



# To Study The Impact Of Green Hrm Practices On Employee Behaviour: A Study Of The Tourism Sector With Special Reference To Dehradun District

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**Citation:** Deepika, et al. (2024), To Study The Impact Of Green Hrm Practices On Employee Behaviour: A Study Of The Tourism Sector With Special Reference To Dehradun District, *Educational Administration: Theory And Practice*, 30(4), 7503-7517  
Doi:10.53555/kuey.v30i4.2594

## ARTICLE INFO

## ABSTRACT

In the present time, green human asset the executives has become vital for business procedure for the ongoing environment of a dangerous atmospheric deviation and ecological protection. A new worldwide pattern is green human asset the board (GHRM). The utilization of GHRM will assist firms with embracing natural arrangements, projects, and drives, and backing their ecological way of thinking.

This research paper focuses on discussing how green HRM practices affect employee behavior in the tourism industry, specifically in the Dehradun District. The elements center Green HRM Practices, Green Hierarchical Resident way of behaving, Green Authority conduct and Green Individual Way of behaving. 476 workers of lodgings in Dehradun Region were overviewed for the review. Exploratory component investigation (EFA), and Relapse examination were utilized to dissect various variables which influence worker conduct. Green Personal Behaviour, Green Organizational Citizen Behaviour, and Green Official Behaviour were all positively correlated in the findings.

**Keywords-** Green HRM, Green HRM Practices, Employee Behaviour, Green Organizational Citizen behaviour, Green Official behaviour and Green Personal Behaviour.

## Introduction-

In the present time, green human asset the executives has become vital for business procedure for the ongoing environment of a dangerous atmospheric deviation and ecological protection. The human resources department has contributed significantly to the green movement by making the office as environmentally friendly as possible. Green human resources are still in their infancy due to minorities. People's understanding of sustainability has greatly benefited an organization's green environment. Most of representatives has sincere suppositions about the climate, and they show this by being more given to and drew in with their work in the climate. The accompanying Green HRM Practices have been concentrated on in the paper.

### Green Recruitment and Selection

### Green Training and Induction

### Green employee relations

### Green Compensation and Rewards

### Green Compensation and Rewards

Green culture might advance green conduct through both green human asset the board and improved ecological mindfulness. Authoritative green qualities might advance EC among workers and add to green way of behaving (Lasrado and Zakaria, 2020). According to Kasim (2004), eco-friendly hotels aim to cultivate a culture of ecological responsibility, environmentally friendly practices, and staff behavior. However, the extent to which eco-friendly hotels contribute to the desired outcome is unknown. Testing the model developed within this scope on both green and non-green hotels is another objective of the current study. As a result, it will be able to assess the extent to which eco-friendly hotels actually achieve their goals.

## Objectives

1. To study the awareness of the Green HRM practices among the employees in the Hospitality Sector with Special Reference to the Dehradun District.
2. To study the impact of Green HRM Practices on Employees' Behavior in the Hospitality Sector with Special Reference to the Dehradun District.

## Hypothesis

- H<sub>1</sub>:** This hypothesis depicted that Green Recruitment and Selection had a direct effect on Green HRM practices.
- H<sub>2</sub>:** This hypothesis depicted that Green Training and Induction had a direct effect on Green HRM practices.
- H<sub>3</sub>:** This hypothesis depicted that Green Employee Relations had a direct effect on Green HRM practices.
- H<sub>4</sub>:** This hypothesis depicted that Green Compensation and Reward had a direct effect on Green HRM practices.
- H1: Green HRM Practices positively correlated with Employee Behaviour.
  - H1a: Green HRM Practices positively correlated with Green Organization Citizen Behaviour.
  - H1b: Green HRM Practices positively correlated with Green official Behaviour.
  - H1c: Green HRM Practices positively correlated with Green personal Behaviour.

## Research Methodology-

This descriptive study examines the level of awareness and the effects of green HRM practices on employee behavior in the hospitality industry. A sum of 69 4-star lodgings and 5-star inns in the Dehradun locale were chosen for the exploration. Convenience sampling was used to select 540 high- and middle-level employees for the study's representative sample.

For the purpose of analyzing the data, a variety of statistical tools, such as the Analysis of Variance (ANOVA), multiple regression, Confirmatory Factor Analysis (CFA), and Exploratory Factor Analysis (EFA). In order to create the questionnaire, a thorough literature review was conducted.

## Analysis and Discussion

To understand the impact of green HRM practices on employee behaviour, Exploratory factor analysis (EFA), has been used.

- Second section is related with regression analysis, which would enable to get the desired results.

### 5.1 Exploratory Factor Analysis.

Exploratory Variable examination is measure to join the comparable things into a couple of heads. Fundamentally for any examination, it is truly hard to deal with every one of the things all the while, so by then of time, it is important to diminish the quantity of assertion into gathered heads with some kind of techniques, for example, VARIMAX and so on.

**Table 5.1. Principal Component Analysis**

Factors Name ⇒ Number of factor	Green Recruitment and Selection (1)	Green Training and Induction (2)	Green Employee Retention (3)	Green Compensation and Reward (4)	Green HRM Practices (5)
Factor Loadings ⇒	0.862	0.862	0.837	0.851	0.819
	0.861	0.853	0.788	0.838	0.791
	0.851	0.828	0.745	0.793	0.752
	0.830	0.822	0.707	0.735	0.739
	0.811	0.804	—	—	—
<b>Eigen Value</b>	3.630	3.544	2.565	2.356	1.968
<b>Variance in percentage</b>	16.502	16.107	11.658	10.710	8.945
<b>Cumulative Variance</b>	16.502	32.609	44.267	54.977	63.922

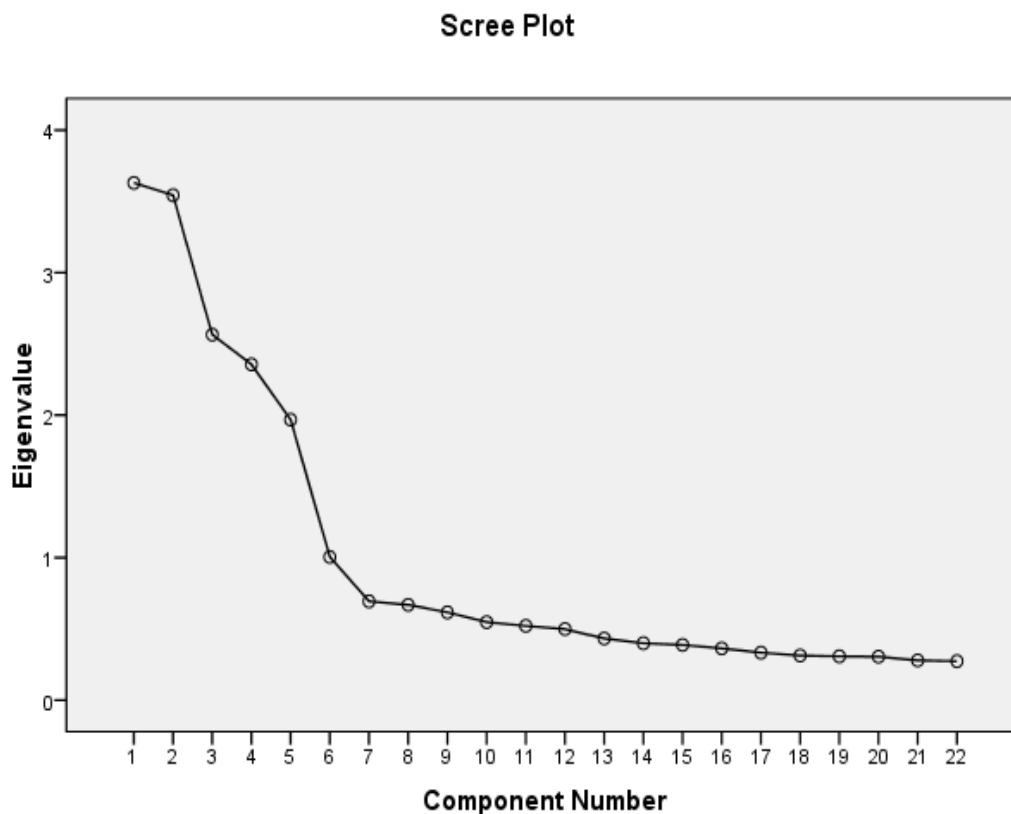
**Source :** Result Extracted from SPSS 20.0

The principal component analysis table showed that the variance in percentage of eigenvalue for various factors was 16.502, 16.107, 11.658, 10.710, and 8.945, and that this table accounted for 63.922 of the total percentage, which was significant for carrying out the subsequent analysis. Five elements arose as key fixings through this table

- A) Green Recruitment and Selection
- B) Green Training and Induction

- C) Green employee relations
- D) Green Compensation and Rewards
- E) Green HRM Practices

The eigen valus can also be seen with the help of Scree Plot graph, which was also generated by SPSS.20.0



**Figure: 5.1: Scree Plot of Eigen Value**  
Source: SPSS 20.0

#### **Factor 1: Green Recruitment and Selection**

The primary factor, which contributed 16.502% of the total variance, is this one. Five statements in the rotated form demonstrated significant loadings on this factor. One explanation has been Dropped because of component stacking being  $<0.5$ .

#### **The five Statements were:**

- The enlistment strategy incorporates green natural procedures and approaches
- Our association favor those applicants who has confidence in the significance of green standards to upgrade boss marking
- Generally HR administrators know about the meaning of Green enlistment and determination.
- Most hotels have made it a policy to only hire and keep employees who work toward the environmental goals of the company.

#### **Factor 2: Green Training and Induction**

This is the most important factor, and it was responsible for 16.107 percent of the total variance. Five statements in the rotated form demonstrated significant loadings on this factor. One explanation has been Dropped because of component stacking being  $<0.5$ .

#### **The five Statements were:**

- The hotel arranges a green induction program for a specific job category
- The hotel has a policy towards providing training related to environmental friendly best practices
- The hotel has in its Endeavour to arrange environmental education to their human resources
- The hotel identifies the need of environmental training among the employees and conducts the session accordingly to prepare them more environmental friendly

- The hotel offers an online training material for staff to reduce training cost.

**Table 5.2. Factor Loading with Percentage of Variance**

Factor's	Name of Dimesnion (% of Variance)	Coding	Factor Loadings	Statements
<b>Factor 1</b>	<b>Green Recruitment and Selection</b> (16.502)	<b>AA1</b>	0.862	The recruitment policy includes green environmental strategies and policies
		<b>AA2</b>	0.861	Our organization prefer those candidates who believes in the importance of green criteria in order to enhance employer branding
		<b>AA3</b>	0.851	Mostly HR managers are aware about the significance of Green recruitment and selection.
		<b>AA4</b>	0.830	Mostly hotels have included in their policy to obtain and retain only those employees, who try to achieve the organizational environmental goals.
		<b>AA5</b>	0.811	The recruitment policy includes green environmental strategies and policies
<b>Factor 2</b>	<b>Green Training and Induction</b> (16.107)	<b>BB1</b>	0.862	The hotel arranges a green induction program for a specific job category
		<b>BB2</b>	0.853	The hotel has a policy towards providing training related to environmental friendly best practices
		<b>BB3</b>	0.828	The hotel has in its Endeavour to arrange environmental education to their human resources
		<b>BB4</b>	0.822	The hotel identifies the need of environmental training among the employees and conducts the session accordingly to prepare them more environmental friendly
		<b>BB5</b>	0.804	The hotel offers an online training material for staff to reduce training cost.
<b>Factor 3</b>	<b>Green Employee Relations</b> (11.658)	<b>CC1</b>	0.837	The hotel employees are eager to share the valuable insights during the various initiatives.
		<b>CC2</b>	0.788	The hotel has a policy to involve their employees

Factor's	Name of Dimesnion (% of Variance)	Coding	Factor Loadings	Statements
				in various preen plans and suggestions
		CC3	0.745	Employees are considered as important pillar of the organization and they consulted during the process of solving any environmental problem
		CC4	0.707	Even the hotel has a provision to provide training to the union representatives pertaining to the green environment.
<b>Factor 4</b>	<b>Green Compensation and Reward</b> (10.710)	DD1	0.851	Employees are informed about green pre-defined objectives, goals and responsibilities.
		DD2	0.838	The hotel includes staff contribution in employee performance appraisal towards environmental management
		DD3	0.793	The hotel has a regular feedback mechanism about the employees pertaining to the involvement in environmental goals.
		DD4	0.735	The hotel has strict policy towards the achieving of Green targets
<b>Factor 5</b>	<b>Green HRM Practices</b> (8.945)	EE1	0.819	Mostly HR managers are aware about the significance of Green HRM
		EE2	0.791	The organization is bound to implement the green HRM initiatives.
		EE3	0.752	The hotel in its Endeavour to motivate the employees towards green initiatives
		EE4	0.739	In hospitality sector, Green HRM has a paramount importance

### Factor 3: Green employee relations

This is the third and foremost factor and it accounted for 11.658% of the total variance. In the rotated form four statements revealed significant loadings on this factor.

#### The four Statements were:

- The hotel employees are eager to share the valuable insights during the various initiatives.
- The hotel has a policy to involve their employees in various preen plans and suggestions
- Employees are considered as important pillar of the organization and they consulted during the process of solving any environmental problem
- Even the hotel has a provision to provide training to the union representatives pertaining to the green environment.

#### Factor 4: Green Compensation and Reward

The fourth and most important factor, this one contributed 10.70% of the variance. Four statements in the rotated form demonstrated significant loadings on this factor. One explanation has been Dropped because of component stacking being <0.5.

##### The four Statements were:

- Employees are informed about green pre-defined objectives, goals and responsibilities.
- The hotel includes staff contribution in employee performance appraisal towards environmental management
- The hotel has a regular feedback mechanism about the employees pertaining to the involvement in environmental goals.
- The hotel has strict policy towards the achieving of Green targets

#### Factor 5: Green HRM Practices

This is the Fourth and principal element and it represented 8.945% of the absolute difference. Four statements in the rotated form demonstrated significant loadings on this factor. One explanation has been Dropped because of component stacking being <0.5.

##### The four Statements were:

- Mostly HR managers are aware about the significance of Green HRM
- The organization is bound to implement the green HRM initiatives.
- The hotel in its Endeavour to motive the employees towards green initiatives
- In hospitality sector, Green HRM has a paramount importance

### 5.2 CONFIRMATORY FACTOR ANALYSIS

A) According to Fraser (1988), restricted factor analysis is another name for confirmatory factor analysis. It includes different moves toward be performed for testing the model and detailing the consequence of different guessed connections.

**Reliability Analysis:** The reliability of the model can be presented in below mentioned table along with mean and standard deviations

**Table 5.3. Reliability of the Factors**

S. No	Factor	Alpha Value $\alpha$	Mean	S.D.	No. of Items
1	<b>Green Recruitment and Selection</b>	0.81	3.86	0.710	5
2	<b>Green Training and Induction</b>	0.89	3.56	0.915	5
3	<b>Green Employee Relations</b>	0.78	3.78	0.791	4
4	<b>Green Compensation and Reward</b>	0.82	3.96	0.792	4
5	<b>Green HRM Practices</b>	0.80	4.06	0.701	4

**Source:** Output Generated from SPSS 16.0

B) **Validity Measures:** The different Validity measures can be presented in below mentioned table along with their values and composite reliability

	CR	AVE	MSV	ASV	GTI	GER	GRS	GCR	GHRMP
<b>GTI</b>	0.892	0.624	0.007	0.003	0.790				
<b>GER</b>	0.779	0.510	0.013	0.005	0.065	0.686			
<b>GRS</b>	0.812	0.520	0.096	0.028	-0.001	0.115	0.721		
<b>GCR</b>	0.824	0.542	0.007	0.004	0.085	0.045	-0.064	0.736	
<b>GHRMP</b>	0.800	0.500	0.096	0.025	0.002	0.019	0.310	-0.065	0.707

**Table No- 5.3 Validity Tabular form**

**Source: Validity Master**

**Discriminant Validity:** There are two parameters on which dicriminant validity is measured

- AVE of each factor should be higher than MSV
- AVE of each factor should be higher than ASV

**Table 5.4. Discriminant Tabular Form**

CONSTRUCT	AVE	MSV	ASV
<b>GTI</b>	0.624	0.007	0.003
<b>GER</b>	0.510	0.013	0.005
<b>GRS</b>	0.520	0.096	0.028
<b>GCR</b>	0.542	0.007	0.004
<b>GHRMP</b>	0.500	0.096	0.025

Source: Validity Master

The value shown in the aforementioned table indicates that the AVE of each of the five constructs is significantly higher than the MSV of each construct, and the AVE of each construct is similarly significantly higher than the ASV. Convergent Validity can now proceed further in the process.

**B2) Convergent Validity:** There are three parameters on which Convergent validity is measured.

- Composite Reliability must be greater than 0.70
- AVE must be greater than 0.50
- CR must be significantly higher than AVE

**Table 5.5. Convergent Validity**

Factors	AVE	CR
<b>GTI</b>	0.624	0.892
<b>GER</b>	0.510	0.779
<b>GRS</b>	0.520	0.812
<b>GCR</b>	0.542	0.824
<b>GHRMP</b>	0.500	0.800

Source: Validity Master

According to previously mentioned table, the worth portrayed that The AVE of every one of the five builds is altogether higher than 0.50 of the relative multitude of develops and likewise the CR of the multitude of builds is fundamentally higher than the 0.70 and the worth of CR of the relative multitude of builds is essentially higher than Blvd. Presently the cycle can be continue further for Nomological Legitimacy

**B3) Nomological Validity:** According to the meaning of nomological legitimacy, there is no firm rule to test the name of the variables. Various reviews can be used to confirm the factors' names for this purpose.

**Table No. 5.6 -Basic CFA Details**

Factors	Coding	Factor Loadings	KMO	CR
<b>Green Recruitment and Selection</b>	AA1	0.862	0.79	0.812
	AA2	0.861		
	AA3	0.851		
	AA4	0.830		
	AA5	0.811		
<b>Green Training and Induction</b>	BB1	0.862	0.87	0.892
	BB2	0.853		
	BB3	0.828		
	BB4	0.822		
	BB5	0.804		
<b>Green Employee Relations</b>	CC1	0.837	0.75	0.779
	CC2	0.788		
	CC3	0.745		
	CC4	0.707		
<b>Green Compensation and Reward</b>	DD1	0.851	0.81	0.824
	DD2	0.838		
	DD3	0.793		
	DD4	0.735		
<b>Green HRM Practices</b>	EE1	0.819	0.78	0.800
	EE2	0.791		
	EE3	0.752		
	EE4	0.739		

## MODEL FIT

In the wake of playing out the unwavering quality examination and legitimacy measure with agreeable outcomes, the following stage is connected with model determinations and afterward to test the conjectured relations between the indicator and result factors

**Table 5.7. CFA Model Dimensions**

S. No	Name of Index	Results
1	Chi-square	709.51
2	Degree of freedom	430
3	Chi-square/ Degree of freedom	1.650
4	(CFI)	0.98
5	(GFI)	0.94
6	(AGFI)	0.92
7	(NFI)	0.93
8	IFI	0.98
9	RMEA	0.03
10	RMR	0.02

**Source:** Output generated from AMOS 20.0

The analysis of the path model (Chi-Square=709.59, CFI= (0.98), GFI= (0.94), AGFI= (0.92), NFI= (0.93), IFI= (0.98), RMSEA= (0.03), and RMR= (0.02) yielded a reasonable fit to the data, as can be inferred from the aforementioned table number.

**Table No. 5.8 Hypothesis Testing Results**

S. No	Hypothesis	Estimate	P-Value	Accepted or Rejected
1	Green Recruitment and Selection has a direct effect on Green HRM practices.	0.53	0.001*	Accepted
2	Green Training and Induction has a direct effect on Green HRM practices.	0.46	0.001*	Accepted
3	Green Employee Relations has a direct effect on Green HRM practices.	0.41	0.001*	Accepted
4	Green Compensation and Reward has a direct effect on Green HRM practices.	0.36	0.001*	Accepted
<b>Note: * Indicates Significant</b>				
<b>Note: ** Indicates Not Significant</b>				

**H<sub>1</sub>:** According to this hypothesis, Green HRM practices were directly influenced by Green Recruitment and Selection. The hypothesis was accepted with significant value at the estimate value of 0.53 and p value of 0.001.

**H<sub>2</sub>:** According to this hypothesis, Green HRM practices were directly influenced by Green Training and Induction. The hypothesis was accepted with significant value at the estimate value of 0.46 and p value of 0.001.

**H<sub>3</sub>:** This theory portrayed that Green Representative Relations straightforwardly affected Green HRM rehearses. The hypothesis was accepted with significant value at the estimate value of 0.41 and p value of 0.001.

**H<sub>4</sub>:** According to this hypothesis, Green HRM practices were directly influenced by Green Compensation and Reward. The hypothesis was accepted with significant value at the estimate value of 0.41 and p value of 0.001.

The second goal of the study was to investigate how green HRM practices affect employees' behavior in the hospitality industry, with a focus on the Dehradun District. Few concepts served as the foundation for the research framework. The develops were estimated on five-point scale, for example, -Strongly Agree

- Agree
- Neutral
- Disagree
- Strongly Disagree

The statistical software (SPSS 20.0) was utilized for the processing of the data in this study. However, prior to applying relapse, checking the develops and its things with the assistance of Exploratory element analysis was essential.



**Table 5.1. Principal Component Analysis**

<b>Factors Name</b> ⇒ <b>Number of factor</b> ⇒	<b>Green HRM Practices</b> <b>(1)</b>	<b>Green Organization Citizen Behavior</b> <b>(2)</b>	<b>Green Official Behavior</b> <b>(3)</b>	<b>Green Personal Behavior</b> <b>(4)</b>
<b>Factor Loadings</b> ⇒	0.902	0.912	0.898	0.876
	0.898	0.900	0.842	0.845
	0.876	0.878	0.799	0.809
	0.830	0.845	—	—
	—	0.804	—	—
<b>Eigen Value</b>	4.530	3.998	3.565	2.956
<b>Variance in percentage</b>	18.402	16.407	14.658	13.710
<b>Cumulative Variance</b>	18.402	34.809	49.467	63.177

**Source:** Result Extracted from SPSS 20.0

The table no.5.1 portrayed that fluctuation in level of eigen an incentive for various elements were 18.402, 16.407, 14.658 and 13.710, the above head part examination table represented 63.177 of all out rate, which was vital for play out the further examination. Through this table, four factors emerged as essential components.

F) Green HRM Practices

G) Green Organizational Citizen Behavior

H) Green official Behavior

I) Green Personal Behavior

#### **Factor 1: Green HRM Practices**

This is the most important factor, and 18.402% of the variance came from it. Four statements in the rotated form demonstrated significant loadings on this factor. One explanation has been Dropped because of component stacking being <0.5.

#### **The four Statements were:**

- Mostly HR managers are aware about the significance of Green HRM
- The organization is bound to implement the green HRM initiatives.
- The hotel in its Endeavour to encourage the employees towards green initiatives
- In hospitality sector, Green HRM has a paramount importance

#### **Factor 2: Green Organizational Citizen Behavior**

This is the primary factor and contributed 16.407% of the variance overall. Five statements in the rotated form demonstrated significant loadings on this factor. One explanation has been Dropped because of component stacking being <0.5.

- At my work place and during the working hours, I specially focus on my action before doing anything that may affect the environment.
- Most of the time, I participate in different environmental events conducted by the organization.
- I always prefer new initiatives towards green environment.
- I generally focus to involve green environment actions in my daily activities at work place.
- I Actively involved to give my precious time and support to other colleagues to make them aware about the green environment at the work place.

#### **Factor 3: Green Official Behavior**

This is the third and foremost factor and it accounted for 14.658% of the total variance. In the rotated form three statements revealed significant loadings on this factor.

#### **The three Statements were:**

- I Treat my all colleagues in very fair manner.
- I like to introduce my ways of doing a task to employees.
- I always take suggestions for future prospects.

#### **Factor 4: Green personal Behavior**

This is the Fourth and foremost factor and it accounted for 13.710% of the total variance. In the rotated form four statements revealed significant loadings on this factor. One statement has been Dropped due to factor loading being <0.5.

#### **The three Statements were:**

- I always support my staff members at the time of their difficult situation.

- I always encourage my colleagues.
- I always recommend this hotel to others.

**Table 5.2. Factor Loading with Percentage of Variance**

Factor's	Name of Dimensions (% of Variance)	Coding	Factor Loadings	Statements
<b>Factor 1</b>	<b>Green HRM Practices</b> (18.402)	<b>ZZ1</b>	0.902	Mostly HR managers are aware about the significance of Green HRM
		<b>ZZ2</b>	0.898	The organization is bound to implement the green HRM initiatives.
		<b>ZZ3</b>	0.876	The hotel in its Endeavour to encourage the employees towards green initiatives
		<b>ZZ4</b>	0.830	In hospitality sector, Green HRM has a paramount importance
<b>Factor 2</b>	<b>Green Organizational Citizen Behavior</b> (16.407)	<b>YY1</b>	0.912	At my work place and during the working hours, I specially focus on my action before doing anything that may affect the environment.
		<b>YY2</b>	0.900	Most of the time, I participate in different environmental events conducted by the organization.
		<b>YY3</b>	0.878	I always prefer new initiatives towards green environment.
		<b>YY4</b>	0.845	I generally focus to involve green environment actions in my daily activities at work place.
		<b>YY5</b>	0.804	I Actively involved to give my precious time and support to other colleagues to make them aware about the green environment at the work place.
<b>Factor 3</b>	<b>Green Official Behavior</b> (14.658)	<b>XX1</b>	0.898	I Treat my all colleagues in very fair manner.
		<b>XX2</b>	0.842	I like to introduce my ways of doing a task to employees.
		<b>XX3</b>	0.799	I always take suggestions for future prospects

Factor's	Name of Dimensions (% of Variance)	Coding	Factor Loadings	Statements
Factor 4	Green Personal Behavior (13.610)	VV1	0.876	I always support my staff members at the time of their difficult situation.
		VV2	0.845	I always encourage my colleagues.
		VV3	0.809	I always recommend this hotel to others.

**Reliability Analysis:** The reliability of the model can be presented in below mentioned table along with mean and standard deviations.

**Table 5.3. Reliability of the Factors**

S. No	Factor	Reliability Value	No. of Items
1	Green HRM Practices	0.85	4
2	Green Organizational Citizen Behavior	0.83	5
3	Green Official Behavior	0.81`	3
4	Green Personal Behavior	0.79	3

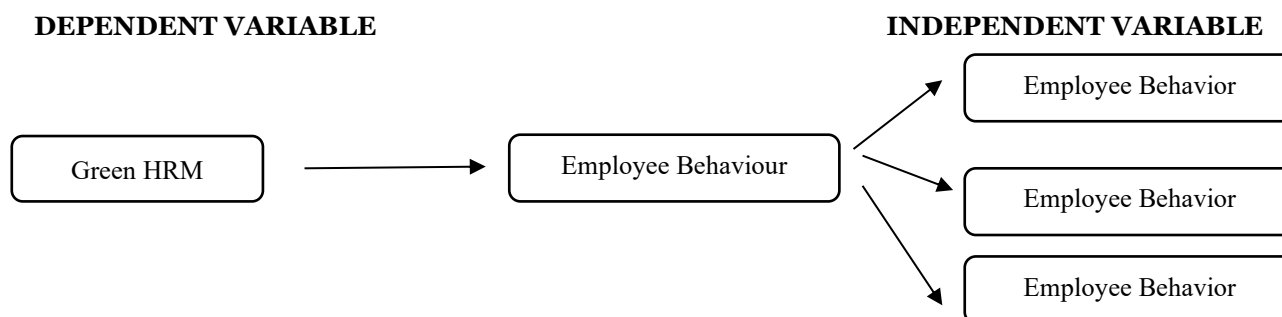
Source: Output Generated from SPSS 16.0

**Hypothesis of the Objective**

Based on mentioned theories the study frames the below mentioned hypotheses:

- H<sub>1</sub>: Green HRM Practices positively correlated with Employee Behavior.
- H<sub>1a</sub>: Green HRM Practices positively correlated with Green Organization Citizen Behavior
- H<sub>1b</sub>: Green HRM Practices positively correlated with Green official Behavior
- H<sub>1c</sub>: Green HRM Practices positively correlated with Green personal Behavior

**Figure 5.1: Proposed Framework of the Objective**



**Determining the Cronbach's Alpha**

The responses were considered on a scale of 1 to 5 (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

**Table: 5.4 Green HRM Practices**

Cronbach's Alpha	N of Items
.834	4

Source: Output Generated from SPSS 16.0

Cronbach's Alpha is 0.834. The value of Cronbach's Alpha is above 0.721 and this represents higher consistency in the collected data.

**Table: 5.5 Green Organizational Citizen Behavior**

Cronbach's Alpha	N of Items
.823	5

Source: Output Generated from SPSS 16.0

Cronbach's Alpha is 0.823, The value of Cronbach's Alpha is above almost = 0.7 and this represents higher consistency in the collected data.

**Table: 5.6 Green Official Behavior**

Cronbach's Alpha	N of Items
.801	3

**Source:** Output Generated from SPSS 20.0

Cronbach's Alpha is 0.801, The value of Cronbach's Alpha is above almost = 0.7 and this represents higher consistency in the collected data.

**Table: 5.7 Green Official Behavior**

Cronbach's Alpha	N of Items
.799	3

**Source:** Output Generated from SPSS 20.0

Cronbach's Alpha is 0.799, The value of Cronbach's Alpha is above almost = 0.7 and this represents higher consistency in the collected data.

### Regression Analysis

According to a number of reviews, a minimum factor is required for factor analysis before further analysis can be performed. As a result, both the eigen value and the percentage of the total value were adequate. Additionally, factor loading was greater than 0.50, and each factor's composite reliability was greater than 0.70 (Hair et al.). (2006) The hypothesis regarding the study of independent variables such as green organizational citizen behavior, green official behavior, and green personal behavior with respect to the dependent variable green HRM practices was tested using multiple regression analysis. The model rundown synopsis talked about underneath in table no 5.8

**Table 5.8 Multiple Regression Model Summary**

Model	Green HRM Practices (Dependent variable)			Collinearity statistics	
	Unstandardized coefficient	B	Sig. (p)	Tolerance	VIF
(Constant)	0.298	NA	0.020	NA	NA
Green org, Citizen Behavior	0.211	0.184	0.000	0.610	1.234
Green Official Behavior	0.437	0.525	0.000	0.528	1.455
Green personal Behavior	0.319	0.248	0.000	0.646	1.565
Model summary					
R <sup>2</sup>	0.660				
Adjusted R <sup>2</sup>	0.656				
F change	130.212				
Sig. F change	0.000				
Durbin-Watson	1.734				

**Source:** Output Generated from SPSS 20.0

According to the model, the R<sup>2</sup> value was 0.656 and the F value was also significant at 0.000, indicating that Green organization Citizen Behavior, Green official Behavior, and Green Personal Behavior were the three independent factors that explained 65 percent of Green HRM practices at the level of 5% significance. Additionally, the Durbin-Watson model was utilized, and its index of 1.734 completely eliminated the auto correlation error. According to the aforementioned table, the VIF value was greater than 10%, indicating that the model did not have a multicollinearity issue (Hair et al.). (2006) In addition, the model's Beta value suggested that familiarity had a greater influence on the dependent variable. This beta worth portrayed that green authority conduct firmly affected green hrm rehearses, further followed by green individual way of behaving and Green association Resident Way of behaving.

The multiple regression equation is  $GHRM = 0.298 + 0.211 GOCB + 0.437 GOB + 0.319 GPB$ .

GOCB: Green organization citizen behavior

GOB: Green Official Behavior

GPB: Green Personal Behavior

**Table No. 5.9 Hypothesis Testing Results**

S. No	Hypothesis	Estimate	P-Value	Accepted or Rejected
1	Green HRM Practices positively correlated with Green Organization Citizen Behavior	0.184	0.000*	Accepted
2	Green HRM Practices positively correlated with Green official Behavior	0.525	0.000*	Accepted
3	Green HRM Practices positively correlated with Green personal Behavior	0.248	0.000*	Accepted
<b>Note: * Indicates Significant</b>				
<b>Note: ** Indicates Not Significant</b>				

**Source:** Output Generated from SPSS 20.0

**H<sub>1a</sub>:** This hypothesis depicted that Green HRM Practices positively correlated with Green Organization Citizen Behavior . The estimate value for the hypothesis was 0.184 and p value was 0.0001 and finally it was accepted with significant value.

**H<sub>1b</sub>:** This hypothesis depicted that Green HRM Practices positively correlated with Green official Behavior. The estimate value for the hypothesis was 0.525 and p value was 0.0001 and finally it was accepted with significant value.

**H<sub>1c</sub>:** This hypothesis depicted that Green HRM Practices positively correlated with Green personal Behavior. The estimate value for the hypothesis was 0.248 and p value was 0.0001 and finally it was accepted with significant value.

**Comparative Analysis of Demographic Factor (Gender) and variables**

**Table 5.10 Test Between Gender and Variables**

T-test: Two-tailed with unequal variance		P-value
Gender	Green HRM Practices	0.001
Gender	Green org'n Citizen Behavior	0.025
Gender	Green Official Behavior	0.001
Gender	Green personal Behavior	0.001

**Source:** Output Generated from SPSS 20.0

The aforementioned table 5.10 depicted that there was strong and significant relationship between gender and four variables of green HRM practices, organizational citizenship behavior, green official behavior and green personal behavior. The significant observation were made pertaining to the aforementioned table no 5.10 as follows

- A) That both gender were inclined towards Green HRM Practices, as the significant value was 0.001
- B) That both gender were inclined towards Green organization Citizen Behavior, as the significant value was 0.001
- C) That both gender were inclined towards Green official Behavior, as the significant value was 0.001
- D) That both gender were inclined towards Green personal Behavior, as the significant value was 0.001

**Conclusion-**

This paper assessed the proposed model utilizing CFA and SEM. The proposed model's reliability, discriminant validity, convergent validity, and nomological validity were all confirmed. This part tried the conjectured connections between different develops. Final analysis of gender and various variables revealed a strong and significant relationship between gender and four variables: green HRM practices, organizational citizen behavior, green official behavior, and green personal behavior. The proposed model also provided support for all hypotheses.

The hypothesis proved that the employees are well aware of the Green HRM Practices. It also proved that employee behaviour strongly impacted by Green HRM Practices.

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