)	DMIND2	I frequently use data to solve complex problems in my daily banking operations in Bank X Surabaya.
	DMIND3	I am agile in transitioning from traditional work methods to more sophisticated digital workflows in Bank X Surabaya.
Affective Commitment	ACOM1	I feel a strong sense of belonging and personal attachment to Bank X Surabaya.
(Mediating Variable)	ACOM2	I am emotionally invested in the long-term success of Bank X Surabaya.
	ACOM3	The values and digital vision of Bank X Surabaya align perfectly with my own professional principles.
Sustainable Employability	SUSE1	In in Bank X Surabaya, I feel physically and mentally capable of maintaining my current level of productivity until retirement.
(Dependent Variable)	SUSE2	I possess the functional agility to adapt to different roles within the bank as technology changes in Bank X Surabaya.
	SUSE3	My motivation to work in Bank X Surabaya remains consistently high over the long term.

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