

Employees' Perception on Green Human Resource Management Practices - A Study with Reference to Select Industries in Bangalore District

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Date of Submission: 15-11-2023

Date of Acceptance: 25-11-2023

ABSTRACT

A recent development that supports environmental sustainability is green human resource management. This problem and its aspects and contributing elements from Bangalore's point of view have not been extensively studied by researchers. The local businesses in Bangalore do not exhibit a significant implementation of Green HRM. This study looked at how managers in Bangalore Industries were perceived to be more likely to use Green HRM practices to achieve environmental sustainability. Using the offline platform, information was gathered from 330 distinct level managers representing various sectors spread over Bangalore. The data analysis showed that employees' perceptions of adopting green HRM practices are strongly influenced by green planning, green recruiting and selection, green training and develops, green performance evaluation, and green incentives and awards. For organizations looking to achieve environmental sustainability through the implementation of Green HR practices and policies, this research is a valuable first step. Other issues, such as financial involvement and infrastructure requirements, can be investigated by future academics.

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

I. INTRODUCTION

The urge to go green and the influence of our everyday actions on the environment have spread from individuals to organizations. Organizations are volunteering more and more to run in a more ecologically conscious manner. By

providing incentives, local governments are pushing firms to adopt greener practices. "Everything being green" might soon become the standard. The Green Workplace Survey was carried out by the Society for Human Resource Management (SHRM) to investigate environmentally conscious activities from the viewpoints of employees and HR professionals. Businesses will need to address "green" challenges due to future environmental change, employee and customer expectations, and other factors. This study brief examines the kinds of procedures that companies follow, how employees and HR professionals see these procedures, and how HR professionals contribute to their companies' eco-friendly initiatives. Green HR encompasses two key components: knowledge capital preservation and ecologically friendly HR practices. Reducing employee carbon footprints is something that business executives view as environmental objectives. The program may resemble online training, energy-efficient office spaces, teleconferencing and virtual interviews, car and job sharing, electronic filing, recycling, and telecommuting. These concepts are being put into practice to supplement current green HR initiatives that are concentrated on improving process effectiveness, lowering environmental waste, and modernizing HR technologies, products, and procedures. Additionally impacted by these measurements are intangible yet priceless assets like reputation and brand.

1.1 Need and Importance of Green HRM Practices

A lot of businesses are implementing green HR, which reduces carbon emissions by using video conferencing, interviews, and less paper-based printing. When circumstances are tough, businesses are eager to lay off employees. However, human capital and the processes that support it are the real cornerstones of creating a long-lasting company. Green HRM practices and policies that support and improve the health and well-being of employees; additionally, they may provide academics with new information to add an HRM component to the body of knowledge on green management in general. A lot of businesses are implementing green HR, which reduces carbon emissions by using video conferencing, interviews, and less paper-based printing. When circumstances are tough, businesses are eager to lay off employees. However, human capital and the processes that support it are the real cornerstones of creating a long-lasting company. Green HRM practices and policies that support and improve the health and well-being of employees; additionally, they may provide academics with new information to add an HRM component to the body of knowledge on green management in general. As a result, it makes sense to use sustainability to create a favorable employment brand in a competitive hiring market. Ultimately, prospects who possess a vision and are highly motivated to become entrepreneurs are drawn to organizations that prioritize social and environmental responsibility. HR professionals assist businesses in implementing green business strategies by providing online training and self-learning resources, encouraging staff to switch off computer monitors when not in use, leaving only minimal lighting on after hours if necessary for safety, making efficient use of LED technology for office lighting arrangements, and encouraging staff to write a default line beneath their official mail signature. 'Save a Tree' and add a note asking you to please print this email only if absolutely necessary. Encourage staff members to separate rubbish at their workstations and collaborate with non-profits that recycle it. The HR green methods also include things like using technology applications like teleconferencing, video conferencing, and virtual interviews in place of emission-enhancing acts (like flying). Emails and scanners have taken the role of letters and faxes. In the cafeteria, they are urged to utilize compostable cutlery, cups, and plates, as well as recycled paper, to cut down on the usage of paper cups. Workers

are urged to collaborate with IT to switch printing preferences to duplex printing. Additionally, electricity-powered cars, scooters, and bicycles are preferred over gasoline- or diesel-powered vehicles for internal transportation within major factory facilities. In addition, a subsidized loan program has been introduced for staff members who choose environmentally friendly vehicles or scooters. The rationale behind this move is that promoting green practices among customers will also contribute to the corporate sustainability plan.

1.2 Literature Review

Bishop, J., & Steiner, R. (2007) GHRM is a manifesto that supports the development of a green workforce capable of comprehending and appreciating an organization's green culture. Throughout the HRM process of hiring, developing, and promoting the company's human capital, as well as recruiting, this green project can uphold its green goals. Human capital and its management are crucial to the achievement of EM objectives since HR procedures are crucial in putting Green HR policy into reality.

Dutta, S. (2012) highlights the importance of training, employee involvement, performance management systems, incentive pay, and selection procedures for the company's success. Employers may easily onboard experts who are aware of sustainable procedures and who already know the fundamentals of recycling, conservation, and building a more rational world by seeking for people with a green mindset.

Mampra, M et al. (2013) According to their research on how a company's environmental standards affect hiring decisions, a company's environmental commitment enhances its reputation. They discovered in their initial study that professionals were more worried about a company's environmental approach. Performance evaluation is the most crucial component of project management. Effective performance reviews not only satisfy the requirements of validity, reliability, and fairness, but they also give employees insightful feedback and encourage ongoing improvements in the company's environmental results.

1.3 Need for the Study

The study is significant since it clarifies the many Green HRM tactics necessary for the environmental sustainability of various industry kinds. Research on green human resource management methods and their advantages, influencing variables, problems, and solutions is

expected to close with the ultimate goal of improving environmental sustainability and, subsequently, the performance of many industries.

1.4 Statement of the Problem

With growing environmental consequences and a predicted rise in responsibility, environmental management is all the rage worldwide. A nation's economic progress depends on increasing industry, entrepreneurship, and foreign investment; but, these factors also increase resource requirements and contribute to environmental damage. India's trend toward sustainability-oriented and environmentally friendly activities has had a lot of implications; as a result, the nation must embrace green practices to reduce the consequences of pollution. There is a lot of room for sustainability to be incorporated, according to HRM. The models and frameworks of human resource development have given rise to a multitude of issues with regard to environmental management. Similarly, in order to assist the ecological management issue in organizations, green human resource management has arisen. This is a fresh obstacle for industrial businesses. They must devise fresh strategies to strike a balance between environmental preservation and industrial growth. Considering human management factors is necessary to follow organizational sustainability. Business organizations' care for the environment is demonstrated by their accountability to society, the environment, and the next generation. An all-encompassing strategy for the business process is necessary. Thus, corporate organizations must plan for sustainable development as a means of avoiding resource exploitation and promoting ecological growth in order to prevent future environmental deterioration brought on by the depletion of natural resources. The relationship between environmental management and human resource management must be established according to this method. From an ethical and moral standpoint, green HRM is a vigorous field. The concept of the "triple bottom line" integrates environmental management's ecological, social, and financial facets into a more comprehensive framework to assess organizational success rather than just the pursuit of profit. The conflict between the environment and the economic requires a critical mass. However, putting green management into practice could also be advantageous for a commercial enterprise. Numerous studies show that employer branding, increased sales, marketing opportunities, and competitive advantage are all favorably correlated with environmental concerns. The need to discuss

practically unmanageable construction plans in the corporate organization is strong. It is essential to deal with these problems. This work is a step in that direction. Its goal is to comprehend the green practices that have influenced Bangalore district's link between environmental management and human resource management.

1.5 Objectives of the Study

This study aims to investigate green practices from an employee's point of view. This study focuses on the relationship between organizational performance and green practices, specifically looking at how important and effective they are as seen by workers in the manufacturing and service sectors.

1. To investigate the different Green HRM practices at the managerial levels of a few chosen companies in the study region, including planning, recruiting, selection, performance evaluation, training and development, motivation, and rewards.
2. To study the perceptions of employees at various managerial levels regarding green HRM practices
3. To investigate whether the employee's perceptions regarding green HRM are different based on the employees of different sectors and types of industries.

1.6 Hypothesis

1. There is no significant difference in the perceptions of employees at various managerial levels regarding green HRM practices
2. There is no significant relationship between green HRM practices and organizational performance

1.7 RESEARCH METHODOLOGY

1.7.1 Nature of the Study

The current study uses a survey method and is descriptive in nature. With the study's several objectives in mind, primary sources provided the majority of the data that was gathered. Secondary data was gathered from various organization brochures, websites, periodicals, and journals.

1.7.2 The study's location

Bangalore City was the site of the study. It was chosen since it is home to numerous IT and other sectors in addition to being one of India's most popular tourist destinations. Bangalore district is divided into rural and urban areas.

1.7.3 Sampling Methods and Sample Size

Stratified random sampling was the method employed to choose the sample. The first step of the sample process comprised choosing manufacturing and service businesses. A concerted effort was made to identify the companies implementing Green HRM practices. Respondents were chosen for the second round based on their departments and level of management within the company. 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. At a 95% confidence level, the sample size is precisely calculated to be 5% of the population, or 330. The proportionate random sampling approach is used in the study to determine the number of sample respondents from each industry sector. As a result, there are 330 samples in total. 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.

1.7.4 Structure of the Questionnaire

The survey contained both closed-ended and open-ended questions in addition to multiple-choice ones. There were five sections in the survey. After the questions for the independent and dependent variables were fixed according to the kind of question, different values were assigned to the Likert scale. Positive and negative answers to the questions were included to guarantee the data's validity and dependability.

1.7.5 Tools Used for Analysis

Using the proper techniques, the gathered primary data were statistically analyzed, categorized, and tabulated. To define the consumer profiles, implementation awareness, perception, and problem level with GHRM practices, the collected data were evaluated using percentages, means, and standard deviations. The Chi-Square test has been used to evaluate the association

between the customer demographic features and the level of implementation awareness, level of perception, and level of difficulties. The Kruskal Wallis test, t-test, and Chi-Square test were used to test the significance of the hypothesis. There was also an ANOVA. Additionally, reliability tests, factor analyses, and regression analyses were used. The SPSS 20 software was utilized to analyze the data from the survey.

1.8 EMPLOYEES' PERCEPTION ON GREEN PLANNING PRACTICES

This section of the paper aimed to analyze the significant difference in the level of perception of employees from different types of industries selected for the present study with regards to GHRM practices.

1.8.1 Perception on Green Planning Practices in Different Types of Industries

In order to find the significant variation in level of perception of employee of different types of industries towards of green planning practices in GHRM, the following null hypothesis is formulated and tested.

Ho: “There is no significance difference in level of perception among employees from different types of industry towards green planning of GHRM practices”

To find the significant difference in level of perception, the Kruskal-wallis test (‘H’ test) was applied for each factor separately. The results are presented in Table 2.

TABLE 2
SIGNIFICANT ASSOCIATION IN PERCEPTION ON GREEN PLANNING PRACTICES AMONG EMPLOYEES FROM DIFFERENT TYPES OF INDUSTRY

PERCEPTION ON	Types of Industry				Kruskal wallis	
	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	H(2)	P
Used recycled paper	279.47	397.29	335.38	335.50	23.091	.000***
Having plastic free campus	386.48	305.96	329.88	125.00	12.625	.013**
Maintain records electronically	369.13	401.42	579.50	421.50	70.230	.000***
Using all resources efficiently	366.92	380.33	319.29	176.00	24.281	.000***
Reduce waste and Recycle it optimally	292.03	317.38	359.46	137.50	31.148	.000***
Control pollution in workplace completely	359.39	348.63	296.79	328.00	21.538	.000***
Conducting energy audits periodically	259.80	379.13	237.33	301.00	54.430	.000***

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

Table 2 displays the average score of participants from four distinct industries: the Electrical and Electronics sector, the Garment and Textile sector, the IT sector, and the Hospital and Health Care sector. Additionally, it displays the results of the Kruskal Wallis test conducted among these respondents. Based on the aforementioned data, the Electrical & Electronics Industry respondents scored highly on having a plastic-free campus (386.48) and having total control over workplace pollution (359.39). In the apparel and textile sector, the mean score for recycled paper utilized (397.29) and efficient resource usage (380.33) are both high. The IT industry has a high mean score for maintaining records electronically (579.50), reducing trash and recycling it optimally

(359.46), and conducting frequent energy audits (301.00) with a high hospital and health care industry mean score. According to the findings of the Kruskal Wallis (H) test, all seven of the green practices that were chosen for the green planning dimension had probability values of 0.000 or less, meaning that they are all below the one percent threshold. It has been deduced that there are disparities in respondents' perceived values across all seven practices across four distinct industry types. As a result, the null hypothesis is rejected, and it is determined that there are notable differences among all of GHRM's green planning approaches.

1.8.2 Perception on Green Recruitment and Selection Practices in Different Types of Industries

To find the significant variation in level of perception of employee of different types of industries towards of green recruitment and selection practices in GHRM, the following null hypothesis is formulated and tested.

Ho: “There is no significance difference in level of perception among employees from different types of industry towards green recruitment and selection of GHRM practices”

To find the significant difference in level of perception, the Kruskal-wallis test (‘H’ test) was applied for each factor separately. The results are presented in Table 3.

TABLE 3
SIGNIFICANT ASSOCIATION IN PERCEPTION ON GREEN RECRUITMENT AND SELECTION AMONG EMPLOYEES FROM DIFFERENT TYPES OF INDUSTRY

PERCEPTION ON	Types of industry				Kruskal wallis	
	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	H(2)	P
Online application for job	293.48	312.88	392.96	352.50	4.356	.360
Recruitment policy includes Environment influenced criteria	312.56	262.08	249.96	144.50	34.382	.000***
Conducting interview through Video conferencing, e-recruitment	246.86	374.08	404.58	391.50	88.194	.000***
Recruitment candidates compatible with environmental sustainability	279.13	380.33	306.00	353.50	33.551	.000***
Environmentally harm-free exercise in recruitment practices	252.31	407.67	311.50	268.00	53.389	.000***
Computerized its recruitment exercise	277.04	264.35	274.78	288.23	44.359	.001***
Recruitment policy reflects environmental policy and sustainability	279.82	255.94	253.63	277.34	40.128	.002**
Interview consist mostly environment-related questions	270.82	305.67	268.21	255.59	33.648	.005**
Mostly selects the candidates who are sufficiently aware of greening	317.32	295.24	262.42	261.34	50.429	.000***

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

The mean score of respondents from four industries—the IT, hospital and health care, electrical and electronics, and garment and textile—as well as the results of the Kruskal Wallis test between these groups of respondents are shown

in Table 3. Based on the aforementioned analysis, the Electrical and Electronics Industry respondents scored highly on the following: the recruitment policy considers environmental factors (312.56), it reflects sustainability and environmental policy

(279.82), and it primarily chooses candidates who possess a sufficient level of environmental awareness (317.32). In the apparel and textile industries, the mean score for the ecologically harmful exercise used in recruiting procedures (407.67) and the interview, which mostly consists of questions about the environment (305.67), are both high. In the IT industry, the mean score for online job applications (392.96) and video conferences and e-recruitment interviews (404.58) are high. In the hospital and health care sector, the mean score for candidate recruitment that is environmentally sustainable (353.50) and computerized (288.23) is high. Eight of the nine chosen green practices under the green recruitment and selection dimension had probability values less than or equal to one of the five percentile, according to the results of the H test. It has been deduced that there are variations in respondents' perceived values across all eight practices across four distinct industry types. As a result, the null

hypothesis is disproved, and it is determined that there are notable differences in the GHRM's green hiring and selection procedures.

1.8.3 Perception on Green Training & Development Practices in Different Types of Industries

To find the significant variation in level of perception of employee of different types of industries towards of green training & development practices in GHRM, the following null hypothesis is formulated and tested.

Ho: "There is no significance difference in level of perception among employees from different types of industry towards green training & development of GHRM practices"

To find the significant difference in level of perception, the Kruskal-wallis test ('H' test) was applied for each factor separately. The results are presented in Table 4.

TABLE 4
SIGNIFICANT ASSOCIATION IN PERCEPTION ON GREEN TRAINING & DEVELOPMENT AMONG EMPLOYEES FROM DIFFERENT TYPES OF INDUSTRY

PERCEPTION ON	Types of industry				Kruskal wallis	
	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	H(2)	P
Offers special green program for new candidates imparts right knowledge and skills about greening	259.43	352.92	369.42	520.50	53.164	.000***
Providing training towards environmental influenced criteria	261.13	391.50	349.92	347.50	34.292	.000***
Provide proper training before implementation all green initiative	258.58	328.13	362.58	317.00	28.699	.000***
Providing Training towards ways to protect the environment	384.91	251.00	344.96	285.50	12.873	.012**
Organizing environmental sustainability related conferences and workshops	261.38	297.25	370.08	538.50	39.313	.000***
Training to how to adapt to environmentally friendly	279.69	292.42	300.29	105.50	11.152	.025**

practices						
Training towards environmental consciousness	251.50	377.21	368.88	134.00	60.910	.000***
Providing integrated training to create the emotional involvement in environment management	319.24	289.38	287.57	283.15	58.46	.000***
Providing training on developing environmental preventative solutions	297.75	292.28	306.41	277.84	29.46	.001**

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

Table 4 displays the average score of participants from four distinct industries: the Electrical and Electronics sector, the Garment and Textile sector, the IT sector, and the Hospital and Health Care sector. Additionally, it displays the results of the Kruskal Wallis test conducted among these respondents. According to the aforementioned analysis, the respondents in the Electrical and Electronics Industry scored highly on two items: offering integrated training to foster emotional involvement (319.24) and providing training on environmental protection (384.91). The garment and textile sector has a high mean score (391.50) for training towards environmental influenced criteria, (377.21) for training towards environmental consciousness, and (306.41) for training on producing environmental preventative measures. Offering a special green program to new hires imparts the necessary knowledge and skills about greening (520.50) and organizing conferences and workshops related to environmental sustainability (538.50) are high scores in the hospital and health care industry. The mean score for providing proper training before implementation of all green initiatives (362.58) and training on how to adapt to environmentally friendly practices (300.29) is high in the IT industry. According to the results of the H test, all

nine of the chosen green practices under the green training and development dimension have probability values that are less than or equal to one fifth of one percent. It has been deduced that there are disparities in respondents' perceived values across all nine practices across four distinct industry types. As a result, the null hypothesis is disproved, and it is determined that there are notable differences in GHRM training and development approaches.

1.8.4 Perception on Green Pay, Motivation and Rewards Practices in Different Types of Industries

To find the significant variation in level of perception of employee of different types of industries towards of green pay, motivation and rewards practices in GHRM, the following null hypothesis is formulated and tested.

Ho: "There is no significance difference in level of perception among employees from different types of industry towards green pay, motivation and rewards of GHRM practices"

To find the significant difference in level of perception, the Kruskal-wallis test ('H' test) was applied for each factor separately. The results are presented in Table 5.

TABLE 5
SIGNIFICANT ASSOCIATION IN PERCEPTION ON GREEN PAY, MOTIVATION AND REWARDS AMONG EMPLOYEES FROM DIFFERENT TYPES OF INDUSTRY

PERCEPTION ON	Types of industry				Kruskal wallis	
	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	H(2)	P
Giving out pre-paid cards to purchase green products	265.58	330.83	336.54	550.50	32.890	.000***
Tax incentives for using bicycle loans, use of less polluting cars	271.11	314.21	370.63	547.50	42.656	.000***

Rewards for innovative environmental performance initiative/	263.65	367.17	357.75	132.50	50.007	.000***
Recognition-based rewards for good environmental performance	264.14	331.29	369.58	356.50	50.850	.000***
Team excellence awards to teams for better environmental performance	300.07	293.50	228.88	259.50	28.877	.000***
Employees enthusiastically participate in all green implementation programs	288.34	292.45	218.34	499.56	31.025	.001***
Motivate and encourage employees to pursue green practices	296.37	300.01	224.39	287.58	29.649	.000***
Celebrate and awards for valuable green practices contribution	301.27	289.64	239.57	252.14	36.281	.002**
Financial incentives to employees for their green performance	323.64	331.84	395.36	361.04	42.12	.001**
Encourage employees buying earth friendly green products	276.45	308.45	264.41	267.62	30.25	.000***
Provides an excellence award to employees' environmental related performance	257.84	311.27	301.25	408.61	40.24	.001**
Rewards for innovative environmental performance or initiative	264.85	255.84	399.64	262.15	28.94	.025**
Provides incentives to recycling and waste management	303.21	264.28	301.25	283.14	30.21	.000***
Provides Public recognition, awards, paid vacations, time off, gift certificates	274.12	257.49	364.42	307.41	32.14	.210

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

The results of the Kruskal Wallis test between the respondents in these four industries the hospital and health care sector, the IT industry, the electrical and electronics industry, and the garment and textile business are shown in Table 5. Based on the aforementioned analysis, the Electrical & Electronics Industry respondents scored highly on the following: rewards teams for their superior environmental performance through team excellence (300.07); recognizes and honors individuals for their significant contributions to green practices (301.27); and offers incentives for recycling and waste management (303.21). The mean score for Rewards for innovative environmental initiative/ performance (367.17), Motivate and encourage employees to pursue green practices (300.01) and encourage employees buying earth friendly green products (308.45) is

high in garment & textile industry. The IT industry has a high mean score for recognition-based rewards for good environmental performance (369.58), financial incentives to employees for their green performance (395.36), rewards for innovative environmental performance or initiative (399.64), and providing public recognition, awards, paid vacations, time off, gift certificates (364.42). The hospital and health care industry has a high mean score for giving out pre-paid cards to purchase green products (550.50), tax incentives for using bicycle loans and less polluting cars (547.50), employees engage enthusiastically in all green implementation programs (499.56), and providing an excellence award to employees' environmental related performance (408.61). The H test results indicate that, of the nine green practices that were chosen for the green pay, motivation, and rewards dimension, fourteen of those practices had probability values that are less than or equal to one fifth of the sample. It has been deduced that there are disparities in respondents' perceived values across all fourteen practices

across four distinct industry types. As a result, it is determined that there are notable differences in GHRM's practices regarding green pay, motivation, and rewards, rejecting the null hypothesis.

1.8.5 Perception on Green Performance Evaluation Practices in Different Types of Industries

To find the significant variation in level of perception of employee of different types of industries towards of green performance evaluation

practices in GHRM, the following null hypothesis is formulated and tested.

Ho: "There is no significance difference in level of perception among employees from different types of industry towards green performance evaluation of GHRM practices"

To find the significant difference in level of perception, the Kruskal-wallis test ('H' test) was applied for each factor separately. The results are presented in Table 6.

TABLE 6
SIGNIFICANT ASSOCIATION IN PERCEPTION ON GREEN PERFORMANCE EVALUATION
AMONG EMPLOYEES FROM DIFFERENT TYPES OF INDUSTRY

PERCEPTION ON	Types of industry				Kruskal wallis	
	Electrical & Electronics Industry	Garment & Textile Industry	IT Industry	Hospital & Health care Industry	H(2)	P
Friendliness in evaluate employee's job performance	287.96	332.17	304.50	418.50	15.071	.005**
Promotions based on environment protection in the workplace.	277.77	352.88	346.04	322.00	31.482	.000***
Incentives for sacrifice self- benefit for the interests of the environment	251.00	354.46	343.42	544.50	47.761	.000***
Use green performance indicators for appraisals	272.06	298.17	354.46	334.50	23.506	.000***
Setting objectives on achieving green outcomes	373.89	299.96	281.13	122.50	44.281	.000***
Punish employees who violate rules of green practices	288.09	229.17	349.79	323.50	38.789	.000***
Considering employee's suggestion in designing green practices	224.59	427.00	325.63	415.50	110.061	.000***
Periodic audits to monitor implementation and performance of green practices	391.15	374.29	260.25	365.00	43.035	.000***

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

The results of the Kruskal Wallis test between the respondents in these four industries—the hospital and health care sector, the IT industry, the electrical and electronics industry, and the garment and textile business—are shown in Table 6. According to the aforementioned analysis, the respondents from the Electrical and Electronics Industry scored highly on two items: setting goals for achieving green results (373.89) and conducting periodic audits to track the application and effectiveness of green practices (391.15). In the garment and textile industries, the mean score for promotions based on workplace environmental protection (352.88) and taking into account employee suggestions when establishing green practices (427.0) is high. The IT industry has a high mean score for using green performance indicators for appraisals (354.46) and penalizing employees who break green practice rules (349.79). The hospital and health care industry has a high mean score for being friendly when evaluating employee job performance (418.50) and offering incentives for sacrificing personal gain for the environment (544.50). The results of H test shows that out of eight selected green practices under green performance evaluation dimension, all the eight practices having probability value are less than at 1 of 5 per cent level. It has been inferred that all the eight practices exist differences in perceived values of respondents of different four types of industries. Hence the null hypotheses is rejected and concluded that the practices towards green performance evaluation in GHRM are significantly differed.

1.9 Suggestions

Employers are urging staff members to come up with suggestions for energy- and carbon-saving projects. By tying remuneration to eco-performance, the compensation structure might include a variable pay component. Rewarding teams for developing waste reduction strategies can be advantageous to work organizations. Employers and lifestyle benefits, such as free bicycles or carbon credit offsets, can be used as green rewards to encourage employees to adopt a more environmentally conscious lifestyle while still acknowledging their contributions. Employers may want to provide positive reinforcement to staff members in the form of verbal comments from managers. This informal feedback, both written and verbal, can inspire staff members to make environmental improvements. Employing green HRM strategies helps socially conscious and environmentally conscious service sector

organizations attract and retain talented staff. Reduced replacement costs are directly correlated with higher staff retention. These days, a lot of green businesses claim lower staff turnover rates than their competitors in the non-sustainable industry.

II. CONCLUSION

In order to supplement the current green practices and efforts, green processes and policies are currently being introduced into the HR department. In addition to other obvious advantages, green HR initiatives have raised productivity, decreased costs, retained employees, and enhanced efficiencies. It is possible for employers and practitioners to demonstrate the value of associating employee involvement and participation in environmental management programs with enhanced environmental performance within the firm. Examples of this include concentrating on waste management recycling and producing eco-friendly products. It is the duty of green human resource management to raise awareness of environmental issues among both new hires and current staff members. They should also motivate staff members to assist the company in mitigating environmental degradation by promoting green initiatives, implementing eco-friendly policies and practices, and fostering sustainable growth and development. Green HRM can increase employees' motivation, willingness, and commitment to contribute their thoughts and efforts to making their company greener. Through the use of green HRM, organizations can reduce employee carbon footprints by achieving greater efficiencies, sustainable resource use, less waste, improved job-related attitudes, work-life balance, and quality of life, as well as lower costs, improved employee performance, and higher employee retention.

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