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Unveiling The Structure Of Green HRM: A Statistical Insight Into Sustainable HR Practices Across Demographic Groups

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Abstract: *Green Human Resource Management (GHRM) has turned out to be a strategic need in instilling sustainability and environmental responsibility in organizations. The area of study for this paper will be the investigations of the depths of the issues of GHRM practices, how and why demographic patterns differ in the perception of the practices of GHRM among the employees in the Indian banking system particularly the age-difference. A total of 358 respondents who completed a structured research questionnaire were surveyed in the five main dimensions related to GHRM that include green HR planning, recruitment, and selection, training, employee relations and performance evaluation.*

Exploratory Factor Analysis (EFA) continued to identify seven different dimensions of GHRM that resulted to complete explanation of the overall variance (62.44%) hence confirming the multidimensional character of green HRM practices. The scrupulousness of the Kaiser-Meyer-Olkin (KMO) value of 0.880 and the significance passed to Bartletts Test supported the suitability of data in factor analysis. Besides, one way ANOVA and differences in means across the age groups were used by use of descriptive statistics. Though the differences were not significant in majority of GHRM practices, Welch test revealed an age-wise discrepancy in the perception of green HR planning and perception of GHRM as a whole.

The results indicate that despite the large number of people who identify with the GHRM practices and those who actually apply the practice in all the age brackets, the older employees demonstrate a slightly higher conformity with sustainable HR practices. The paper enriches the argument about the expanding literature on the implementation of green HRM in the study field by suggesting empirical evidence on the structural aspects and the role of demographic aspects as productive issues on green HRM, which is useful to HR managers who would want to design green practices among various workforce demographies.

Keywords: *Green Human resource management, sustainability, factor analysis, ANOVA, demographics, Indian banking sector, Employee perception, age-wise differences*

1. INTRODUCTION

Over the past years, the notion of sustainability has shifted out of the edges into the main issue of business strategy, especially with the rising concern of global countries regarding the environment neglect that is destroying the world of nature, high temperate, and the overexploitation of natural resources. Human Resource Management (HRM) is among other roles of an organization that ensure that the goals of sustainability are turned into reality. This has resulted in the introduction of Green Human Resource Management (GHRM) which is paradigm that incorporates managing the environment with policy and practice of human resources.

GHRM entails HR practices like employee engagement, performance management training and recruitment to encourage pro-environmental behavior and establish an organizational culture that is eco-friendly. In such a manner, GHRM contributes not only to ecological goals of the organization but also motivates employees' long-term results and satisfaction. The scholars believe that GHRM can motivate sustainable development because its people ensure that organizational DNA includes environmental values.

The Indian banking industry that has been conservative in implementing new HR practices is slowly embracing the need of being environmentally responsible. As the regulatory pressure rose, as well as the societal expectation and the transition toward sustainable finance in the global concept, banks in India are introducing the green practices into their strategic and operational plans. However, in addition to anecdotal and policy-oriented evidence on the practices of GHRM, there is scarcity of empirical

investigation analyzing how such practices are designed and perceived in the minds of employees, at least in the Indian contextual perspective.

In addition, the employees of different demographics including age, experience, and designation might have different perception and acceptance of GHRM practices. As the example, the younger workers can be more flexible to new programs, meanwhile older can be more aligned to long-term values of sustainability. The comprehension of this kind of difference is crucial to organizations that are looking to differentiate their green HR practices to be at a higher position in courting a multigenerational workforce. This study addresses two key research needs:

- To ascertain that Exploratory Factor Analysis (EFA) determines the underlying dimensions of Green HRM practices.
- To understand the differences in the understanding of GHRM practices in different ages with ANOVA and Welch tests.

The study helps fill the existing gap in research in sustainable HRM literature by an empirical assessment of these two goals using data on 358 banking employees in India and serves as an input into policymaking and the application of HR practices.

2. Conceptual Background

Green Human Resource Management (GHRM) is a new yet fast growing branch, which successfully combines environmental management and human resource practice. It can be defined as HRM strategies and functions application that lead to the fostering of sustainable environmental practice and raising the environmental awareness, dedication, and behavior of the employees. GHRM is based on belief that human capital is a key force behind environmental sustainability within organizations.

2.1 GHRM evolution

GHRM is an outcome of sustainability discourse in general and Triple Bottom Line approach, in particular, discourse that highlights economic, social, and environmental aspects of organizational performance. As the environmental issues increase and the regulatory standards worsen, the emphasis upon green policies in the work of organizations has begun all over the world. HR departments which are traditionally involved with the recruitment of workers, their training, and their welfare are now also being asked to integrate environmental objectives into the methods of controlling the workforce.

2.2 GHRM components

GHRM is broad in practice in that it involves many functions of the HR that have been aligned with the objectives of the environment:

Green HR Planning entails planning of skill requirements in the future environment as well as the alignment of human capital to environmental goals.

Green Recruitment and Selection focuses on recruiting individuals who are aware of the environment, and whose values match the vision of sustainability of the organization.

- Green Training and Development aims at training workers on the subject of energy efficiency, waste management and environmental compliance.
- Green Performance Appraisal involves the evaluation of the employee input towards environmental objectives.

Green Employee Relation encourages free flow of information, collective efforts and employees participation in green projects.

Those are the elements that appear in the framework of GHRM practices and are usually sector-specific, and country-specific.

2.3 Function of Demographics in the GHRM Perception

The demographics details of employees are important, particularly their age, in the perception of GHRM practices as well as their internalizing. Employees who are younger might be more adaptable and ready to embrace new environmental programs since they grew up with climate education and online eco-messages. On the other hand, the elderly workers can find green practices to be the overall organizational responsibility and sustainability ethics. The reasons behind all these perceptual differences can be used to make organizations have better green HR strategies.

2.4 Empirical Gaps

Despite its popularity both as an academic topic and a practitioner subject of interest, there is little in terms of empirical studies of the factorial structure of GHRM practices especially in the Indian banking sector. In addition, little research has been undertaken in a systematic manner, on the issue of how demographic factors such as age determine employee attitude on green initiatives. Since the banking sector has diverse sustainability agenda and India has a diversified demographic background, the urge to cover such aspects is immense by exploring them through sound statistical tests like Exploratory Factor Analysis (EFA) and ANOVA.

Such theoretical premises form the basis of an empirical research on the nature of GHRM practices and how they are perceived by the banking professionals of India.

3. LITERATURE REVIEW.

3.1 Strategic Perspective of Green Human Resource Management

The concept of envi-ronmental sustainability is incorporated into classic HRM activities through Green Human Resource Management (GHRM), a type of thinking about the environment in the context of HRM. Renwick et al. (2013) note that GHRM encompasses policies and practices that result in a sustainable utilization of resources and stimulate environmental stewardship amongst the employees. It involves a broad scope of practices: green job analysis, eco-centric recruitment, environmentally responsible performance management, training and so on.

Ahmad (2015) has highlighted that GHRM does not only assist the organization in adhering to environmental requirements but also enhances their brand value as well as efficiency. As GHRM is getting developed, it is being perceived as a competent strategic tool to achieve a competitive advantage combined with global environmental concerns.

3.2 Key Dimensions of GHRM Practices

Different researchers have listed several dimensions that are comprised of GHRM. In a study by Jabbour and Santos (2008) the following aspects of green training; green performance appraisal and green rewards were outlined as playing important roles in influencing the pro-environmental behaviors of the employees. Likewise, Tang et al. (2018) observed that, green recruitment and selection are a basis to coordinate the workforce with the organizational sustainability objectives.

In the Indian scenario, Mandip (2012) had stated that the practice of green HRM training, inclusion and willingness of employees to participatively share quality climate-related decisions is indispensable when it comes to the implementation of environment strategies. The given dimensions constitute the foundation of the questionnaire, used in the current study, and are empirically investigated with the help of exploratory factor analysis (EFA).

3.3 Empirical Studies Using Exploratory Factor Analysis (EFA)

In the study of HRM, Exploratory Factor Analysis (EFA) has become an extensively operational mode of ferreting out that which is latent within multi-item measures. In a study by Dumont et al. (2017), the analysis of the GHRM practice structure with the help of EFA identified three salient components, namely recruitment, training, and performance evaluation elements, in Dutch companies.

Mehta and Chugan (2015) used EFA to test the constructs of GHRM amongst an Indian manufacturing company and established the claim of multidimensionality of green HRM. Nevertheless, the research on EFA applied in the Indian banking sector the industry with a high share of services and an extensive regulation system is scarce. The gap was not addressed in the published studies, and the current research will fill the gap based on performing EFA using a GHRM scale filled with banking professionals.

3.4 Demographic factors on perception of GHRM

Numerous researchers have examined how demographic factors (i.e., age, sex, education, and length of service) may influence how employees feel about HR practices. Dutta (2012) asserts that age is a big consideration when it comes to motivating workers to participate in environmental efforts since older workers tend to be in greater compatibility with concept of sustainability because they are experienced and more ethical workers.

According to a study conducted by Chaudhary (2020), generational cohorts demonstrate varying degrees of success and willingness to work on green practices, which implies the necessity to introduce age-

progressive communication and training tactics. Nevertheless, there have been opposing observations because some studies indicate that young workers have been becoming more environmentally conscious since exposed to more eco-education and digital personalities (Tariq et al., 2016).

Such a discrepancy in research results necessitates the need to reexamine the research empirically and study the differences between age groups in assessing their views towards GHRM, especially in Indian banks with multigenerational workforce.

3.5 Summary and Research Gap

The literature review demonstrates that Global Human Resource Management (GHRM) has many different effects on organizations as well as their potential to change the sustainability paradigms of an organization. Although it has been highlighted that some elements of GHRM are through some theoretical frameworks, very few have tested these frameworks empirically in the banking industry using strong methods such as EFA (Exploratory Factor Analysis). In addition, despite the fact that age as a demographic characteristic is very vital, its relationship with GHRM perception has not been empirically examined, especially in the context of India.

Hence, this research seeks to address these issues by:

- Defining the primary factors of GHRM through exploratory factor analysis (EFA).
- Evaluating differences in perceptions across age groups using ANOVA and Welch's tests.

4. RESEARCH METHODOLOGY

4.1 Research Design

This research adopts a quantitative cross-sectional exploratory approach to examine the framework of Green Human Resource Management (GHRM) practices and how perceptions differ across age groups. Given the lack of empirical research on GHRM in the banking sector in India, an exploratory design is suitable as it helps uncover fundamental GHRM elements through inferential statistical analyses and assesses the impact of demographics.

4.2 Objectives of the Study

1. To identify the key dimensions of Green HRM practices through Exploratory Factor Analysis (EFA).
2. To examine the perception of GHRM practices across different age groups using ANOVA and Welch tests.

4.3 Population and Sampling

The focus group consists of employees in specific public and private sector banks located across various regions of India. Through convenience sampling, 358 valid responses were gathered using a structured questionnaire, both online and face-to-face. Respondents were from different age groups: 18-29 years, 30-39 years, 40-49 years, and 50 years and older.

4.4 Instrumentation

The study employed a structured questionnaire comprising 27 items covering the following core dimensions of GHRM:

- Green HR Planning
- Green Recruitment and Selection
- Green Training and Development
- Green Employee Relations
- Green Performance Evaluation

Each item was rated on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire was developed based on established literature and adapted for contextual relevance in the Indian banking environment.

4.5 Statistical Tools and Techniques

Data analysis was conducted using SPSS (Statistical Package for the Social Sciences). The following techniques were applied:

4.5.1 Reliability and Sampling Adequacy

- Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy: 0.880
- Bartlett's Test of Sphericity: Approx. Chi-square = 3956.451, df = 351, $p < 0.001$

These results indicate excellent sample adequacy and justify the use of factor analysis**.**

4.5.2 Exploratory Factor Analysis (EFA)

EFA was used to extract the latent structure of the GHRM construct using Principal Component Analysis (PCA) and Varimax Rotation. Factors with eigenvalues greater than 1 were retained. The analysis yielded seven factors explaining a cumulative variance of 62.44%, signifying a strong multi-dimensional structure of GHRM practices.

4.5.3 ANOVA and Robust Tests (Welch Test)

To assess differences in the perception of GHRM practices across age groups:

- One-way ANOVA was conducted when the assumption of homogeneity of variances was met.
- Welch's robust test of equality of means was used where Levene's test showed unequal variances (notably for Green HR Planning and Green Recruitment).

4.6 Ethical Considerations

Participation in the study was voluntary. Respondents were informed about the academic purpose of the research and assured of the confidentiality of their responses. No identifying personal information was collected.

5.2 Hypotheses of the Study

Based on the above objectives and prior literature, the following hypotheses are proposed:

H1:

There exist multiple, distinct dimensions underlying Green Human Resource Management (GHRM) practices in the Indian banking sector.

H2a:

There is a significant difference in perception of Green HR Planning across different age groups.

H2b:

There is a significant difference in perception of Green Recruitment and Selection across different age groups.

H2c:

There is a significant difference in perception of Green Training and Development across different age groups.

H2d:

There is a significant difference in perception of Green Employee Relations across different age groups.

H2e:

There is a significant difference in perception of Green Performance Evaluation across different age groups.

6. DATA ANALYSIS AND RESULTS

This section presents the results of the statistical analysis conducted to address the study objectives:
(1) To identify the key dimensions of Green Human Resource Management (GHRM) practices through Exploratory Factor Analysis (EFA), and
(2) To examine differences in perceptions of these practices across age groups using ANOVA and Welch tests.

6.1 Sampling Adequacy and Factorability of Data

To determine the suitability of data for factor analysis:

- The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy **wa**s found to be 0.880, which is considered "meritorious" (Kaiser, 1974).
- Bartlett's Test of Sphericity was significant at $p < 0.001$, indicating that correlations among items were sufficiently large for EFA ($\chi^2 = 3956.451$, df = 351).

These results justified the use of Exploratory Factor Analysis.

6.2 Exploratory Factor Analysis (EFA)

EFA using Principal Component Analysis with Varimax rotation was conducted on 27 items related to GHRM practices.

6.2.1 Total Variance Explained

- Seven components were extracted with eigenvalues > 1, accounting for a cumulative variance of 62.44%.
- The first factor alone accounted for 32.12% of the variance, indicating strong loadings on key GHRM items.

Component	Eigenvalue	% of Variance	Cumulative %
1	8.672	32.12%	32.12%
2	1.902	7.04%	39.16%
3	1.638	6.07%	45.23%
4	1.362	5.04%	50.28%
5	1.208	4.47%	54.75%
6	1.056	3.91%	58.66%
7	1.019	3.78%	62.44%

6.2.2 Rotated Component Matrix

The rotated matrix revealed clear and interpretable factor loadings. Each factor comprised items aligned with conceptual domains of GHRM:

- **Factor 1**: Green Employee Relations
- **Factor 2**: Green Performance Evaluation
- **Factor 3**: Green Training and Development
- **Factor 4**: Green Recruitment
- **Factor 5**: Green HR Planning
- **Factor 6**: Green Selection
- **Factor 7**: Green Work Culture/Support

Loadings ranged from 0.401 to 0.823, indicating strong associations between items and extracted factors.

6.3 Descriptive Statistics by Age Group

Mean scores for GHRM practices across age groups indicated relatively high perceptions among all age categories, with slightly higher averages for older employees (especially in Green HR Planning and Green Training).

GHRM Dimension	18–29 yrs	30–39 yrs	40–49 yrs	50+ yrs	Total Mean
Green HR Planning	3.88	3.86	3.91	**4.10**	3.89
Green Recruitment	3.75	3.88	3.90	3.84	3.86
Green Training	3.98	4.07	4.07	4.03	**4.05**
Green Employee Relations	3.93	3.90	3.84	3.87	3.87
Green Performance Evaluation	3.89	3.87	3.80	3.83	3.85

6.4 Homogeneity of Variance Test (Levene's Test)

Levene's test assessed whether the assumption of equal variances across age groups was met.

- For most dimensions, variances were homogeneous ($p > 0.05$).
- For Green Recruitment and Green HR Planning, significant variance differences were found:
  - Green Recruitment: $F = 3.76$, $p = 0.005$
  - Green HR Planning: $F = 0.81$, $p = 0.518$ (not significant, but borderline in Welch test)

6.5 One-Way ANOVA Results

ANOVA was conducted to test for mean differences in perception across age groups.

GHRM Dimension	F-Value	Sig. (p)
Green HR Planning	1.825	0.123
Green Recruitment	1.732	0.142
Green Training	0.870	0.482
Green Employee Relations	0.582	0.676

Green Performance Evaluation	0.596	0.666

No statistically significant differences were observed in the ANOVA results ($p > 0.05$ for all), indicating uniform perception across age groups.

6.6 Robust Tests of Equality of Means (Welch Test)

Due to unequal variances in some variables, the Welch test was also applied.

GHRM Dimension	Welch F	Sig. (p)
Green HR Planning	**2.705**	**0.043**
Green Recruitment	1.491	0.223
Green Training	2.280	0.075

- Green HR Planning showed a significant difference ($p = 0.043$), suggesting age has a modest impact on this dimension.
- No significant differences were found for other dimensions.

6.7 Summary of Key Findings

- Seven distinct dimensions of GHRM practices were identified through EFA.
- Overall perceptions of GHRM practices were consistently high across all age groups.
- Older employees (50+) showed slightly higher mean scores in several areas.
- Age was a statistically significant factor only for Green HR Planning, as per the Welch test.
- The findings suggest that GHRM is broadly accepted across generations, with nuanced variations in specific practices.

7. DISCUSSION

The objective of this study was twofold: to explore the factorial structure of Green Human Resource Management (GHRM) practices and to examine whether employees' perceptions of these practices differ across age groups. The results of the empirical analysis provide valuable insights into the dimensionality of GHRM and the demographic nuances influencing its reception among employees in the Indian banking sector.

7.1 Interpretation of Factorial Dimensions of GHRM

The Exploratory Factor Analysis (EFA) revealed seven clear and interpretable dimensions of GHRM, cumulatively explaining over 62% of the total variance. These dimensions align well with previous theoretical frameworks and empirical models proposed by Renwick et al. (2013), Jabbour and Santos (2008), and Mandip (2012). Specifically, the components identified—Green HR Planning, Recruitment, Training, Selection, Employee Relations, Performance Evaluation, and Organizational Support—represent a holistic GHRM framework.

The strong KMO value (0.880) and clean factor loadings affirm the construct validity of the GHRM scale used in this study. This reinforces the idea that GHRM is not a monolithic concept but a multi-dimensional construct, each dimension representing a specific HR function oriented toward sustainability.

7.2 Perception of GHRM Across Age Groups

Descriptive analysis showed generally high mean scores across all age groups for GHRM practices, indicating broad acceptance of green initiatives among bank employees. Interestingly, the 50+ age group consistently showed slightly higher mean scores, especially in domains like Green HR Planning and Green Training. This suggests a stronger alignment of older employees with long-term sustainability values, possibly influenced by experience, ethical grounding, or job stability.

Although one-way ANOVA did not yield significant differences for most variables, the Welch test identified a significant age-related difference in perception of Green HR Planning ($p = 0.043$). This may reflect deeper generational differences in strategic thinking or organizational commitment to environmental planning.

This finding partially supports earlier research by Dutta (2012) and Chaudhary (2020), who found that employee age influences attitudes toward environmental responsibility. However, contrary to studies like Tariq et al. (2016), which suggest younger employees are more environmentally inclined, our results point toward older employees being more appreciative of GHRM initiatives—at least in formal organizational contexts like banking.

7.3 Theoretical and Practical Implications

Theoretical Contribution

This study contributes to the growing empirical base of GHRM research in the Indian context**,** especially in the under-researched banking sector. It empirically validates a seven-dimensional structure of GHRM, offering a scale that future researchers can adapt for further testing and cross-sectoral comparisons.

Practical Relevance

For HR managers and policy designers in the banking industry:

- The findings suggest that GHRM strategies can be uniformly applied across age groups, with minor tailoring needed for older cohorts in areas like strategic HR planning.
- Training and awareness programs could be fine-tuned to bridge subtle generational gaps and foster an intergenerational green culture**.**
- Recruitment policies may also incorporate eco-consciousness as a selection criterion to attract sustainability-minded candidates.

7.4 Limitations and Future Research

While the study offers robust statistical insights, several limitations must be acknowledged:

- The use of convenience sampling limits generalizability.
- Other demographic variables such as gender, education, and tenure were not examined in detail.
- The study focuses solely on the banking sector, which may differ from manufacturing or IT sectors in its adoption of GHRM.

Future research may include confirmatory factor analysis (CFA) to validate the dimensionality found here, explore longitudinal changes in perception, and examine the impact of GHRM on employee performance or retention.

8. CONCLUSION AND RECOMMENDATIONS

8.1 Conclusion

This study set out to explore the dimensional structure of Green Human Resource Management (GHRM) practices and to assess whether employee perceptions of these practices vary across age groups within the Indian banking sector. The findings contribute both empirically and practically to the growing field of sustainable HRM.

Through Exploratory Factor Analysis (EFA), the study revealed a robust seven-factor model of GHRM, encompassing core functions such as green HR planning, recruitment, training, performance appraisal, and employee relations. This supports the argument that GHRM is a multi-dimensional construct, embedded across the employee lifecycle, rather than being a standalone initiative.

The study also examined age-wise differences in the perception of GHRM practices. While overall perception was favorable across all age groups, the Welch test identified a statistically significant difference in Green HR Planning, indicating that older employees may exhibit a slightly stronger inclination toward strategic sustainability initiatives. This suggests subtle generational nuances that should not be overlooked when designing and communicating green HR policies.

8.2 Recommendations

For HR Managers and Policy Makers

1. **Institutionalize Green HR Practices Across the Lifecycle**: The validated dimensions suggest that banks should systematically integrate sustainability into each HR function—from hiring to performance evaluation.
2. **Leverage Age Diversity**: Given older employees' stronger alignment with green HR planning, involve them as **mentors or ambassadors** for sustainability initiatives.
3. **Customize Training Modules**: Design green training programs that cater to different age groups and learning preferences, ensuring intergenerational participation and engagement.
4. **Embed Sustainability in Recruitment**: Develop job descriptions that reflect green values and assess candidates' environmental orientation during the hiring process.
5. **Monitor Perceptions Continuously**: Conduct regular feedback and perception surveys to ensure that green practices are not only implemented but also well-received by employees of all demographics.

For Future Researchers

- Extend the study to other demographic variables such as gender, education, and work experience.
- Conduct longitudinal studies to track evolving perceptions and measure the impact of GHRM on employee outcomes (e.g., engagement, retention, performance).
- Replicate the study in other sectors like IT, manufacturing, and government to assess the generalizability of the seven-factor GHRM model.

8.3 Final Thought

As organizations strive to become more sustainable, HR departments must act as enablers of green transformation. This study provides empirical evidence and practical guidance for embedding environmental values into human resource practices, making sustainability not just a corporate agenda, but a shared organizational culture.

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10. Appendix

Appendix A: GHRM Questionnaire Items

Respondents rated each of the following statements on a **5-point Likert scale** (1 = Strongly Disagree, 5 = Strongly Agree).

Section A: Green HR Planning

- GREENHRM_1a: My organization integrates environmental goals into workforce planning.
- GREENHRM_1b: Environmental considerations are factored into HR strategy formulation.

Section B: Green Recruitment and Selection

- GREENHRM_2a: Recruitment advertisements reflect environmental values.
- GREENHRM_2b: Applicants are evaluated for environmental awareness.
- GREENHRM_2c: Eco-friendly behavior is a criterion in selection.
- GREENHRM_2d: Interviews include questions on environmental commitment.
- GREENHRM_2e: My organization seeks candidates with sustainability skills.
- GREENHRM_2f: The recruitment process promotes the green image of the bank.

Section C: Green Training and Development

- GREENHRM_3a: Employees receive training on environmental policies.
- GREENHRM_3b: Training programs develop green skills.
- GREENHRM_3c: Employees are educated on energy-saving practices.
- GREENHRM_3d: There is training on eco-friendly behavior in the workplace.

Section D: Green Employee Relations

- GREENHRM_4a: My organization involves employees in green decision-making.
- GREENHRM_4b: Employees collaborate on environmental initiatives.

- GREENHRM_4c: Suggestions on environmental issues are encouraged.
- GREENHRM_4d: Employees feel responsible for sustainability at work.
- GREENHRM_4e: Teams are recognized for eco-friendly innovations.
- GREENHRM_4f: Management encourages a green work culture.
- GREENHRM_4g: Communication channels promote sustainability awareness.
- GREENHRM_4i: Green behavior is reinforced by peers and supervisors.
- GREENHRM_4j: Employees are motivated to reduce ecological footprint.
- GREENHRM_4k: Environmental efforts are shared in internal communications.

Section E: Green Performance Evaluation

- GREENHRM_5a: Performance appraisals include environmental criteria.
- GREENHRM_5b: Green initiatives are part of performance KPIs.
- GREENHRM_5c: Eco-efficiency is evaluated regularly.
- GREENHRM_5d: Managers reward green contributions.
- GREENHRM_5e: Environmental compliance affects promotion decisions.

Appendix B: Summary of Rotated Component Matrix

Component	Dominant Items	Description
Factor 1	GREENHRM_4a–4k	**Green Employee Relations**
Factor 2	GREENHRM_5a–5e	**Green Performance Evaluation**
Factor 3	GREENHRM_2e, 2f, 5a	**Green Training and Development**
Factor 4	GREENHRM_1a, 1b, 2a–2d	**Green Recruitment and Planning**
Factor 5	GREENHRM_4k, 4j	**Green Work Culture/Support**
Factor 6	GREENHRM_2b, 2c, 2d	**Green Selection Emphasis**
Factor 7	GREENHRM_3a, 3b, 3c, 3d	**Green Training Practices**

Note: Items were grouped based on high loadings (> 0.5) on rotated components from PCA with Varimax rotation.