

CHAPTER III

Result

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In order to test proposed hypothesis, statistical analysis carried out namely Pearson product moment correlation, regression analysis, structural equation modelling (SEM), Two ways analysis of variance and t-test.

To study correlation between GHRM practices, perceived CSR, Vigor, Dedication, Absorption, OCB, and employee retention, Pearson product movement correlation was used and the results are given below;

Table -3.1- Correlation among GHRM Practices, Perceived CSR, OCB and employee engagement and employee retention factors

Variable	Mean (SD)	GHRM	CSR	Vigor	Dedication	Absorption	OCB-O	OCB-I	Employee Retention
GHRM	80.53 (18.97)	1							
CSR	33.94 (7.91)	.76**	1						
Vigor	19.40 (4.79)	.46**	.55**	1					
Dedication	16.71 (3.98)	.40**	.50**	.76**	1				
Absorption	20.24 (4.59)	.44**	.54**	.75**	.74**	1			
OCB-O	25.62 (5.39)	.48**	.46**	.33**	.33**	.37**	1		
OCB-I	23.35 (5.39)	.51**	.59**	.66**	.63**	.65**	.41**	1	
Employee Retention	32.99 (7.85)	.39**	.38**	.27**	.27**	.28**	.71**	.31**	1

N = 405

** . p < 0.01 level (2-tailed)

Table -3.1 indicates the correlation between GHRM practices, perceived CSR, OCB, and Work Engagement factors. There is a significant positive correlation found between GHRM practices with respect to perceived CSR, Vigor, Dedication, Absorption, OCB-O, OCB-I and employee retention. It means an employee who reported higher GHRM practices in organization; they perceived higher CSR in an organization. An employee who reported higher GHRM practices in organization, they engage higher in the organization. An employee who reported higher GHRM practices in organization, they engage higher in OCB. An employee who reported higher GHRM practices in the organization, they have a higher will to remain within the organization.

There is a significant positive correlation of perceived CSR with vigor, dedication, absorption, OCB-O, OCB-I, employee retention. vigor is positively correlated to dedication, absorption, OCB-O, OCB-I and employee retention. It means employee who perceived higher CSR in organization, they engage higher in organization. Employee who perceived higher CSR in organization, they engage higher in OCB. Employee who perceived higher CSR in organization, they have higher will to remain with organization.

There is a significant positive correlation of dedication with absorption, OCB-O, OCB-I, employee retention. There is a significant positive correlation of absorption to OCB-O, OCB-I, employee retention. There is a significant positive correlation of OCB-O to OCB-I and employee retention. There is a significant positive correlation of OCB-I to employee retention. It means employees who engage higher in an organization, they behave more OCB. Employees, who engage higher in OCB, want to remain with the organization. Employees who engage higher in an organization, they want to remain with the organization.

To study whether GHRM Practices significantly predict employee engagement, OCB and employee retention, regression analysis was carried out and the results are given below;

Table -3.2 - GHRM Practices as a predictor of employee engagement, OCB and employee retention

Variables	Beta value	t	F	R	R²	Adjusted R²
Vigor	0.46	10.44 ^{**}	109.02 ^{**}	0.46	0.21	0.21
Dedication	0.40	8.76 ^{**}	76.71 ^{**}	0.40	0.16	0.16
Absorption	0.44	9.96 ^{**}	99.23 ^{**}	0.44	0.20	0.20
OCB-O	0.48	10.96 ^{**}	120.02 ^{**}	0.48	0.23	0.23
OCB-I	0.51	11.89 ^{**}	141.39 ^{**}	0.51	0.26	0.26
Employee Retention	0.39	8.40 ^{**}	70.62 ^{**}	0.39	0.15	0.15

^{**} p < 0.01 level (2-tailed)

Table -3.2 shows the regression analysis where employee engagement, OCB, and employee retention among employees as positively predicted by GHRM practices. A significant correlation of GHRM Practices is found positive with the variables as can be seen with respect to vigor, dedication, absorption, OCB-O, OCB-I and employee retention. The table also shows that GHRM practices predict employee engagement, organizational citizenship behaviour at an individual level, organizational level, and employee retention. GHRM practices explain 21% of variance in Vigour, 16% variance in dedication, 20% variance in absorption, 23% variance in individual-level OCB, 26% variance in organizational level OCB, and 15% of variance in employee retention. It means an employee who involves

higher in GHRM practices; they have higher employee engagement, OCB, and more willingness to remain with the organization.

To study whether perceived CSR significantly predict employee engagement, OCB and employee retention, regression analysis was carried out and the results are given below;

Table - 3.3 - Perceived CSR as a predictor of employee engagement, OCB and employee retention

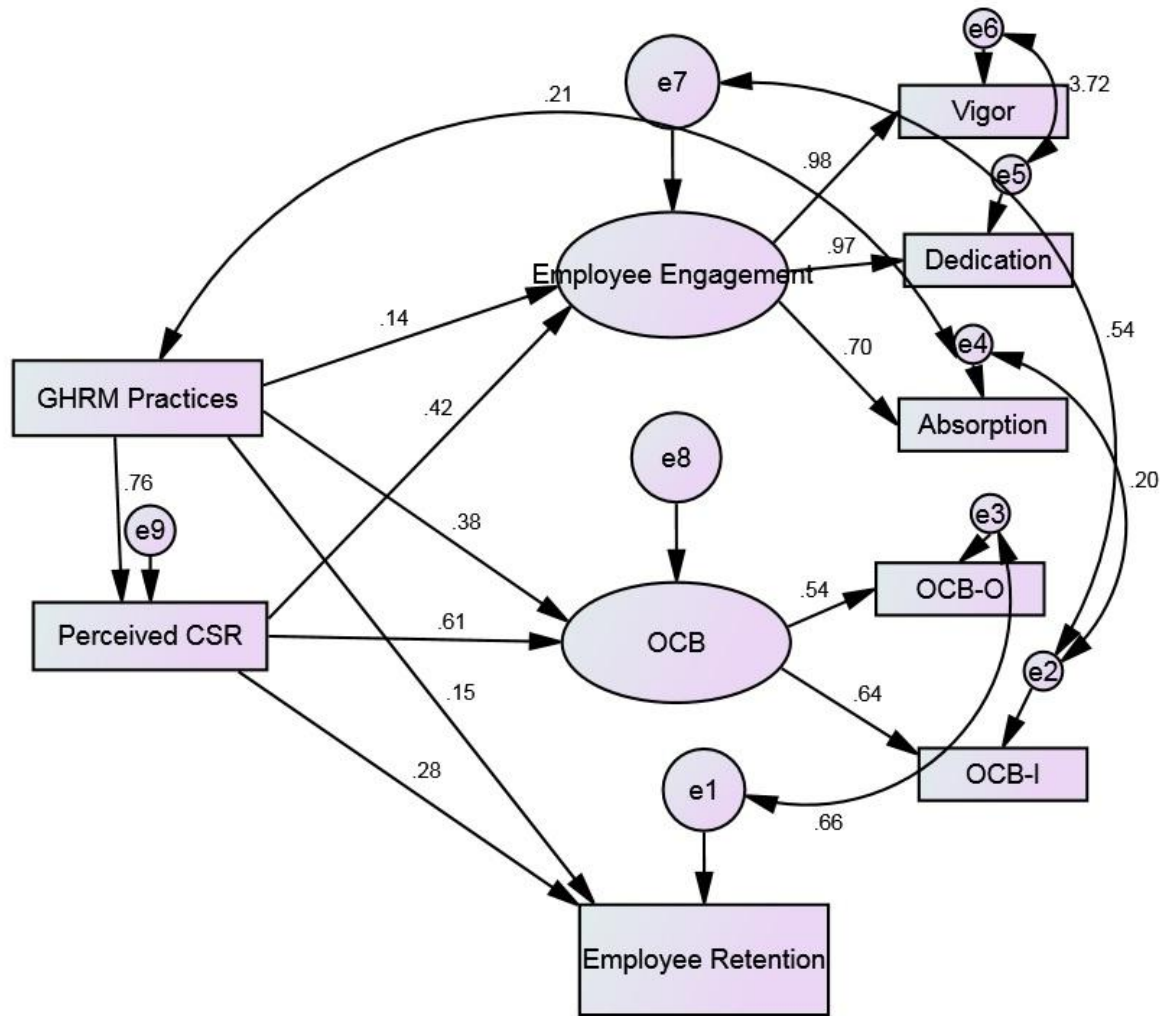
Variables	Beta value	t	F	R	R²	Adjusted R²
Vigor	0.55	13.10 ^{**}	171.71 ^{**}	0.55	0.30	0.30
Dedication	0.50	11.65 ^{**}	135.69 ^{**}	0.50	0.25	0.25
Absorption	0.55	13.06 ^{**}	170.44 ^{**}	0.55	0.30	0.30
OCB-O	0.46	10.43 ^{**}	108.84 ^{**}	0.46	0.21	0.21
OCB-I	0.60	14.88 ^{**}	221.40 ^{**}	0.60	0.35	0.35
Employee Retention	0.38	8.30 ^{**}	68.97 ^{**}	0.38	0.15	0.14

^{**} p < 0.01 level (2-tailed)

Table -3.3 shows the regression analysis where employee engagement, OCB, and employee retention among employees as positively predicted by perceived CSR. A significant positive correlation among all the variables exist as can be seen in vigor, dedication, absorption, OCB-O, OCB-I, and employee retention. The table also shows that perceived CSR significantly positively predicts employee engagement, organizational citizenship behaviour at an individual level, organizational level, and employee retention. Perceived CSR explains positive 30% of variance in vigor, 25% variance in dedication, 30% variance in absorption, 21% variance in individual-level OCB, 35% variance in organizational level OCB, and 15% of variance in employee retention. It means perceived CSR significantly positively predict employee engagement, OCB, and employee retention.

Structural Equation Modelling (SEM) was used to investigator whether GHRM practice and perceived CSR affect employee engagement, OCB and employee retention and the results are presented in figure 3.1 below;

Figure-3.1: Model showing GHRM practice and Perceived CSR as a predictor of workplace behaviour



Legends: —————> Significant impact > No significant impact

GHRM= Green Human Resource Management Practices, CSR= Corporate social Responsibility

OCBO = Organizational Citizenship Behaviour- Organizational level, OCBI = Organizational Citizenship Behaviour- Individual level

Table No-3.4 Fit Measurement of Model

Fit Measures	X ² (Significant)	DF	X ² /DF	CFI	GFI (AGFI)	NFI (IFI)	TLI (RFI)	RMSEA
Default Model	32.41 (0.01)	12	2.70	0.990	0.982 (0.946)	0.984 (0.990)	0.976 (0.963)	0.065

Table -3.4 indicates fit measures of models. Chi-square(X²) values were very sensitive to sample size, the relative Chi-square values (X²/DF) were estimated that were not below the

set level of 3 (Kline 1998). The model Chi-square(X^2) values is 32.41 which is significant at 0.05($X^2 = 16.88$, $p > 0.05$). The model X^2/DF is 2.70 which is less than 5 which means the model is fit ($X^2/DF < 5$). Hence, other fit measures of the models were considered. Goodness of Fit Index (GFI) is analogous to square multiple correlations (R^2) in multiple regressions. GFI is 0.982 which is more than 0.90 ($GFI < 0.90$). Comparative fit index (CFI) indicates the overall fit of the model relative to a null model and Normed fit index (NFI) adjusts for the complexity of the model. Tucker-Lewis index (TLI) shows the overall performance of the model. CFI, GFI, TLI, and NFI had values above or close to the cut-off limit of 0.90. For the model CFI is 0.990, GFI is 0.982, NFI is 0.984 and TLI is 0.976. That means all other measure is above .90 and the model is fit. Adjusted Goodness of Fit Index (AGFI) is attempting to adjust the GFI for the complexity of the Model. AGFI is 0.954 which is above 0.90 which means the Model is perfect. Relative fit index (RFI) is 0.963 and the incremental fit index (IFI) is 0.990 which is above 0.90 which means the Model is perfect. Root Mean Square Error Approximation (RMSEA) indicates the approximation of the observed model to the true model. Lower the RMSEA, the better is the model. RMSEA is 0.065. The values of RMSEA were below the prescribed limit of 0.08 in the model. What best can be concluded was that the model can be accepted.

Table -3.5 Path Analytic Results of GHRM practice and Perceived CSR as a predictor of workplace behaviour

Criterion variable		Explanatory variable	SRW	URW	SE	CR	P (significant)	Decision
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Perceived CSR	←	GHRM Practices	.758	.316	.014	23.37	0.01	H ₁ accepted
Employee Engagement	←	GHRM Practices	.139	.009	.004	2.39	0.01	H ₁ accepted
OCB	←	GHRM Practices	.377	.054	.017	3.16	0.01	H ₁ accepted
Employee retention	←	GHRM Practices	.153	.063	.025	2.55	0.01	H ₁ accepted
Employee Engagement	←	Perceived CSR	.420	.063	.009	6.96	0.01	H ₁ accepted
OCB	←	Perceived CSR	.610	.209	.056	3.69	0.01	H ₁ accepted
Employee retention	←	Perceived CSR	.279	.277	.061	4.55	0.01	H ₁ accepted
Vigour	←	Employee Engagement	.981	3.964	.186	21.29	0.01	H ₁ accepted
Dedication	←	Employee Engagement	.968	3.252	.121	26.95	0.01	H ₁ accepted
Absorption	←	Employee Engagement	.705	2.740	.167	16.37	0.01	H ₁ accepted
OCB- O	←	OCB	.536	1.065	.260	4.09	0.01	H ₁ accepted
OCB-I	←	OCB	.635	1.257	.307	4.09	0.01	H ₁ accepted

GHRM= Green Human Resource Management Practices, CSR= Corporate social Responsibility

OCBO = Organizational Citizenship Behaviour- Organizational level, OCBI = Organizational Citizenship Behaviour- Individual level,

Notes: SRW standardized regression weights; URW unstandardized regression weights

Table 3.5 indicates that explanatory variable (independent variable) predicts criterion variable (dependent variable). Green Human Resource Management practices significantly positively predict perceived Corporate Social Responsibility (SRW= 0.758, $p > 0.01$). It means that employees who engage higher in GHRM practices in organization, they perceived higher CSR in the organization. Green Human Resource Management practices significantly positively predict employee engagement. (SRW= 0.139, $p > 0.01$). It means that employees

who reported higher GHRM practices in organization, they engaged higher in the organization. Green Human Resource Management Practices significantly positively predict OCB (SRW= 0.377, $p>0.01$). It can conclude that employees who engage higher in GHRM practices in organization, they engage more in OCB. Green Human Resource Management practices significantly positively predict employee Retention (SRW= 0.153, $p>0.01$). Perceived Corporate Social Responsibility significantly positive affect OCB (SRW= 0.377, $p>0.01$). It means an employee who perceived higher CSR in the organization, they engaged more in OCB. Perceived Corporate social Responsibility significantly positive employee engagement (SRW= 0.420, $p>0.01$). It means an employee who perceived higher CSR in the organization, they engaged more in the Organization. Perceived Corporate social Responsibility significantly positive predicts employee retention (SRW= 0.279, $p>0.01$). It means employees who perceived higher CSR in organizations, they more willing to remain with the organization.

Employee engagement significantly positive affect vigour (SRW= 0.981, $p>0.01$), dedication (SRW= 0.968, $p>0.01$) and absorption (SRW= 0.705, $p>0.01$). It means employee engagement significantly and positive contribute to all three sub-dimensions of employee engagement namely vigour, dedication and absorption. Organization Citizenship Behaviour (OCB) significantly and positive affect OCB-O (SRW= 0.536, $p>0.01$) and OCB-I (SRW= 0.635, $p>0.01$). It means Organization Citizenship Behaviour (OCB) significantly positive affect both sub-dimensions namely OCB- and OCB-I.

In order to study whether there is any difference between male employees and female employees in terms of GHRM Practices, Perceived CSR, employee engagement, OCB and employee retention two-way analysis was carried out and results of the main effect are given below;

Table - 3.6 – F- test (main effect) between male employees and female employees on GHRM Practices, Perceived CSR, OCB, employee engagement and employee retention factors

Gender	Male	Female	F	DF	Sig. (2-tailed)
GHRM	81.83	78.42	2.50	1	0.11
Practices	(18.54)	(19.53)			
Perceived	33.69	34.36	0.664	1	0.42
CSR	(7.85)	(8.03)			
Vigor	19.22	19.71	0.833	1	0.36
	(4.53)	(5.21)			
Dedication	16.36	17.31	4.82	1	0.02
	(3.95)	(3.98)			
Absorption	19.82	20.94	5.25	1	0.02
	(4.57)	(4.56)			
OCB-O	25.84	25.28	0.848	1	0.35
	(5.16)	(5.75)			
OCB-I	23.03	23.89	1.56	1	0.212
	(5.34)	(5.45)			
Employee	33.22	32.63	0.519	1	0.47
Retention	(8.07)	(7.51)			

Table -3.6 shows the F-test (main effect) between male employees and female employees on GHRM Practices, Perceived CSR, employee engagement, OCB, and employee retention. A significant difference is found between male employees and female employees with respect to dedication and absorption. Female's respondents show a higher mean on dedication than the male respondents, and more well as in absorption, Female respondents showing a higher mean than the mean of male respondents. Whereas, on the other hand, there is no significant difference between the two genders in GHRM practices, perceived CSR, , vigor, OCB-O, OCB-I , and lastly employee retention. The result shows that male employees and female

employees are not different on GHRM practices, perceived CSR, vigour, OCB and a significant difference in dedication and absorption.

Figure-3.2: Effect of gender on Dedication and Absorption

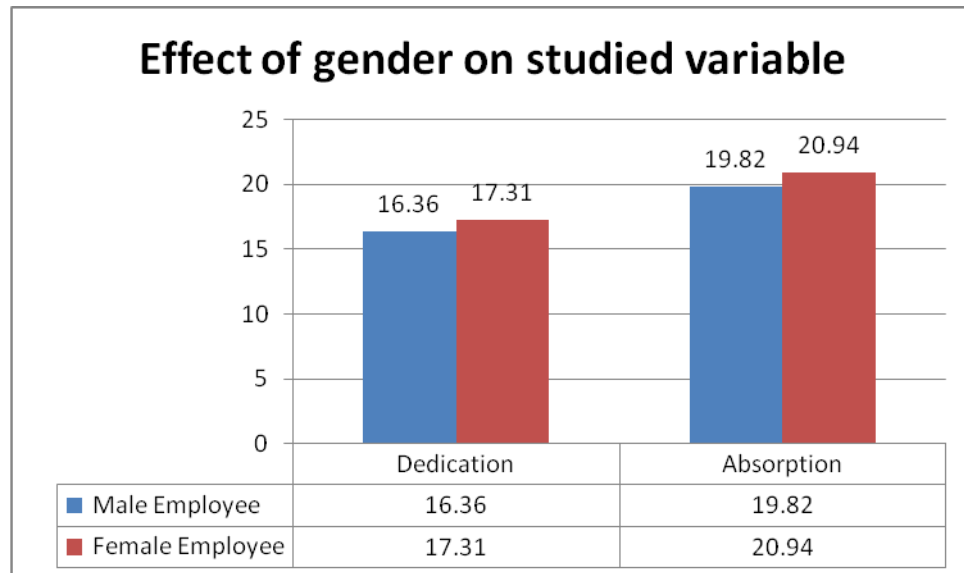


Figure 3.2 shows that a significant difference is found between male employees and female employees with respect to dedication and absorption. Female's respondents show a higher mean on dedication than the male respondents, and more well as in absorption, Female respondents showing a higher mean than the mean of male respondents.

In order to study the difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention across different age groups namely 18 to 30 years, 31 to 40 years, and 41 years and above two-way ANOVA was done and the result of the main effect is given below.

Table -3.7 - Analysis of Variance (main effect) between the age groups on GHRM practices, perceived CSR, employee Engagement, OCB and employee retention factors

Variable	18 to 30 Years	31 to 40 Years	41 Years and Above	F	DF	Sig.
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GHRM	81.42	80.29	79.47	0.34	2	0.71
Practices	(19.99)	(17.49)	(19.45)			
Perceived	34.22	33.67	33.88	0.18	2	0.83
CSR	(8.35)	(7.79)	(7.45)			
Vigor	19.54	19.36	19.26	0.12	2	0.89
	(4.71)	(4.94)	(4.77)			
Dedication	16.84	16.52	16.79	0.27	2	0.77
	(4.01)	(4.22)	(3.61)			
Absorption	20.33	20.18	20.20	0.05	2	0.95
	(4.75)	(4.58)	(4.41)			
OCB-O	25.87	25.57	25.33	0.32	2	0.73
	(5.81)	(5.45)	(4.61)			
OCB-I	23.73	22.80	23.56	1.22	2	0.30
	(5.60)	(5.50)	(4.89)			
Employee	33.10	32.83	33.07	0.05	2	0.95
Retention	(7.92)	(7.64)	(8.12)			

Table -3.7 reflects results of Analysis of Variance between the employees of age groups - 18 to 30 years, 31 to 40 years and 41 years and above on GHRM Practices, perceived CSR, employee engagement, OCB, and employee retention factors. There is no significant difference among the three age groups of 18 to 30 years, 31 to 40 years and 41 years and above in GHRM practices, Perceived CSR and vigor. There is no significant difference among the employees of the three age groups on dedication, absorption, OCB-O, OCB-I and employee retention. The result indicates that across all the age groups GHRM practices, Perceived CSR, OCB, and Work Engagement factors are similar.

In order to study the difference between employees of the service sector and employee of the manufacturing sector in terms of GHRM Practices, Perceived CSR, vigor, dedication, absorption, OCB-O, and OCB-I, and employee retention two ways ANOVA was carried out and results are given below:

Table- 3.8 - F-tests (main effect) between Service sector Employees and Manufacturing sector Employees on GHRM practices, Perceived CSR, OCB and Work Engagement and employee retention factors

Variables	Service Sector	Manufacturing Sector	F	DF	Sig. (2-tailed)
GHRM Practices	76.53 (18.89)	85.63 (17.87)	12.53	1	0.01
Perceived CSR	32.98 (7.89)	35.17 (7.80)	3.05	1	0.08
Vigor	19.22 (4.94)	19.65 (4.62)	0.08	1	0.77
Dedication	16.67 (3.95)	16.78 (4.03)	0.93	1	0.76
Absorption	20.11 (4.78)	20.42 (4.36)	0.27	1	0.59
OCB-O	25.24 (5.68)	26.13 (4.98)	1.00	1	0.31
OCB-I	23.17 (5.38)	23.59 (5.41)	0.15	1	0.69
Employee Retention	32.27 (8.54)	33.92 (6.79)	2.41	1	0.121

Table - 3.8 shows the Independent F-tests between service employees and manufacturing sector employees on GHRM practices, Perceived CSR, OCB, employee engagement, and employee retention factors. A significant difference between service sector and manufacturing sector in GHRM practices. There is no significant difference between service employees and manufacturing sector employees on perceived CSR and employee retention. There is no significant difference in vigor between the service sector and manufacturing sector, dedication, absorption, OCB-O and OCB-I. Employees of manufacturing sector reported higher GHRM practices than employees of service sector. There is no significant

difference between employees of manufacturing sector and employees of service sector in terms of perceived CSR, employee engagement, and OCB and employee retention

Figure 3.3: Effect of sector on GHRM practices

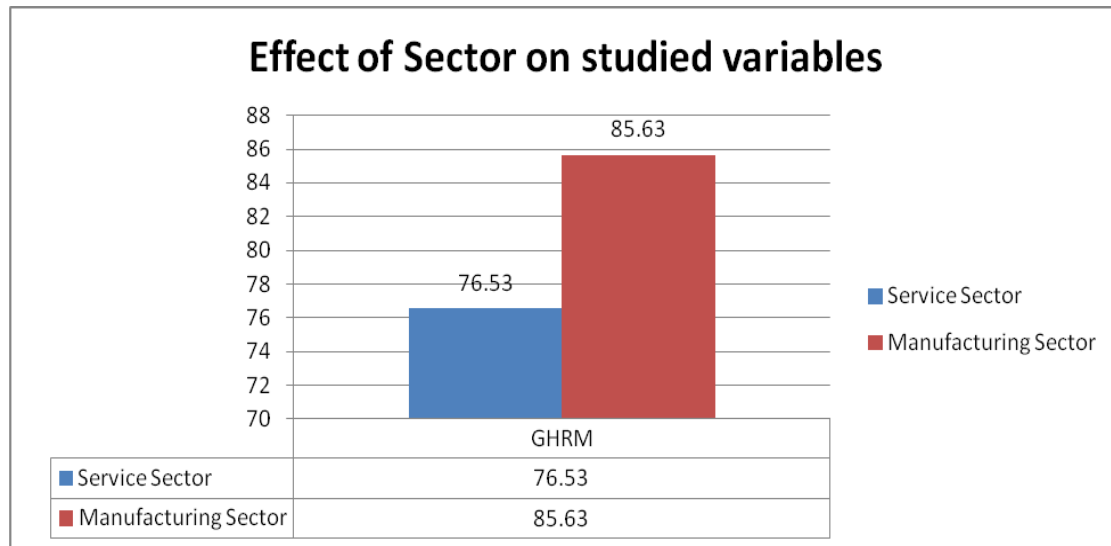


Figure 3.3 shows that a significant difference between service sector and manufacturing sector in GHRM practices. Employees of manufacturing sector reported higher GHRM practices than employees of service sector.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention for employees having work experience of 2 years to 5 years and 6 years and above with Independent sample t-test and results are given below.

Table - 3.9 Independent Sample t-tests between the years of experience of employees on GHRM practices, perceived CSR, employee engagement, OCB and employee retention factors

Variable	2 years to 5 years	6 years and above	t	df	Sig. (2-tailed)
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GHRM Practices	81.86 (18.72)	78.04 (19.26)	1.94	403	0.05
Perceived CSR	34.29 (7.92)	33.29 (7.89)	1.21	403	0.23
Vigor	19.53 (4.64)	19.18 (5.10)	0.68	403	0.50
Dedication	16.78 (3.85)	16.61 (4.22)	0.40	403	0.69
Absorption	20.50 (4.62)	19.76 (4.52)	1.56	403	0.12
OCB-O	25.55 (5.56)	25.77 (5.07)	0.39	403	0.70
OCB-I	23.51 (5.52)	23.06 (5.15)	0.80	403	0.43
Employee Retention	32.69 (7.53)	33.58 (8.42)	1.09	403	0.27

Table - 3.9 shows independent sample t-tests between the years of experience of employees on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention factors. With respect to GHRM practices, employees with 2 to 5 years and 6 years and above experience, show a significant difference. Whereas, there is no significant difference in perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I and employee retention. It means employees with experience of 2 years to 5 years engage more in GHRM practices than employees with experience of 6 years and above. The result indicates that across all the experience groups perceived CSR, OCB, and Work Engagement factors are similar.

Figure 3.4: Effect of years of experience of employees on GHRM practices

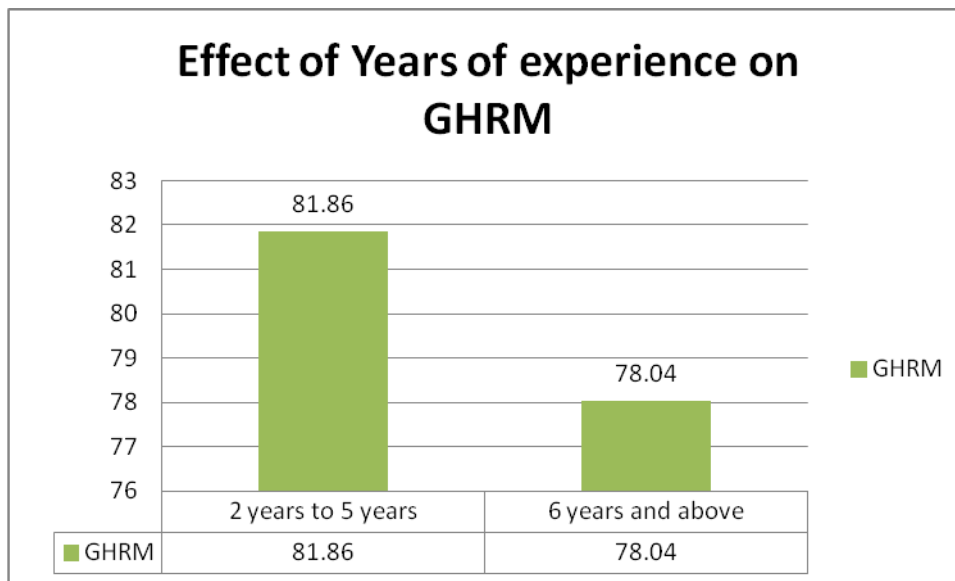


Figure 3.4 shows that employees with experience of 2 years to 5 years engage more in GHRM practices than employees with experience of 6 years and above.

In order to study the difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention across Employees of different Education qualifications namely Diploma/ITI and below, Graduate and Post-graduate, Two ways ANOVA was carried out and the result are given below;

Table - 3.10 - Two-way Analysis of Variance (main effect) regarding the Education qualification of employees on GHRM Practices, Perceived CSR, Work Engagement, OCB and employee retention

Variable	Diploma/ITI and below	Graduate	Post-graduate and Above	F	DF	Sig.
GHRM Practices	76.22 ^b (19.73)	83.13 ^a (19.30)	80.69 ^c (17.67)	4.12	2	0.02
Perceived CSR	31.91 ^b (8.46)	34.24 ^a (7.65)	35.00 ^a (7.61)	4.81	2	0.01
Vigor	18.35 ^b (4.81)	19.17 ^{ab} (4.83)	20.38 ^a (4.60)	5.79	2	0.01

Dedication	15.59 ^b (3.63)	16.62 ^{ab} (4.03)	17.59 ^a (3.98)	7.85	2	0.01
Absorption	19.18 ^b (4.71)	20.24 ^{ab} (4.46)	20.97 ^a (4.55)	4.62	2	0.01
OCB-O	25.67 (5.01)	25.04 (5.79)	26.22 (5.17)	1.83	2	0.16
OCB-I	22.20 ^b (5.44)	23.23 ^{ab} (5.53)	24.27 ^a (5.08)	4.54	2	0.01
Employee Retention	32.99 (7.61)	32.66 (7.44)	33.36 (8.45)	0.31	2	0.73

Table- 3.10 indicates two-way Analysis of Variance regarding the education qualification of employees on GHRM practices, perceived CSR, employee engagement OCB, and employee retention factors. A significant difference among the education qualification of diploma/ITI and below, graduate and post-graduate in GHRM practices. To know the degree to which the four educational qualifications differ, Tucky HSD test was used. The results indicate that employees with graduation differed significantly on GHRM practices as compared to diploma/ITI and below and post-graduation and above, and employee with post-graduate and above significantly higher than diploma/ITI and below. There is a significant difference between respondent of education qualification of on perceived CSR, postgraduate and above had higher mean score as compared to diploma/ITI and below and not with graduate. Employees with graduated reported higher perceived CSR as compared to employees with diploma/ITI and below in terms of perceived CSR.

There is a significant difference between respondent of education qualification of on vigor, postgraduate and above had higher mean score as compared to diploma/ITI and below and no significant difference with the graduate respondents. Employees with graduated reported higher perceived CSR as compared to employees with diploma/ITI and below in terms of vigour. There is a significant difference between respondent of education qualification of on dedication, postgraduate and above had higher mean score as compared to diploma/ITI and

below and no significant difference with graduate respondents. There is a significant difference between respondent of education qualification of on absorption, postgraduate and above had higher mean score as compared to diploma/ITI and below and no significant difference with graduate respondents.

There is a significant difference between respondent of education qualification of on OCB-1, postgraduate and above had higher mean score as compared to diploma/ITI and below, graduate had higher mean score as compared to diploma/ITI and below and no significant difference with graduates. Whereas there is no significant difference between respondents with respect to their education qualification on OCB-O. Whereas, there is no significant difference between respondents with respect to their education qualification on employee retention. The result indicates that across all the education groups OCB-O and employee retention are similar. There is significant difference among employee with diploma/ITI and below, employee with graduation and employee with post-graduation and above in terms of GHRM practice, perceived CSR, employee engagement and OCB-I.

Figure 3.5: Effect of education qualification of employees on GHRM Practices, Perceived CSR, Vigor, Dedication and OCB- I

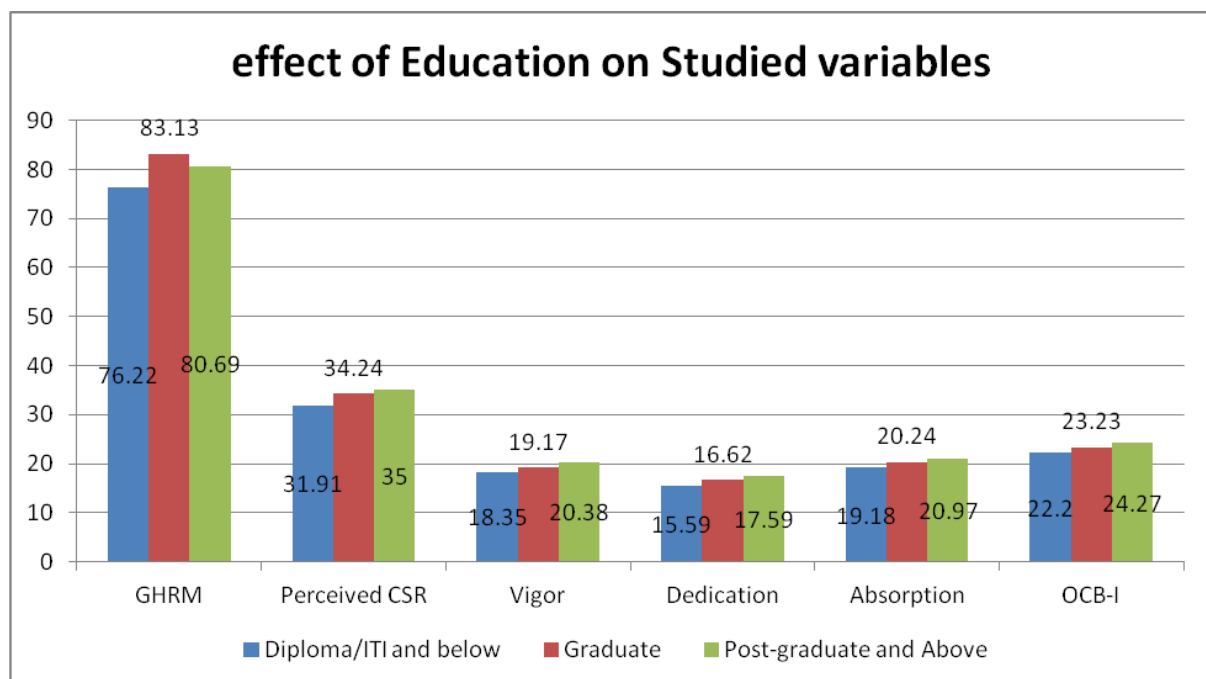


Figure 3.5 shows that There is significant difference among employee with diploma/ITI and below, employee with graduation and employee with post-graduation and above in terms of GHRM practice, perceived CSR, employee engagement and OCB-I.

In order to study the difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of (interaction between gender x age) male and female employees with respect to their age groups - 18 to 30 years, 31 to 40 years, 41 years and above, two-way ANOVA was done and the result is given below.

Table -3.11 - Two-way Analysis of Variance between Gender and age of employees on GHRM practices, perceived CSR, employee Engagement OCB and employee retention factors

Variables	Interaction	18 to 30 Years	31 to 40 Years	41 Years and Above	F	DF	Sig.
GHRM Practices	Male	83.99	80.11	80.76	1.41	2	0.24
		(18.91)	(17.48)	(19.54)			
	Female	76.90	80.65	77.96			
		(21.17)	(17.69)	(19.45)			
Perceived CSR	Male	33.98	33.38	33.65	0.01	2	0.99
		(8.39)	(7.60)	(7.34)			
	Female	34.64	34.22	34.15			
		(8.33)	(8.19)	(7.65)			
Vigor	Male	19.34	19.04	19.31	0.32	2	0.73
		(4.61)	(4.43)	(4.61)			
	Female	19.90	19.96	19.21			
		(4.90)	(5.80)	(5.01)			
Dedication	Male	16.53	16.03	16.60	0.47	2	0.62
		(3.89)	(4.18)	(3.65)			
	Female	17.40	17.47	17.02			
		(4.18)	(4.17)	(3.58)			
Absorption	Male	19.86	19.77	19.84	0.10	2	0.90
		(4.63)	(4.47)	(4.72)			
	Female	21.16	20.98	20.62			
		(4.88)	(4.74)	(4.02)			
OCB-O	Male	26.04	25.88	25.42	0.13	2	0.88

		(5.48)	(5.06)	(4.79)			
	Female	25.57	24.98	25.23			
		(6.40)	(6.14)	(4.44)			
OCB-I	Male	23.21	22.36	23.84	1.24	2	0.29
		(5.72)	(5.21)	(4.78)			
	Female	24.64	23.63	23.23			
		(5.30)	(5.98)	(5.05)			
Employee	Male	33.63	32.63	33.49	0.61	2	0.54
Retention		(7.77)	(7.76)	(9.14)			
	Female	32.17	33.22	32.57			
		(8.16)	(7.46)	(6.79)			

Table - 3.11 reflects the two-way analysis of variance between gender and age of employees on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention factors. There is no significant difference in GHRM practices among male employees with their age 18 to 30years, 31 to 40 years and 41 years and above, female employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in perceived CSR among male employees with their age 18 to 30years , 31 to 40 years and 41 years and above, female employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in vigor among male employees with their age 18 to 30years, 31 to 40 years and 41 years and above, female employees with their age 18 to 30years, 31 to 40 years and 41 years and above . There is no significant difference in dedication among male employees with their age 18 to 30years, 31 to 40 years and 41 years and above, female employees with their age 18 to 30yearILs, 31 to 40 years and 41 years and above. There is no significant difference in absorption among male employees with their age 18 to 30years, 31 to 40 years and 41 years and above, female employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in OCB-O among male employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, female employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in OCB-I among male employees with their age 18 to 30years, 31 to 40 years and 41 years and above, female employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in employee retention among male employees with their age 18 to 30years, 31 to 40 years and 41 years and above, female

employees with their age 18 to 30years, 31 to 40 years and 41 years and above. It indicates that there is no significant interaction effect of gender and age on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention factors.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of (interaction between gender and sector) male and female employees with respect to service sector and manufacturing sector, two-way ANOVA was used and result are given below.

Table 3.12 - Two-way Analysis of Variance between Gender and Sector of Employees on GHRM practices, perceived CSR, employee engagement, OCB and employee retention factors

Variable		Service Sector	Manufacturing Sector	F	DF	Sig.
GHRM Practices	Male	75.34 ^a (18.39)	87.23 ^b (16.93)	12.53	1	0.01
	Female	77.73 ^c (19.39)	80.29 ^d (20.02)			
	Male	31.20 (7.63)	35.75 (7.44)			
	Female	34.77 (7.77)	33.22 (8.71)			
Perceived CSR	Male	18.44 (4.50)	19.88 (4.46)	0.08	1	0.77
	Female	20.01 (5.24)	18.88 (5.09)			
	Male	15.89 (3.72)	16.74 (4.10)			
	Female	17.46 (4.04)	16.88 (3.83)			
Dedication	Male	19.07 (4.79)	20.45 (4.30)	0.28	1	0.60
	Female	21.16 (4.54)	20.32 (4.62)			
	Male	19.07 (4.79)	20.45 (4.30)			
	Female	21.16 (4.54)	20.32 (4.62)			

OCB-O	Male	25.20 (5.48)	26.38 (4.84)	1.00	1	0.32
	Female	25.27 (5.89)	25.29 (5.41)			
OCB-I	Male	22.17 (5.42)	23.74 (5.19)	0.15	1	0.70
	Female	24.19 (5.17)	23.07 (6.15)			
Employee Retention	Male	32.08 (9.39)	34.18 (6.66)	2.41	1	0.12
	Female	32.47 (7.63)	33.07 (7.23)			

Table 3.12 reflects two-way Analysis of Variance between (interaction between gender and sector) gender and sector of employees on GHRM practices, perceived CSR, employee engagement OCB, and employee retention factors. There is a significant difference in GHRM practices among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in perceived CSR among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in vigor among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in dedication among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in absorption among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in OCB-O among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in OCB-I among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector. There is no significant difference in employee retention among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing

sector. There is a significant effect of interaction between gender and sector on GHRM practices. There is no significant effect of interaction between gender and sector on perceived CSR, employee engagement OCB, and employee retention.

Figure 3.6 : Interactive effect of Gender and Sector of Employees on GHRM practices

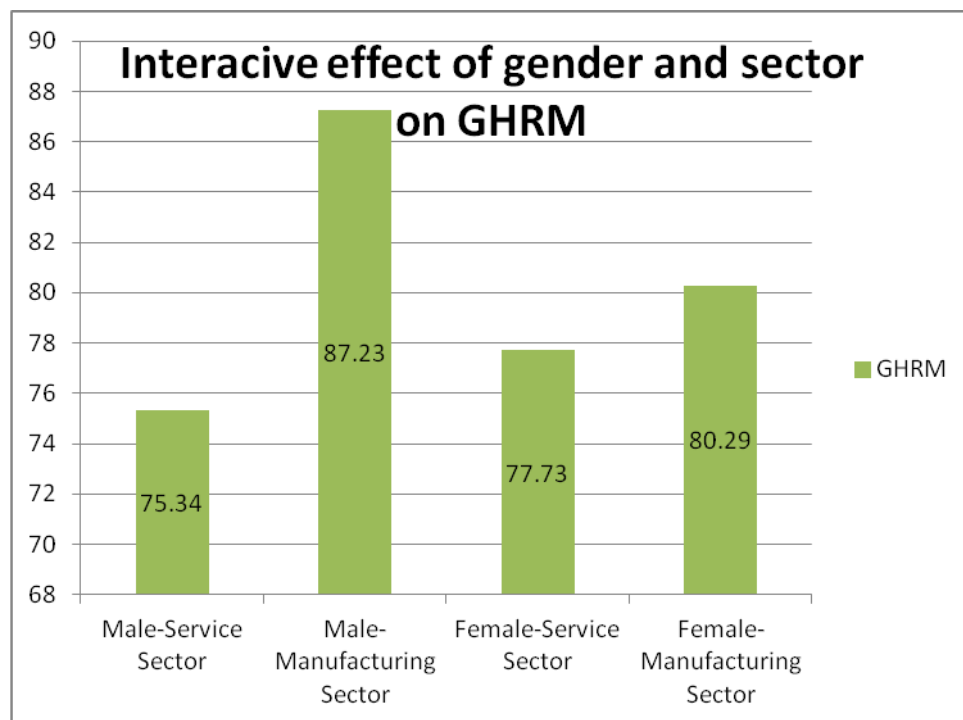


Figure 3.5 shows that there is a significant difference in GHRM practices among male employees working in service sector and manufacturing sector, female employees working in service sector and manufacturing sector.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of employees with respect to (interaction between sector and age) service sector and manufacturing sector and age groups of - 18 to 30 years, 31 to 40 years, 41 years and above, two-way ANOVA was used and result are given below.

Table 3.13 - Two-way Analysis of Variance between sector and age of employees on GHRM practices, perceived CSR, employee engagement, OCB and employee retention factors

Variable	Interaction	18 to 30 Years	31 to 40 Years	41 years and Above	F	DF	Sig.
GHRM Practices	Service Sector	77.00 (20.39)	76.21 (17.50)	76.35 (18.88)	0.01	2	0.99
	Manufacturing Sector	85.95 (18.62)	85.48 (16.18)	85.19 (19.44)			
Perceived CSR	Service Sector	33.05 (8.14)	32.71 (7.98)	33.21 (7.56)	0.03	2	0.97
	Manufacturing Sector	35.42 (8.44)	34.89 (7.41)	35.11 (7.18)			
Vigor	Service Sector	19.48 (4.79)	19.14 (5.25)	19.00 (4.78)	0.13	2	0.88
	Manufacturing Sector	19.61 (4.66)	19.63 (4.54)	19.75 (4.78)			
Dedication	Service Sector	16.89 (3.88)	16.31 (4.38)	16.85 (3.50)	0.25	2	0.78
	Manufacturing Sector	16.80 (4.16)	16.79 (4.02)	16.69 (3.85)			
Absorption	Service Sector	20.32 (5.12)	20.10 (4.74)	19.86 (4.43)	0.31	2	0.73
	Manufacturing Sector	20.34 (4.37)	20.29 (4.42)	20.81 (4.35)			
OCB-O	Service Sector	25.52 (6.24)	24.86 (5.94)	25.35 (4.59)	0.69	2	0.50
	Manufacturing Sector	26.23 (5.36)	26.48 (4.64)	25.31 (4.72)			
OCB-I	Service Sector	23.52 (5.53)	22.64 (5.75)	23.39 (4.74)	0.01	2	0.99
	Manufacturing Sector	23.94 (5.69)	23.00 (5.20)	23.86 (5.22)			
Employee	Service Sector	31.63	32.26	33.08	1.14	2	0.32

Retention	(7.92)	(9.08)	(8.66)
Manufacturing	34.61	33.56	33.06
Sector	(7.68)	(5.26)	(7.13)

Table 3.13 shows two-way Analysis of Variance between sector and age of employees on GHRM practices, perceived CSR, OCB, and employee engagement factors. There is no significant difference in GHRM practices among service sector employees with their age 18 to 30years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in perceived CSR among service sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30years, 31 to 40 years and 41 years and above. There is no significant difference in vigor among service sector employees with their age 18 to 30 years , 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above. There is no significant difference in dedication among service sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above. There is no significant difference in absorption among service sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above. There is no significant difference in OCB at organizational level among service sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above. There is no significant difference in OCB at individual level among service sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above. There is no significant difference in employee retention among service sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above, manufacturing sector employees with their age 18 to 30 years, 31 to 40 years and 41 years and above. The result indicates that there is no significant effect of interaction of sector and employee's age on GHRM practices, perceived CSR, and OCB, and employee engagement factors.

In order to study difference between GHRM practices, perceived CSR, vigor, dedication, absorption, OCB-O, OCB-I, and employee retention of employees with (interaction between gender and education) respect to male and female employees with respect to education qualification - diploma/ITI and below, graduate, post-graduate and above, two-way ANOVA was carried out and result are given below;

Table 3.14 - Two-way Analysis of Variance between gender and education qualification of employees on GHRM practices, perceived CSR, OCB and employee engagement factors

Variable	Interaction	Diploma/ITI and below	Graduate	Post-graduate and above	F	DF	Sig.
GHRM Practices	Male	78.10 ^a (19.21)	86.54 ^c (18.15)	79.91 ^{ad} (16.88)	5.08	2	0.01
		61.00 ^b (17.96)	77.62 ^a (19.96)	81.30 ^d (18.33)			
	Female	32.29 ^a (8.43)	35.42 ^c (7.27)	33.00 ^a (7.49)			
		28.82 ^b (8.49)	32.32 ^a (7.92)	36.57 ^{dc} (7.37)			
Perceived CSR	Male	18.69 ^a (4.85)	19.64 ^a (4.50)	19.34 ^a (4.09)	6.20	2	0.01
		15.64 ^b (3.64)	18.40 ^a (5.27)	21.19 ^c (4.83)			
	Female	15.67 ^a (3.73)	16.90 ^a (3.99)	16.49 ^a (4.09)			
		14.91 ^b (2.74)	16.17 ^a (4.08)	18.45 ^c (3.69)			
Dedication	Male	19.30 ^a (4.78)	20.34 ^a (4.30)	19.75 ^a (4.66)	3.59	2	0.03
		18.18 ^b (4.09)	20.07 ^a (4.74)	21.93 ^c (4.25)			
	Female	25.79 (5.19)	25.25 (5.60)	26.82 (4.29)			
		24.73	24.72	25.76			
Absorption	Male	25.79 (5.19)	25.25 (5.60)	26.82 (4.29)	0.10	2	0.91
		24.73	24.72	25.76			
	Female	25.79 (5.19)	25.25 (5.60)	26.82 (4.29)			
		24.73	24.72	25.76			
OCB-O	Male	25.79 (5.19)	25.25 (5.60)	26.82 (4.29)	0.10	2	0.91
		24.73	24.72	25.76			
	Female	25.79 (5.19)	25.25 (5.60)	26.82 (4.29)			
		24.73	24.72	25.76			

		(3.17)	(6.12)	(5.75)			
OCB-I	Male	22.54 ^a	23.67 ^a	22.74 ^a	7.31	2	0.01
		(5.44)	(5.23)	(5.36)			
	Female	19.45 ^b	22.52 ^a	25.47 ^c			
		(4.82)	(5.95)	(4.54)			
Employee	Male	33.18	32.82	33.88	0.11	2	0.90
Retention		(7.74)	(7.34)	(9.50)			
	Female	31.45	32.38	32.96			
		(6.62)	(7.65)	(7.57)			

Table 3.14 indicates Two-way Analysis of Variance between (interaction between gender and education) gender and education qualification of employees on GHRM practices, perceived CSR, employee engagement OCB, and employee retention factors. There is a significant difference in GHRM practices among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with an education qualification in diploma/ITI and below, graduate and post-Graduate and above. A significant difference exists in perceived CSR among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with an education qualification in diploma/ITI and below, graduate and post-graduate and above. A significant difference exists in vigor among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with an education qualification in diploma/ITI and below, graduate and post-graduate and above. A significant difference exists in dedication among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with an education qualification in diploma/ITI and below, graduate and post-graduate and above. A significant difference exists in absorption among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with education qualification in diploma/ITI and below, graduate and post-Graduate and above. There is a significant difference in OCB at individual level among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with an education qualification in diploma/ITI and below, Graduate and post-graduate and above. Whereas, there is no significant difference in OCB at organization level among male employees with an education qualification in diploma/ITI and below, graduate and post-

graduate and above, females with an education qualification in diploma/ITI and below, Graduate and post-graduate and above. There is no significant difference in employee retention among male employees with an education qualification in diploma/ITI and below, graduate and post-graduate and above, females with an education qualification in diploma/ITI and below, graduate and post-graduate and above. The result shows that there is a significant effect of interaction between gender and education on GHRM practices, perceived CSR, employee engagement, and OCB-I. There is no significant effect of interaction between gender and education on OCB-O and employee retention.

Figure 3.7 : Interactive effect of Gender and education on GHRM Practices, Perceived CSR, Vigor, Dedication and OCB- I

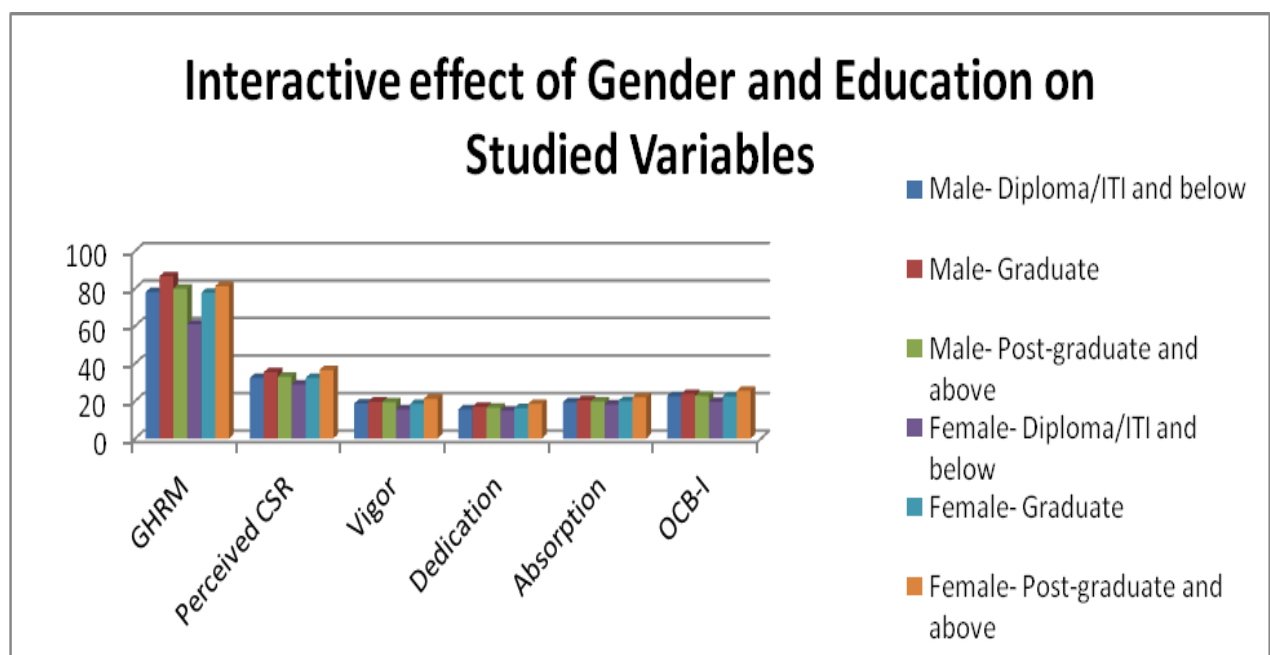


Figure 3.7 shows that there is a significant effect of interaction between gender and education on GHRM practices, perceived CSR, employee engagement, and OCB-I.

To explored and identify barrier of Green HRM practices, the intensity index was prepared and the result is below;

Table - 3.15: Intensity index of barriers of GHRM practices

S.N o.	Barriers of GHRM practices	N	Mean	SD	% AGREE	%Neutral	% DESAGREE
1	Resistance to Change like Psychological fear	405	3.39	1.13	52%	25%	23%
2	Lack of support by management like proper training and communication etc.	405	3.36	1.07	47%	29%	24%
3	Complexity and difficulty of adoption of green technology /practices in Indian context	405	3.33	1.11	48%	28%	24%
4	Cost of Implementation of Green HRM Practices/policies	405	3.11	1.13	38%	32%	30%
5	Lack of understanding of green Practices/policies	405	3.03	1.21	40%	29%	31%

Table 3.15 indicates barriers faced by organizations to implicate GHRM practices. Respondents agreed that the first major barrier to implicate GHRM practices is resistance to change like psychological fear ($M=3.39$, $SD=1.13$) in which 52% of respondents agree with it and only 23% disagree with it. The second major barrier faced by the organization is lack of support by management like proper training and communication etc ($M=3.36$, $SD=1.07$) in which 47% of respondents agree with it and only 24% disagree with it. The third major barrier faced by the organization is the complexity and difficulty of adoption of green technology /practices in the Indian context ($M=3.33$, $SD=1.11$) in which 48% of respondents agree with it and only 24% disagree with it. The fourth major barrier faced by the organization is the cost of implementation of GHRM practices/policies ($M=3.11$, $SD=1.13$) in which 38% of respondents agree with it and only 30% disagree with it. The fifth major barrier faced by the organization is Lack of understanding of green Practices/policies ($M=3.03$, $SD=1.21$) in which 40% of respondents agree with it, and only 31% disagree with it.

To explore and identify positive outcomes of GHRM practices, the intensity index was prepared and the result is below;

Table - 3.16: Intensity index of positive outcomes of GHRM practices

S.No	Positive outcomes of Green HRM practices	N	Mean	SD	% AGREE	% Neutral	% DESAGREE
1	Competitive advantage of organization like marketing, company image and attract investor	405	3.57	1.11	61%	20%	19%
2	Attract and retain existing and potential talent for organization	405	3.55	1.13	59%	25%	16%
3	Increase organizational effectiveness and efficiency	405	3.51	1.12	60%	19%	21%
4	Promote social responsibility toward environment and community as responsible organization	405	3.45	1.19	56%	24%	20%
5	Sustainable development and growth in competitive market	405	3.43	1.30	56%	20%	24%
6	Reduce cost or expenditure and minimize wastage	405	3.26	1.23	48%	25%	27%

Table 3.16 indicates the positive outcomes of GHRM practices. The first positive outcomes of GHRM practices is a competitive advantage of an organization like marketing, company image and attract investors (M= 3.57, SD= 1.11) in which 61% of respondents agreed with it and only 19 % respondents disagree with it. The second positive outcome of GHRM practices is Attract and Retain existing and potential talent for the organization (M= 3.55, SD= 1.13) in which 59% of respondents agreed with it and only 16 % of respondents disagree with it. The third positive outcome of GHRM practices is Increase Organizational Effectiveness and efficiency (M= 3.51, SD= 1.12) in which 60% of respondents agreed with it, and only 21% of respondents disagree with it. The fourth positive outcome of GHRM practices is Promote social responsibility toward the environment and community as a responsible organization (M= 3.45, SD= 1.19) in which 56% of respondents agreed with it and only 20 % of respondents disagree with it. The fifth positive outcome of GHRM practices is Sustainable Development and Growth in a competitive market (M= 3.43, SD= 1.30) in which 56% of respondents agreed with it and only 24 % of respondents disagree with it. Sixth positive outcomes of GHRM practices reduce cost or expenditure and minimize wastage (M= 3.26, SD= 1.23) in which 48% of respondents agreed with it, and only 27 % respondents disagree with it.