IJAR&D
Peer-reviewed | Open Access

International Journal of Academic Research and Development (IJAR&D)
ISSN : 2395-1737 (Print), Volume 12, No. 3, Page No 64-74
DOI : https://doi.org/10.70381/23951737.v12.js3.2026.8
A Quarterly Journal Published by Bharti Publications, New Delhi, India

Perception of Employees on Green HRM Practices in Textile Machinery Manufacturing Indsutry

Dr. J. Priyadharshini

Assistant Professor, Department of Commerce (Corporate Secretaryship) Sona College of Arts and Science, Salem, Tamil Nadu

Dr. Ezhilvani C M

Assistant Professor, Department of Commerce (Corporate Secretaryship), Sona College of Arts and Science, Salem, Tamil Nadu

Abstract

Green Human Resources Management has got its momentum in the recent past among industrial organizations. It is followed by different sectors for their sustainable development. The employers as well as the employees need to be aware of the significance of green human resources management. It is a must for industries which are prone to the environment pollution. In the case of textile machinery manufacturing industry in Coimbatore District, they have been following various GHRM practices. The earlier studies have focussed on green recruitment and selection more than other practices. Moreover, their attention was paid mainly to IT sector. There were no studies on the textile machinery manufacturing industry regarding their GHRM practices. Therefore, the present study has been conducted among 150 employees of textile machinery manufacturing companies in Coimbatore District. Their awareness and perception towards GHRM practices have been examined. It is found that the awareness on green recruitment and green employee retention has been influenced by the age of the employees. The perception of employees towards GHRM practices varied in accordance with the age and experience of the employees.

Keywords: *Awareness; Green Human Resources Management; and Perception*

Introduction

Green Human Resources Management has been the recent topic for discussion among the policy makers, researchers, academicians and human resource managers. The member countries of UN have been meeting frequently for discussing about various issues faced by them. In the 2015 round of the UN conference, the member countries have announced that they have to achieve 17 sustainable development goals successfully. The first goal focuses on eliminating poverty while the second goal is about zero hunger. The third goal concentrates on the good health and well being of human resources. The human resources are the tangible assets which could build the strong nations. In organizations, the human resources department takes care of implementation of green HRM practices. It would foster the growth of organizations through the well being of the employees. The GHRM practices include all the human resource management practices like recruitment, selection, training and development, performance appraisal, etc. Employees' awareness is essential for the successful implementation of GHRM. **Catherine Diana (2016)** has suggested creating awareness among the employees by providing eco-friendly environment in the workplaces.

Review of Literature

Kelvin M Mwita & Stella Malangalila Kinemo (2018) examined the effect of green recruitment and selection process made by Tanzania Tobacco Processors Limited on the performance of their employees. They have found that the green recruitment and selection process has made a strong influence on the performance of the employees. **Sumittra Jirawuttinunt & Kunnika Limsuwan (2019)** revealed that the organizational performance has been significantly associated with the green recruitment and selection process; green training and development; and

environmental performance. **Daljit Kaur & Heena Atwal. (2020)** argued that the major challenge of the organizations to implement green HRM is the lack of awareness. The organizations have been taking various initiatives to create awareness among the employees. However, they have not yet achieved the goal. Another challenge faced by them is the identification of employees with green awareness and talent.

Gberevbie Marvellous A. C. et al (2022) divulged that the candidates with environmental awareness and environmental preserving behaviour were more preferred for appointment in the hotels. The applicants were comfortable and felt easy to send their applications through e-mails. The recruitment process is ultimately made simple and easy through green recruitment practices. It is understood from the above studies that the existing literature has focussed on any particular GHRM practice and with reference to specific industry. However, there was no evidence for the conduct of studies on GHRM practices in different industries. Hence, the present study has made an attempt to examine the awareness and perception of employees about GHRM in Coimbatore District which is one of the major industries districts implementing the GHRM practices widely.

Objectives of the Study

The present study is undertaken to fulfil the following objectives:

1. To assess the level of awareness of employees of textile machinery manufacturing industry in Coimbatore towards the Green HRM Practices and
2. To examine the perception of employees working in textile machinery manufacturing industry in Coimbatore about the Green HRM Practices

Hypotheses

1. There is no significant association between demographic variables and awareness of employees towards GHRM practices
2. There is no significant relationship between experience and perception of employees towards GHRM practices

Methodology

The present study is designed as an exploratory study. This study is based on the survey method. The data required for the study have been collected from the primary sources, i.e., the employees of textile machinery manufacturing industry in Coimbatore District. The researcher has conducted interviews with the selected respondents and collected data through interview schedule. In this regard, 150 employees working in different units involved in the manufacturing of textile machinery in Coimbatore District. The employees were selected using systematic random sampling method. The list of employees working in the selected units has been obtained from the concerned HR managers and the data have been collected by conducting face-to-face as well as telephonic interviews. The responses given by them have been recorded and analyzed using appropriate statistical tools like percentage analysis, descriptive statistics, chi square test, t test and ANOVA. The awareness of the employees has been analyzed using chi square test. The perception of employees towards GHRM has been examined by employing t test and ANOVA.

Table 1: Demographic Variables

Variables	Groups	Frequency	Percent
Age	Up to 25 years	57	38
	25 to 35 years	56	37.4
	35 to 45 years	17	11.3
	Above 45 years	20	13.3
Gender	Female	28	18.7
	Male	122	81.3
Experience	Less than 5 years	59	39.4
	5 to 10 years	53	35.3
	More than 10 years	38	25.3
Educational Level	School Level	29	19.3
	Diploma Level	77	51.4
	Degree Level	38	25.3
	Others	6	4
	Total	**150**	**100**

Source: Primary data

Table 1 reveals that out of the total respondents, 38 per cent of them belonged to the age group of up to 25 years whereas 37.4 per cent of the respondents were pertaining to the age group of 25 to 35 years. The proportion of respondents in the age group of 35 to 45 years was found to be 11.3 per cent. The respondents above the age of 45 years represented 13.3 per cent of the total respondents. Among the sample respondents, 18.7 per cent of them were females and 81.3 per cent of them were males. It was further observed that 39.4 per cent of the sample respondents have gained an experience of less than 5 years while 35.3 per cent of them have reported that they have been in this field for 5 to 10 years and 25.3 per cent of the sample respondents have been experienced in this industry over 10 years. The sample respondents consist of 19.3 per cent school level educated employees; 51.4 per cent diploma holders; 25.3 per cent degree holders and 4 per cent others. It implies that the majority of the respondents working in this industry have completed their diploma level education.

Table 2: Demographic Variables and Awareness on Ghrm

GHRM Practices	Factors	Chi Square value	DF	p value	Result
Green Recruitment	Age	14.681	6	0.023	*
	Gender	1.919	2	0.383	NS
	Experience	1.893	4	0.755	NS
	Educational Level	9.898	6	0.129	NS
Green Training & Development	Age	4.694	3	0.196	NS
	Gender	2.312	1	0.128	NS
	Experience	0.382	2	0.826	NS
	Educational Level	2.649	3	0.449	NS
Green Compensation & Reward	Age	2.729	3	0.435	NS
	Gender	1.038	1	0.308	NS
	Experience	2.694	2	0.26	NS
	Educational Level	3.136	3	0.371	NS
Green Performance Appraisal	Age	3.287	6	0.772	NS
	Gender	0.224	2	0.894	NS
	Experience	3.332	4	0.504	NS
	Educational Level	11.629	6	0.071	NS
Green Employee Retention	Age	19.379	6	0.004	**
	Gender	0.382	2	0.826	NS
	Experience	2.863	4	0.581	NS
	Educational Level	22.826	6	0.001	**

Source: Primary data

The p values indicate that the age of the respondents has significant association with the awareness on green recruitment whereas gender, experience and educational level have no significant association with the awareness on green recruitment. It is understood that no significant relationship has been established by age, gender, experience and educational level on the awareness of employees on green training and development. No significant relationship was found between awareness of the employees on green compensation and reward and the demographic variables like age, gender, experience and educational level. The awareness of employees on green performance appraisal has not been influenced by age, gender, experience and educational level. Age and educational have made a significant impact on the awareness towards green employee retention. However, gender and experience have no significant impact on awareness of employees on green employee retention.

Perception of Employees on Ghrm Practices

An attempt has been made in this study to understand the perception of employees on GHRM practices.

In this regard, the respondents were asked to state their responses towards the following statements:

1. My Employer is environment conscious
2. Our organization is eco-friendly
3. Our organization encourages e-documents
4. I give importance to environment preservation
5. Our organization practices recycling of materials

The level of agreement to these statements has been obtained from the respondents and the same have been quantified with scores as 5 for strongly agree; 4 for agree; 3 for neutral; 2 for disagree; and 1 for strongly agree. These scores are summed up to find out the overall perception score. Then, with the overall perception score, the relationship between demographic variables and overall perception score has been examined. For this purpose, the following hypotheses have been tested:

Null Hypotheses H_0: There is no significant variation in the overall perception score with reference to age, gender, experience and educational level.

Alternative Hypotheses H_1: There is a significant variation in the overall perception score with reference to age, gender, experience and educational level.

Table 3: Age and Perception Towards Ghrm Practices - Anova

Source of Variation	Sum of Squares	DF	Mean Square	F value	P value	Result
Between Groups	209.17	3	69.723	5.97	0.001	**
Within Groups	1705.07	146	11.679			
Total	1914.24	149				

Source: Primary data

From the Table 3, it is understood that the F value indicating the relationship between age of the respondents and their overall perception score green human resource management practices was computed to be 5.97 while the p value was 0.001. Since the p value was less than 0.01, it falls in the rejection region. Hence, the null hypothesis is rejected and the alternative hypothesis is accepted. It is concluded that there is a variation in the perception of employees towards green human resource management practices in accordance with their age.

Table 4: Age And Perception Towards Ghrm Practices – Descriptives

Age	Mean	N	Std. Deviation
Up to 25 years	14.81	57	3.543
25 to 35 years	12.21	56	3.356
35 to 45 years	14.12	17	3.059
Above 45 years	14.5	20	3.502
Total	**13.72**	**150**	**3.584**

Source: Primary data

Table 4 reveals that the mean perception score of respondents belonging to the age group of up to 25 years was 14.81 and that of the respondents pertaining to the age group of 25 to 35 years was 12.21. In the case of respondents in the age group of 35 to 45 years, the perception score was 14.12 and the respondents belonging to the age group of above 45 years have obtained the mean score of 14.5. It indicates that the perception of the youngest employees was high towards green human resource management practices.

Table 5: Gender and Perception Towards Ghrm Practices

Gender	N	Mean	Std. Deviation	t value	p value	Result
Female	28	12.86	3.076	-1.584	0.12	NS
Male	122	13.92	3.674			

Source: Primary data

It is divulged from the Table 5 that there is no significant variation in the perception of employees towards green human resources management practices with reference to their gender as indicated by the t value of -1.584 and the p value of 0.12 (p>0.05). The mean scores of female and male respondents were 12.86 and 13.92 respectively. It denotes that the perception of male employees was higher than that of female employees.

Table 6: Experience And Perception Towards Ghrm Practices - Anova

Source of Variation	Sum of Squares	DF	Mean Square	F value	P value	Result
Between Groups	104.575	2	52.287	4.247	0.016	*
Within Groups	1809.665	147	12.311			
Total	1914.24	149				

Source: Primary data

Table 6 portrays that the F value was computed to be 4.247 and the p value measuring the relationship between experience and overall perception score of employees towards green human resources management practices was 0.016. The p value falls short of 0.05. Hence, the null hypothesis is subject to rejection and the alternative hypothesis is accepted accordingly. It implies that the overall perception score of employees towards green human resources management practices has been influenced by the experience of the employees.

Table 7: Experience and Perception Towards Ghrm Practices - Descriptives

Experience	Mean	N	Std. Deviation
Less than 5 years	14.46	59	3.812
5 to 10 years	12.6	53	3.053
More than 10 years	14.13	38	3.611
Total	**13.72**	**150**	**3.584**

Source: Primary data

It could be understood from the Table 7 that the mean score of perception of employees having less than 5 years of experience was 14.46 whereas the medium experienced employees (having 5 to 10 years of experience) had an average score of perception of 12.6 and that of highly experienced employees (having more than 10 years of experience) was 14.13. It implies that the lowest experienced employees have higher perception towards green human resources management practices than the medium experienced and high experienced employees.

Table 8: Educational Level and Perception Towards Ghrm Practices - Anova

Source of Variation	Sum of Squares	DF	Mean Square	F value	P value	Result
Between Groups	12.192	3	4.064	0.312	0.817	NS
Within Groups	1902.048	146	13.028			
Total	1914.24	149				

Source: Primary data

Table 8 depicts that the computed value of F was 0.312 and the p value was 0.817. As the p value exceeds 0.05, the null hypothesis is accepted. It is concluded that the variation in the mean overall perception of employees towards green human resources management practices was not influenced by the educational level of the employees.

Table 9: Educational Level And Perception Towards Ghrm Practices - Descriptives

Educational Level	Mean	N	Std. Deviation
School Level	13.31	29	3.537
Diploma Level	13.86	77	3.448
Degree Level	13.89	38	3.826
Others	12.83	6	4.622
Total	**13.72**	**150**	**3.584**

Source: Primary data

Table 9 divulges that the mean score of perception relating to the employees educated up to school level was 13.31 and the mean score of employees who have completed diploma level education was 13.86. In the case of degree holders, the average perception score was 13.89 and the other respondents have obtained the mean score of 12.83. It denotes that the degree holders have more perception towards green human resources management practices than others.

Recommendations

1. The organizations shall create awareness among the employees towards environment protection and preservation by explaining them the impact of environment pollution.
2. It is suggested that the organizations shall follow the eco-friendly maintenance of the organization campus.
3. Green recruitment and selection process shall be implemented by inviting the applications and resumes through email only.
4. Green human resources management practices shall be extended for the selection of employees who are aware of environment preservation.

Conclusion

The green human resources management practices have been started to be implemented by various organizations. The textile machine manufacturing companies in Coimbatore District have been following GHRM practices properly. The awareness of employees towards GHRM has been increasing gradually. Once the awareness is created among the employees and the practices are implemented successfully, these textile machinery manufacturing industry will witness sustainable development.

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