A STUDY ON GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON SELECT INDUSTRIES IN BANGALORE DISTRICT

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Abstract

Businesses are experiencing a transition from a traditional financial structure to a modern capacity-based economy that is prepared to investigate green economic aspects of company as the corporate world expands globally. Green human resource management, or GHRM, is becoming a crucial economic strategy for important organizations where HR departments play a functional role in promoting environmental consciousness in the workplace. This study aims to investigate how employees perceive green human resource management from different industries in Bangalore City. Information is gathered using both quantitative and qualitative research methodologies. In particular, information is gathered from 330 employees in particular from four types of industry firms. The study found a substantial correlation between the green HRM practices of a subset of recruitment and selection, training and development, performance appraisal and reward and organizations performance.

Key Words: Green HRM, Barriers, Sectors, Industry, ecologically, carbon emissions

1.1 Introduction

These days, India's economic growth has unavoidably led to problems with environmental pollution, such as sewage spills, biodiversity loss, and climate change. People's everyday actions are a direct or indirect source of these environmental problems. Businesses' ability to be sustainable is heavily reliant on how they handle the environment, as they rely on it for vital inputs. Studies have indicated that implementing green policies can help firms achieve higher levels of sales and branding recognition. An organization's ability to accomplish its corporate green goals is greatly aided by its employees, who function as the agents responsible for putting these green policies into practice. Organizations have increasingly adopted green HRM practices to encourage employees' green behaviors, such as organizational citizenship behaviors (OCB) towards the environment, task-related and voluntary employee green behaviors, eco-friendly behavior, and pro-environmental behavior. This is because human resource management (HRM) is primarily presented in relation to the environmental bottom line, and HRM practices play a critical role in dictating whether employees feel comfortable exhibiting their proactive tendencies. Organizations have increasingly adopted green HRM practices to encourage employees' green behaviors, such as organizational citizenship behaviors (OCB) towards the environment, task-related and voluntary employee green behaviors, eco-friendly

behavior, and pro-environmental behavior. This is because human resource management (HRM) is primarily presented in relation to the environmental bottom line, and HRM practices play a critical role in dictating whether employees feel comfortable exhibiting their proactive tendencies.

Few studies have examined the impact of formal organizational context (i.e., HRM), despite the fact that the existing literature has established the antecedents of employees' workplace green behaviors, including individuals' values and behavioral intentions, corporate environmental responsibility, corporate social responsibility, daily affect, and transformational leadership. In actuality, green HRM as an instrumental strategy helps organizations to achieve their sustainability-oriented goals through the creation of a green environmental culture and green employees who are concerned about environmental issues. This is in contrast to an individual's characteristics or leadership styles, which are typically stable and rarely change over short periods of time. It is also unknown how green HRM affects employees' green behavior at work, despite some HR research suggesting that various HRM approaches may influence employees' behavior through various psychological processes. The impact of the organizational situation factor, or green HRM, on employees' proactive green behaviors as well as the mediating process regarding how such HRM practices exert significant influence on employees' workplace green behaviors, would therefore be of utmost importance.

1.2 Review of Literature

Shoeb Ahmad, (2015), the management offers remuneration as part of a benefits package to encourage employees to change their environmentally cognizant behavior. In order to encourage the desired behavior in carrying out the green recital, firms must create reward programs for various staff categories. In order to measure environmental performance criteria and indicators in performance management and obtain valuable data regarding the environmental performance of various managers within the firm, green HR would use the performance management system. With the assistance of E-HR management, the Electronic HR system (e-HR) might be implemented, allowing employees to conveniently monitor their personal carbon emissions.

Pillai, R., & Sivathanu, B. (2014), Organization frameworks are the main component of organizations, according to the environmental consequences of the association can be better controlled with this framework. It includes planning, estimating and evaluating, carrying out, auditing, and improving HR frameworks that align with the organization's long-term goals and way of life. Every stage of a worker's career cycle, from recruitment and on boarding to representative termination, can be addressed by green HR practices. The phrase "green HR" refers to the practice of individual management plans and practices being committed to a wider corporate environmental motivation. In order to promote practicable practices and increase representative awareness and duties on the concerns of supportability, Green HR uses each worker's direct interaction.

According to Deshwal, D. (2015), using green HRM necessitates a complete dedication to

putting the green business idea into practice. Employers use green HRM to create a culture of green behavior for all workers by integrating green values into all aspects of HRM, including hiring and selection processes, training and development for staff members, employee empowerment and involvement, performance reviews, incentive programs, and occupational safety and health.

According to Shen, J., & Deng, X. (2017), research, green human resource management (GHRM) encompasses environmentally friendly practices such as video recruitment, electronic file maintenance, online testing and interviews, carpooling, environmental training, green initiative-based rewards, and so on. The study also noted that the implementation of Green HRM practices promotes sustainability since they place a strong emphasis on preserving and reserving natural resources and minimizing waste. In fact, GHRM can help an organization's CSR initiatives without compromising its bottom line.

Chin, T., & Hu, D. (2018). In an analysis of green HR practices in the IT industry, hypothesized that the management is unable to hire green employers or employees because they do not offer online training programs for staff members or an E-performance management system for tracking employees' environmental performance. The report advises management to offer online courses on environmental concerns to staff members and hire workers who understand green human resource management (HRM), which lowers employee attrition and boosts employee engagement and participation.

1.3 Need for the Study

The study is important because it sheds light on the many Green HRM strategies required for the environmental sustainability of different types of industries. With the overall goal of enhancing environmental sustainability and, consequently, different sectors of industries performance, the research will hopefully close the knowledge gap on green human resource management practices and their benefits, influencing factors, challenges, and solutions.

1.4 Statement of the Problem

An increasing number of Human Resource Management (HRM) practices are including environmental management; these initiatives are referred to as "Green HRM." This study aims to uncover barriers related to green human resources in a variety of industries, including as information technology, banking, and education. An improved reputation, more enticing public image, more effective business procedures, better hiring, higher-quality products, more employee productivity, a stronger competitive edge, greater self-assurance, and an increase in employee motivation are all outcomes of implementing green HRM. Growing environmental consciousness encourages companies to train employees to make products compliant with strict environmental regulations. Organizations frequently take the lead in creating environmental policies, setting clear goals to enhance environmental performance, publishing environmental reports, establishing environmental management systems, creating environmental purchasing policies, and providing environmental education and training. However, there are obstacles on different levels.

1.5 Objectives of the Study

1. To study various Green HRM practices adopted by selected organizations perceived in this study.
2. To examine the factors influencing towards go for Green HRM practices by the selected organizations.

1.6 Hypothesis of the Study

Ho1: There is no significant difference among the different designation group of employees concerning the overall green HRM practices in the organisation

Ho2: There is no significant difference among the different types of organization' employees concerning the overall green HRM practices in the organisation.

Ho3: There is no significant difference among the different type of organization' employees concerning the overall green HRM practices in the organisation.

1.7 Scope of the Study

The researcher focuses on the manufacturing and service sector industries in order to investigate Green HRM. Industries would inspire and motivate employees to follow procedures. This study examined three green human resource practices, together known as green human resource management. The success of the company is influenced by many different HR aspects, but this study focuses only on green planning, green selection, and green training and development, green performance evaluation and green motivations and awards. Consequently, in order to validate the questionnaire and generalize the results, the study covered only two types of manufacturing industries and two service sector industries in Bangalore district. An even clearer picture of the entire effect of GHRM on employee experience and performance may be formed with more study.

1.8 RESEARCH METHODOLOGY

1.8.1 Nature of the Study

The present study is descriptive in nature and based on survey method. Keeping in view the versatile objectives of the study the data was collected from mainly the primary sources. Secondary data was obtained from different brochures of organizations, websites of organizations, magazines and journals.

1.8.2 Location of the Study

The study was made in Bangalore city. It is selected because is not only mass IT and other industries and it is one among the main tourists cities of India. Bangalore district is split into Urban Bangalore and Rural Bangalore.

1.8.3 Sampling Methods and Sample Size

The sampling used to select the sample is Stratified random sampling. The process of sampling at the first stage involved the selection of service and manufacturing organizations. Efforts were made to select the organizations where Green HRM practices are being adopted. The second stage select respondents worked at different levels of management and also from different departments in the organization. For analyzing Top industries listed in www.Fundoodata out

of which top two manufacturing industries i.e, Electrical & Electronic industries and Garment & Textiles industries and service sector IT Industry and Hospital & Health care Industry were taken up for the study and only Managers level staffs of the selected organization were selected. The sample size is determined at 5 percent of population with precision at 95 per cent confidence level are 330. To obtained number of sample respondents from each industry sector Proportionate Random Sampling method is adopted for the study. Therefore, the total number of sample size is 330. The following table 1 shows the sample design.

Table 1
SAMPLE SIZE

Managerial Staff	Total					Sample				
	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	Total	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	Total
HR Manager	399	208	2001	458	3066	21	10	103	24	158
Assistant HR Manager	300	200	950	400	1850	14	9	44	20	87
Department Manager	300	205	850	350	1705	15	12	42	16	85
Total	999	613	3801	1208	6621	50	31	189	60	330

Source: Master Plan 2021-22, www.Fundoodata.

1.8.4 Structure of the Questionnaire

The questionnaire was contained open-ended, closed ended, multiple-option questions. The questionnaire was divided into five parts. After fixing the questions for the independent and dependent variables based on the type of questions, different values was assigned to the Likert scale. Questions with positive and negative answers were presented to make the data reliable and valid.

1.8.5 Tools Used for Analysis

The collected primary data were statistically processed, classified and tabulated by using appropriate methods. The collected data were analyzed with percentage, Mean and Standard deviation was used to describe the profiles of consumers, level of implementation awareness, level of perception and level of problems faced towards GHRM practices. For testing the significance of hypothesis, Kruskal Wallis test, t-test and Chi- Square Test were used; The Chi-Square test has been used to test the association between the consumer demographic characteristics and the level of implementation awareness, level of perception and level of problems. ANOVA was also used. Regression Analysis, Factor analysis and Reliability

test were also employed. For analyzing the surveyed data SPSS 20 package was used.

1.9 Organization Involvement towards Implementation of Green HRM Practices

Increasing environmental concerns and the need for sustainable practices have resulted towards environmentally, economically, and socially sustainable practices in different manufacturing and service types organizations. All over the world, there has been a significant concern among industry leaders to adopt green strategies to reinforce sustainable practices and increase employee's commitment to the issue of environmental sustainability. As a result, the modern HR managers have been assigned with the responsibility of incorporating the green HR policies in the organizations along with the responsibility of playing a vital role in implementing the overall environmental strategy of the organizations. As a result, HR managers are in the search of various tools and technologies which will help them implement environmental strategies and sustainability. Every organization now has an obligation to balance its economic, social, and environmental performance, especially those that operate in a highly competitive and regulated environment. Balancing these factors is perceived as a challenging task, even controversial in some cases. When introducing environmental management systems into an organization, it becomes very difficult to improve its environmental and social performance and increase its economic performance while maintaining cultural norms and integrating green behaviors into the organization's operations. The main objective of green HRM is to make the employees aware of the intricacies of environment management i.e. what action is needed, how it functions, and how does it help the environment the cross-functional distribution of green ideologies can assist in addressing these challenges. In the competitive atmosphere, the all organizations have bundle of intricacies of environment management. But the question is whether organization knows need and importance of Green HRM practices or not? Whether organization involvement towards implementation of Green HRM Practices or not? i.e but the level of implements of GHRM is not up to the mark. Aligned with this background, in this section researcher has been made to investigate to find the status of implementing GHRM practices by different sectors and types of organizations in the study area and the results of the measurement is reported in Table 2.

Table 2
Involvement towards Implementation of Green HRM Practices

Green HRM Practices	Involvement						Mean	% of mean
	Never	Rarely	Sometime	Often	Always	Total		
The company reminds staff to turn off the air conditioner before leaving the office and to turn off the monitors when not in use.	20 (6.10)	54 (16.40)	63 (19.10)	97 (29.40)	96 (29.10)	330 (100.00)	3.59	71.82

Providing electronic slips and an online leave application.	31 (9.40)	85 (25.80)	30 (9.10)	86 (26.10)	98 (29.70)	330 (100.00)	3.41	68.18
Adopting Recycling & Waste management	74 (22.40)	128 (38.80)	47 (14.20)	35 (10.60)	46 (13.90)	330 (100.00)	2.55	50.97
Maintaining a plastic-free campus for organizations	30 (9.10)	65 (19.70)	36 (10.90)	85 (25.80)	114 (34.50)	330 (100.00)	3.57	71.39
Encourage staff members to carpool and use eco friendly energy for company cars.	22 (6.70)	105 (31.80)	38 (11.50)	88 (26.70)	77 (23.30)	330 (100.00)	3.28	65.64
Preserve records digitally	41 (12.40)	62 (18.80)	39 (11.80)	83 (25.20)	105 (31.80)	330 (100.00)	3.45	69.03
Using Biometric (Attendance)	43 (13.00)	74 (22.40)	20 (6.10)	97 (29.40)	96 (29.10)	330 (100.00)	3.39	67.82
Sending Communication (circulars) through Online	37 (11.20)	66 (20.00)	30 (9.10)	93 (28.20)	104 (31.50)	330 (100.00)	3.49	69.76
Online Advertisement for job recruitment and Video interview	26 (7.90)	75 (22.70)	36 (10.90)	90 (27.30)	103 (31.20)	330 (100.00)	3.51	70.24
E- transferring remunerations and Electronic salary slips	22 (6.70)	81 (24.50)	37 (11.20)	75 (22.70)	115 (34.80)	330 (100.00)	3.55	70.91
Getting applications and Resumes from E-mail	40 (12.10)	91 (27.60)	38 (11.50)	75 (22.70)	86 (26.10)	330 (100.00)	3.23	64.61
Utilization of alternate source to electricity (Solar panel)	54 (16.40)	127 (38.50)	40 (12.10)	41 (12.40)	68 (20.60)	330 (100.00)	2.82	56.48

Instructing employees through SMS (E-links)	32 (9.70)	52 (15.80)	37 (11.20)	106 (32.10)	103 (31.20)	330 (100.00)	3.59	71.88
Sharing cars and vehicles	34 (10.30)	36 (10.90)	40 (12.10)	110 (33.30)	110 (33.30)	330 (100.00)	3.68	73.70
Offering incentives and prizes to staff members who perform their jobs in an environmentally friendly manner	33 (10.00)	63 (19.10)	43 (13.00)	94 (28.50)	97 (29.40)	330 (100.00)	3.48	69.64
Online orientation course for employees about GHRM	16 (4.80)	59 (17.90)	31 (9.40)	109 (33.00)	115 (34.80)	330 (100.00)	3.75	75.03
Implementing rainwater harvesting, planting trees in the neighborhood, and embracing villages.	35 (10.60)	91 (27.60)	39 (11.80)	78 (23.60)	87 (26.40)	330 (100.00)	3.28	65.52
Promote gatherings for workshops, conferences, and seminars covering many facets of sustainability in the environment.	31 (9.40)	96 (29.10)	43 (13.00)	69 (20.90)	91 (27.60)	330 (100.00)	3.28	65.64
Contribute or support the organizers of environmental protection events.	12 (3.60)	65 (19.70)	43 (13.00)	99 (30.00)	111 (33.60)	330 (100.00)	3.70	74.06
Employ environmentally friendly machinery and equipment.	32 (9.70)	94 (28.50)	50 (15.20)	72 (21.80)	82 (24.80)	330 (100.00)	3.24	64.73

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

An observation of the table 2 shows that organizations implemented more than 70 percent the following practices towards green HRM practices i.e., Reminds staff to turn off the air conditioner before leaving the office (71.82%), Maintaining a plastic-free campus for organizations (71.39%), Online Advertisement for job recruitment and Video interview(70.24%), E- transferring remunerations and Electronic salary slips (70.91%), Instructing employees through SMS (E-links) (71.88%), Sharing cars and vehicles (73.70%), Online orientation course for employees about GHRM (75.03%) and Contribute or support the organizers of environmental protection events (74.06%). It is interested to know that majority

(60 to 70%) have been practiced the following GHRM practices i.e., Providing electronic slips and an online leave application (68.18%), Encourage staff members to carpool and use eco friendly energy for company cars (65.64%), Preserve records digitally (69.03%), Using Biometric (Attendance) (67.82%), Sending Communication (circulars) through Online (69.76%), Getting applications and Resumes from E-mail (64.61%) , Offering incentives and prizes to staff members who perform their jobs in an environmentally friendly manner (69.64%), Implementing rainwater harvesting, planting trees in the neighborhood, and embracing villages (65.52%), Promote gatherings for workshops, conferences, and seminars covering many facets of sustainability in the environment (65.64%), Employ environmentally friendly machinery and equipment (64.73%). The following GHRM practices adopted by selected organizations was 50 to 60% only which are Adopting Recycling & Waste management (50.97%) and Utilization of alternate source to electricity (Solar panel) (56.48%).

Analysis of Significant Difference in Perception about Green HRM Practices implemented by Organizations

Designation and Perception on Green HRM Practices of Organizations

The study originated that the different designation group of employees are having the same perception about the green HRM practices implemented in their organisation. For the purpose, the following null hypotheses was formulated and tested.

Ho: There is no significant difference among the different designation group of employees concerning the overall green HRM practices in the organisation.

To find significant difference 'ANOVA' test was applied and the results is presented in the following table 3.

TABLE 3
DESIGNATION WISE PERCEPTION ON IMPLEMENTATION OF GREEN HRM PRACTICES

Green HRM Practices	Designation of the Respondents				F Value	P Value Sig
	HR Manager	Asst. HR Manager	Managers of other Department	Total		
The company reminds staff to turn off the air conditioner before leaving the office and to turn off the monitors when not in use.	3.39 (1.23)	4.04 (0.88)	3.53 (1.41)	3.59 (1.23)	7.891	.000*
Providing electronic slips and an online leave application.	3.51 (1.30)	3.46 (1.35)	3.18 (1.55)	3.41 (1.39)	1.599	.204

Adopting Recycling & Waste management	2.49 (1.34)	2.43 (1.39)	2.76 (1.22)	2.55 (1.32)	1.552	.213
Maintaining a plastic-free campus for organizations	3.67 (1.26)	3.27 (1.59)	3.68 (1.33)	3.57 (1.37)	2.766	.064
Encourage staff members to carpool and use eco friendly energy for company cars.	3.50 (1.30)	3.02 (1.29)	3.13 (1.29)	3.28 (1.31)	4.548	.011*
Preserve records digitally	3.66 (1.45)	3.35 (1.30)	3.17 (1.42)	3.45 (1.42)	3.624	.028*
Using Biometric (Attendance)	3.14 (1.47)	3.78 (1.32)	3.48 (1.40)	3.39 (1.43)	5.955	.003*
Sending Communication (circulars) through Online	3.43 (1.39)	3.95 (1.13)	3.15 (1.55)	3.49 (1.40)	7.522	.001*
Online Advertisement for job recruitment and Video interview	3.71 (1.26)	3.41 (1.30)	3.25 (1.49)	3.51 (1.34)	3.583	.029*
E- transferring remunerations and Electronic salary slips	3.46 (1.31)	3.75 (1.29)	3.51 (1.50)	3.55 (1.36)	1.254	.287
Getting applications and Resumes from E-mail	3.04 (1.42)	3.16 (1.39)	3.64 (1.33)	3.23 (1.41)	5.406	.005*
Utilization of alternate source to electricity (Solar panel)	3.12 (1.48)	2.81 (1.29)	2.30 (1.20)	2.82 (1.40)	10.198	.000*
Instructing employees through SMS (E-links)	3.58 (1.28)	3.58 (1.39)	3.64 (1.37)	3.59 (1.33)	0.082	.921
Sharing cars and vehicles	2.78 (1.31)	2.66 (1.17)	2.80 (1.43)	2.75 (1.31)	0.287	.751
Offering incentives and prizes to staff members who perform their jobs in an environmentally friendly manner	3.66 (1.27)	3.83 (1.22)	3.60 (1.47)	3.68 (1.31)	0.745	.476
Online orientation course for employees about GHRM	3.71 (1.16)	3.24 (1.44)	3.94 (1.16)	3.65 (1.26)	7.168	.001*
Implementing rainwater harvesting, planting trees in the neighborhood, and embracing villages.	3.44 (1.37)	3.51 (1.36)	3.53 (1.32)	3.48 (1.35)	0.129	.879
Promote gatherings for workshops, conferences, and seminars covering many facets of sustainability in the environment.	3.81 (1.20)	3.70 (1.21)	3.69 (1.34)	3.75 (1.24)	0.376	.687
Contribute or support the organizers of environmental protection events.	3.26 (1.45)	3.14 (1.24)	3.44 (1.39)	3.28 (1.39)	0.975	.378
Employ environmentally friendly machinery and equipment.	3.27 (1.36)	3.28 (1.36)	3.31 (1.45)	3.28 (1.38)	0.026	.974

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

Table 3 highlights the result of descriptive statistics of green HRM practices implemented by the organisation. The mean score of almost all the entire factors are greater than 50 per cent of five i.e., 2.5 mean; it reveals that the perception of different designation group of employees effectively using the green HRM practices at their organisation. Out of twenty GHRM practices considered in the study, nine practices have significantly differed based on the perception of different designation group of employees. The study further substantiates that whether there is significant difference among the different designation group of employees concerning the overall green HRM practices in their organization was found. The overall result is presented in the following table 4.

TABLE 4
DESIGNATION OF RESPONDENTS - PERCEIVED OVERALL GREEN HRM PRACTICES

Overall Green HRM Practices Managed by organization	Designation	N	Mean	Std. Deviation	F-value	p
	HR Manager	158	3.59	1.52		
	Asst. HR Manager	87	3.57	1.49	1.628	.438
	Managers of other Departments	85	3.47	1.40		

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

Table 4 displays the results of the analysis of variance test for overall Green HRM Practices managed by the different designation group of employees. The calculated F and p-value for Overall Green HRM Practices managed by different designation group of employees is 1.628 and < 0.001. Based on the p-value results, the study confirms that there is no significant difference among the different designation group of employees concerning overall green HRM practices in their organization. Besides, among the three categories of designation group of employees, the HR Manager is significantly (3.59), influence the green HRM practices, followed by Asst. HR Manager (3.57). The study authenticates that there is no significant difference among the different designation group of employees concerning overall green HRM practices in their organisation.

Types of Organization and Perception on Green HRM Practices of Organizations

The study originated that the different types of organization' employees are having the same perception about the green HRM practices implemented in their organisation. For the purpose, the following null hypotheses was formulated and tested.

Ho: There is no significant difference among the different types of organization' employees concerning the overall green HRM practices in the organisation.

To find significant difference ' t' test was applied and the results is presented in the following table 5.

TABLE 5
ORGANIZATION TYPES WISE PERCEPTION ON IMPLEMENTATION OF GREEN HRM PRACTICES

Green HRM Practices	Types of Organization			t Value	P Value Sig
	Manufacturing Sector	Service Sector	Total		
The company reminds staff to turn off the air conditioner before leaving the office and to turn off the monitors when not in use.	3.51 (1.08)	3.65 (1.33)	3.59 (1.23)	1.124	.290
Providing electronic slips and an online leave application.	3.86 (1.24)	3.07 (1.39)	3.41 (1.39)	28.424	.000*
Adopting Recycling & Waste management	2.66 (1.33)	2.47 (1.32)	2.55 (1.32)	1.644	.201
Maintaining a plastic-free campus for organizations	3.41 (1.38)	3.69 (1.36)	3.57 (1.37)	3.441	.064
Encourage staff members to carpool and use eco friendly energy for company cars.	3.39 (1.37)	3.21 (1.26)	3.28 (1.31)	1.537	.216
Preserve records digitally	3.45 (1.39)	3.45 (1.45)	3.45 (1.42)	0	.987
Using Biometric (Attendance)	3.63 (1.30)	3.22 (1.51)	3.39 (1.43)	6.796	.001*
Sending Communication (circulars) through Online	3.44 (1.39)	3.53 (1.41)	3.49 (1.40)	0.337	.562
Online Advertisement for job recruitment and Video interview	3.36 (1.44)	3.62 (1.26)	3.51 (1.34)	2.959	.086
E- transferring remunerations and Electronic salary slips	3.29 (1.40)	3.74 (1.30)	3.55 (1.36)	9.129	.003*
Getting applications and Resumes from E-mail	3.11 (1.41)	3.32 (1.40)	3.23 (1.41)	1.654	.199
Utilization of alternate source to electricity (Solar panel)	2.83 (1.40)	2.82 (1.41)	2.82 (1.40)	0.002	.962
Instructing employees through SMS (E-links)	3.89 (1.26)	3.37 (1.34)	3.59 (1.33)	12.729	.000*
Sharing cars and vehicles	2.81 (1.39)	2.71 (1.25)	2.75 (1.31)	0.506	.477

Offering incentives and prizes to staff members who perform their jobs in an environmentally friendly manner	3.56 (1.36)	3.78 (1.27)	3.68 (1.31)	2.309	.130
Online orientation course for employees about GHRM	3.60 (1.17)	3.69 (1.32)	3.65 (1.26)	0.455	.501
Implementing rainwater harvesting, planting trees in the neighborhood, and embracing villages.	3.41 (1.32)	3.54 (1.37)	3.48 (1.35)	0.742	.390
Promote gatherings for workshops, conferences, and seminars covering many facets of sustainability in the environment.	3.91 (1.16)	3.64 (1.29)	3.75 (1.24)	3.865	.005*
Contribute or support the organizers of environmental protection events.	3.23 (1.46)	3.31 (1.33)	3.28 (1.39)	0.281	.596
Employ environmentally friendly machinery and equipment.	3.42 (1.35)	3.18 (1.40)	3.28 (1.38)	2.499	.115

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

Table 5 highlights the result of descriptive statistics of green HRM practices implemented by the organisation. The mean score of almost all the entire factors are greater than 50 per cent of five i.e., 2.5 mean; it reveals that the perception of different types of organization' employees effectively using the green HRM practices at their organisation. Out of twenty GHRM practices considered in the study, only five practices have significantly differed based on the perception of different types of organization employees. The study further substantiates that whether there is significant difference among the different types of organization' employees concerning the overall green HRM practices in their organization was found. The overall result is presented in the following table 6.

TABLE 6
ORGANIZATION TYPES - PERCEIVED OVERALL GREEN HRM PRACTICES

Overall Green HRM Practices Managed by organization	Types of Organization	N	Mean	Std. Deviation	t-value	p
	Manufacturing Sector	81	3.58	1.42	2.418	.291
	Service Sector	249	3.61	1.39		

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

Table 5 displays the results of the analysis of variance test for overall Green HRM Practices managed by the different types of organization' employees. The calculated't' and p-value for Overall Green HRM Practices managed by different types of organization' employees is 2.418 and < 0.001. Based on the p-value results, the study confirms that there is no significant

difference among the different types of organization' employees concerning overall green HRM practices in their organization. Besides, among the two categories of types of organization' employees, the service types is significantly (3.61), influence the green HRM practices, followed by manufacturing types (3.58). The study authenticates that there is no significant difference among the different types of organization' employees concerning overall green HRM practices in their organisation.

Type of Organization and Perception on Green HRM Practices of Organizations

The study originated that the different type of organization' employees are having the same perception about the green HRM practices implemented in their organisation. For the purpose, the following null hypotheses was formulated and tested.

Ho: There is no significant difference among the different type of organization' employees concerning the overall green HRM practices in the organisation.

To find significant difference 'ANOVA' test was applied and the results is presented in the following table 7.

TABLE 7
ORGANIZATION TYPE WISE PERCEPTION ON IMPLEMENTATION OF GREEN HRM PRACTICES

Green HRM Practices	Type of Organization					F Value	P Value Sig
	Electrical & Electronics	Garment & Textile	IT Industry	Hospital & Health care	Total		
The company reminds staff to turn off the air conditioner before leaving the office and to turn off the monitors when not in use.	3.70 (1.15)	3.39 (1.20)	3.62 (1.27)	3.50 (1.20)	3.59 (1.23)	0.566	.638
Providing electronic slips and an online leave application.	3.52 (1.45)	3.52 (1.59)	3.32 (1.34)	3.53 (1.38)	3.41 (1.39)	0.572	.634
Adopting Recycling & Waste management	2.60 (1.23)	2.29 (1.13)	2.51 (1.35)	2.75 (1.40)	2.55 (1.32)	0.927	.428
Maintaining a plastic-free campus for organizations	3.54 (1.42)	3.32 (1.47)	3.55 (1.37)	3.78 (1.30)	3.57 (1.37)	0.84	.473
Encourage staff members to carpool and use eco friendly energy for company cars.	3.18 (1.38)	3.42 (1.23)	3.28 (1.29)	3.30 (1.37)	3.28 (1.31)	0.218	.884
Preserve records digitally	3.24 (1.42)	3.61 (1.36)	3.44 (1.40)	3.57 (1.52)	3.45 (1.42)	0.636	.592
Using Biometric (Attendance)	3.32 (1.49)	2.87 (1.59)	3.48 (1.37)	3.43 (1.47)	3.39 (1.43)	1.678	.172

Sending Communication (circulars) through Online	3.40 (1.46)	3.81 (1.47)	3.49 (1.36)	3.38 (1.45)	3.49 (1.40)	0.711	.546
Online Advertisement for job recruitment and Video interview	3.28 (1.39)	3.52 (1.39)	3.51 (1.35)	3.70 (1.27)	3.51 (1.34)	0.887	.448
E- transferring remunerations and Electronic salary slips	3.68 (1.38)	3.52 (1.41)	3.50 (1.31)	3.60 (1.49)	3.55 (1.36)	0.278	.841
Getting applications and Resumes from E-mail	3.56 (1.39)	3.19 (1.51)	3.19 (1.42)	3.10 (1.31)	3.23 (1.41)	1.144	.332
Utilization of alternate source to electricity (Solar panel)	2.76 (1.39)	2.87 (1.50)	2.78 (1.38)	3.00 (1.44)	2.82 (1.40)	0.428	.733
Instructing employees through SMS (E-links)	3.50 (1.33)	3.90 (1.16)	3.60 (1.31)	3.50 (1.48)	3.59 (1.33)	0.741	.528
Sharing cars and vehicles	2.96 (1.48)	2.48 (1.18)	2.67 (1.28)	2.98 (1.30)	2.75 (1.31)	1.727	.161
Offering incentives and prizes to staff members who perform their jobs in an environmentally friendly manner	3.76 (1.22)	3.52 (1.34)	3.78 (1.29)	3.42 (1.43)	3.68 (1.31)	1.38	.249
Online orientation course for employees about GHRM	3.76 (1.17)	3.52 (1.46)	3.70 (1.28)	3.50 (1.16)	3.65 (1.26)	0.616	.605
Implementing rainwater harvesting, planting trees in the neighborhood, and embracing villages.	3.34 (1.48)	3.23 (1.43)	3.58 (1.30)	3.43 (1.37)	3.48 (1.35)	0.891	.446
Promote gatherings for workshops, conferences, and seminars covering many facets of sustainability in the environment.	3.88 (1.33)	3.74 (1.15)	3.71 (1.27)	3.77 (1.13)	3.75 (1.24)	0.238	.870
Contribute or support the organizers of environmental protection events.	3.12 (1.48)	3.03 (1.35)	3.21 (1.38)	3.73 (1.29)	3.28 (1.39)	2.894	.035*
Employ environmentally friendly machinery and equipment.	3.22 (1.23)	3.10 (1.47)	3.34 (1.36)	3.25 (1.54)	3.28 (1.38)	0.334	.800

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

Table 7 highlights the result of descriptive statistics of green HRM practices implemented by the organisation. The mean score of almost all the entire factors are greater than 50 per cent of five i.e., 2.5 mean; it reveals that the perception of different types of organization' employees

effectively using the green HRM practices at their organisation. Out of twenty GHRM practices considered in the study, only one practice have significantly differed based on the perception of different types of organization employees. The study further substantiates that whether there is significant difference among the different types of organization' employees concerning the overall green HRM practices in their organization was found. The overall result is presented in the following table 8.

TABLE 8
ORGANIZATION TYPES - PERCEIVED OVERALL GREEN HRM PRACTICES

	Types of Organization	N	Mean	Std. Deviation	t-value	p
Overall Green HRM Practices Managed by organization	Electrical & Electronics Industry	50	3.07	1.33	1.669	.338
	Garment & Textile Industry	31	3.12	1.32		
	IT Industry	189	3.24	1.28		
	Hospital & Health care Industry	60	3.06	1.16		

Source: Computed from Primary data*Significant at 10% level; **Significant at 5% level; ***Significant at 1% level

Table 8 displays the results of the analysis of variance test for overall Green HRM Practices managed by the different types of organization' employees. The calculated 'F' and p-value for Overall Green HRM Practices managed by different types of organization employees is 1.669 and < 0.001. Based on the p-value results, the study confirms that there is no significant difference among the different types of organization' employees concerning overall green HRM practices in their organization. Besides, among the four categories organization employees, the IT Industry is significantly (3.24), influence the green HRM practices, followed by Garment & Textile Industry (3.12). The study authenticates that there is no significant difference among the different types of organization employees concerning overall green HRM practices in their organisation.

1.10 CONCLUSION

Human resources are now crucial to managing workers from the point of hire till their departure. Employers should encourage staff members to embrace green human resource management (GHRM) by giving them the appropriate training. There are undoubtedly some obstacles in the way of implementing green HRM, but firms can focus on creative ways to implement green HR and take note of what other organizations are doing in terms of green HR efforts. In order for them to be able to help in this way as well, they should concentrate on empowering their staff. Green HRM may foster in staff members a willingness, inspiration, and commitment to contribute their thoughts and efforts to the greening of their company. Therefore, it is the duty of Green Human Resource Management to raise awareness of environmental issues among both

new hires and current staff members of an organization, motivate staff members to assist the organization in mitigating environmental degradation through green initiatives, programs, and practices, and preserve resources for future generations.

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