PERCEPTION ANALYSIS OF SUSTAINABILITY THROUGH GHRM PRACTICES – A CASE STUDY OF GENERATION Z IN JHARKHAND

Abstract

For the past few decades, the increased awareness of people about environmental issues has pressured organizations to become proactive in implementing GHRM practices. Progressive organizations must also take up green initiatives to achieve green organizational goals. The intellectual human capital, today, is more than willing to adapt to GHRM practices. This aspect has become a global concern and environmentalists, researchers, and academicians are working together towards it. This research paper aims to study the perception of Generation Z in Jharkhand about sustainability through GHRM. Data was collected from 206 respondents using a 7 – point Likert scale and analyzed using SPSS. The results reveal that the Generation Z of Jharkhand is very well aware of the importance of GHRM and Sustainability and also strongly believes that there is a significant relationship between the two. However, it was observed that a significant proportion of the respondents did not strongly agree with some of the GHRM practices like E-recruitment, Green Induction, etc. The researchers conclude that this may be due to the lack of the ability to show their abilities during lockdown during Covid-19.

Keywords: Green Human Resource Management; Sustainability; Green; Green HRM; environment; Gen Z; Generation Z

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I. INTRODUCTION

"We have not inherited the world from our forefathers – we have borrowed from our children." - Mr. Lestor Brown

Indian culture and mythology have imbibed worshipping environment and its various elements over the ages. However, in the recent past, due to rapid industrialization and population explosion, people have put their needs and comfort a priority to adjust to increasing their quality of life in materialistic terms. In the course, global environmental causes have taken a backseat and these environmental concerns are plaguing humanity. The cause needs to be taken with utmost sincerity. People have to commit themselves to eco-friendly behaviour and consumption for a sustainable future. (Sulphey & Faisal, 2021)

"Health before Wealth" – the saying has once again gained popularity post Covid-19. People across the globe put health – both physical as well as mental a priority. Researchers, academicians, industrialists, environmental activists, and all others alike have been trying to find out ways of sustainable environmental practices. One of the ways to ensure sustainability is Green Human Resource Management whereby the organizations follow HRM practices that are environmentally friendly. (Mousa & Othman, 2020)

Green Human Resource Management is the practice of including environmentally friendly practices in all aspects of HRM to ensure sustainability. (Jackson et al., 2011b)Green HRM practices which ensure sustainability has gained immense momentum in recent days. The key here lies in the increasing awareness of people as well as organizations to indulge in activities that ensure and secure future prospects. In the 21st century, progressive businesses are adopting GHRM practices as it helps to achieve sustainability (Yong et al., 2020)and gain a competitive advantage. (Faisal & Naushad, 2020). Organizations following green environmental practices are more sustainable and ambitious, resulting in corporate sustainability. (Amrutha & Geetha, 2020)(Khaskhely et al., 2022)(Jamal et al., 2021)

Green Human Resources Management (GHRM) refers to using Human Resources Management (HRM) practices to reinforce environmentally sustainable practices and increase employees' commitment to the issues of environmental sustainability. It embraces considering concerns and values of Environmental Management (EM) in applying Human Resources (HR) initiatives generating greater efficiencies and better Environmental Performance (EP) necessary for reducing employees' carbon footprints.(Masri & Jaaron, 2017)(Molina-Azorin et al., 2021) It involves the application of HR policies to promote the sustainable use of company resources, support ecology, and development of ecological sensitivity in workers. This is because ecological awareness of employees and managers is key to the operations of any company complying with the concept of sustainability. (Bombiak, 2019)

In a developing country like India, the implementations of GHRM pose both a challenge and an opportunity. Hence, companies are required to encourage product, process, design, and technology innovation which will relate to devising strategies for a society that will enable a healthy, peaceful, damage-free society with adequate natural resources available for the human future.(Mishra et al., 2014)

II. OBJECTIVES OF STUDY

- To get a conceptual understanding of the various Green Human Resource Management Practices.
- To study the perception of GHRM among the Gen Z of Jharkhand.
- To study the perception of sustainability among the Gen Z of Jharkhand.
- To study the impact of GHRM on sustainability.

III. GREEN HUMAN RESOURCE MANAGEMENT

Various researchers have done an in-depth analysis of the concept of Green Human Resource Management and have come up with definitions. (Table 1)

Table 1: Definitions of Green Human Resource Management

Sl. No.	Author	Definition of GHRM
1.	(Jabbour et al., 2010)	GHRM involves both traditional human resource practices (recruitment, selection, performance evaluation, training, and rewards) aligned with environmental goals and strategic dimensions for HRM.
2.	(Jabbour, 2013)	Green HRM is concerned with the systemic, planned alignment of typical human resource management practices with the organizations' environmental goals. It requires the alignment between HR and other functional areas of the organization.
3.	(Renwick et al., 2013)	GHRM pertains to the human resource management aspect of environmental management.
4.	(Opatha, 2013a)	All the activities involved in the development, implementation, and ongoing maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees to achieve the environmental goals of the organization and finally to make a significant contribution to environmental sustainability.
5.	(Ehnert et al., 2016)	GHRM or sustainable HRM is about the adoption of HRM strategies and practices that enable the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon while controlling for unintended side effects and negative feedback.

Source: Compiled by Researchers

GHRM practices play a crucial role in people management practices. (Renwick et al., 2013)GHRM is a novel concept. (Opatha & Arulrajah, 2014)stated that the HRM practices should be altered or made green to ensure correct GHRM in inputs or requirements and to get the right green performance of the job from its green employees. Researchers like (Mwita,

2019), (Masri & Jaaron, 2017)(Jackson et al., 2011a)(Opatha, 2013b)(Gupta, 2018)(Khan & Muktar, 2020)have contributed significantly to the literature on GHRM practices.

Some of the GHRM practices are listed below:(Ahmad Afgan et al., 2023)

1. **Green Job Analysis and Design:** One of the very first steps in GHRM practices is an analysis of the job and designing it in such a way that it meets the organizational sustainability goals. Green job analysis and design have a high impact on organizational sustainability and employee performance.(Ullah et al., 2021)Creating and matching green jobs is expected to reduce environmental harm, enhance environmental quality, and reduce unemployment.(Al Hashem & Al Shaar, 2022; Dordmond et al., 2021; Kouri & Clarke, 2014; Mohanty, 2020; A. K. Shah & Shukla, 2022; Song et al., 2021; Uddin, 2022)

2. **Green Recruitment and Selection:** Though green recruitment and selection have been recognized as an important GHRM practice, many organizations chose not to implement it. In such cases, communicating a company's environmental values and orientation is worth practicing during GRS. Previous studies have identified four mediators (anticipated pride, perceived value fit, expectation of favourable treatment, perceived organizational green reputation/prestige) that intervene between signals of a company's Corporate Environmental Sustainability and a job seeker's perceptions of organizational attractiveness. However, the strength of this effect is influenced by five moderators (pro-environmental attitude, socio-environmental consciousness, desire to have a significant impact through one's work, environmental-related standard registration, and job seeker's expertise).(Abdellatif, 2021; Ajadi et al., 2022; Khan & Noorizwan Muktar, 2020; Kiplangat et al., 2022; Mwita & Kinemo, 2018; Pham & Paillé, 2020; Sinaga & Nawangsari, 2019; Tsymbaliuk et al., 2023)

3. **Green Induction:** Green Induction is of utmost importance as the employees should be made aware of the green organizational objectives. Induction Programs need to be developed not only for the new employees but also for the current employees to for developing green citizenship behaviour. (Opatha & Arulrajah, 2014)

4. **Green Training and Development:** The action of green education and development was introduced as the most effective HR practice and has a positive and significant effect on the environmental performance of organizations. (Bazrkar & Moshiripour, 2021),

5. **Green Performance Appraisal:** The Green Performance Appraisal is an employee performance appraisal of how well they are making progress towards a green environment. Green Compensation is a form of financial and non-financial compensation for the behaviour of manifesting a green environment that is implemented by employees. (Mandago, 2018)(Ardiza et al., 2021; Saputro & Nawangsari, 2021)

6. **Green Pay and Reward:** It is the fiscal and non-fiscal rewards to the employees for their green performance. (Opatha, 2013a)On achieving the green targets, the employees can be given monetary rewards in terms of salary increments, cash, bonus, incentives, etc whereas non–monetary rewards can be in the form of paid leave, recognition, etc.

7. **Employee Green Involvement:** The corporate sustainability through GHRM practices largely depends upon the employee's engagement or involvement in green activities. A culture of mutual learning needs to propagate and eco–friendly habits and awareness have to be created in organizations. Studies show the relevance of employees' green involvement in enhancing the performance of environmental management systems, such as lowering wastage generation and optimum utilization of resources. (Renwick et al., 2013)(Dumont et al., 2015, 2017; Jamal et al., 2021)(Fahim et al., 2019; Srivastava & Shree, 2019; Wang et al., 2017; Zhang & Jeong, 2023)

8. **Green Health and Safety:** Green health and safety refer to organizational green policies and practices like a green factory, green zone, etc. for health and safety practices for employees. One of the primary responsibilities of employers is to ensure a green work environment that would reduce workplace stress, illness, and occupational hazardous diseases. Some companies have implemented environment-related health policies to preserve a healthy workplace and prevent health problems. (Kalitanyi, 2020)(M. Shah, 2019)

9. **Green Employee Relations/Industrial Relations:** Harmonic employee relationship in the industry improves both the productivity and morale of the employees. It fosters employee participation and empowerment activities. Some of the activities to ensure green employee relations are – providing opportunities to participate in green suggestion schemes and introducing green whistle-blowing and helplines. The organization should recognize unions as major stakeholders in environment management and provide them with proper training in environment management. Joint consultations should be done regularly for solving the organization's environmental issues whereby unions get an opportunity to negotiate with the management on green workplace management. (Renwick et al., 2013)

IV. GENERATION Z AND SUSTAINABILITY THROUGH GHRM

A generation is defined as "a set of historical events and related phenomena that creates a distinct generation gap". (Parry & Urwin, 2011)Gen Z is the new generation entering the market. They are referred to as the global generation and are foreseen to bring something new to their professional life. (Bolser & Gosciej, 2015)(Bulut, 2021; Iorgulescu, 2016; Ozkan & Solmaz, 2015a, 2015b; Setiawan, 2020)(Jha & Chaudhary, 2021)(Jha, 2020) Generation Z exhibits green behaviour and is committed to global green concerns such as a sustainable future, Go Green, Green Products, recycling, reducing energy consumption, using low energy, etc.(Shwetha, 2019)

V. HYPOTHESIS

1. Hypothesis 1

H_0 - There is no significant perception of GHRM practices in Gen Z of Jharkhand.
H_1 - There is a significant perception of GHRM practices in Gen Z of Jharkhand.

2. Hypothesis 2

H_0 - There is no significant perception of sustainability in Gen Z of Jharkhand.
H_2 - There is a significant perception of sustainability in Gen Z of Jharkhand.

3. Hypothesis 3

H_0 - There is no significant relationship between GHRM and sustainability.
H_3 - There is a significant relationship between GHRM and sustainability.

VI. RESEARCH METHODOLOGY

1. Primary Data

- **Universe**: The Gen Z respondents from the state of Jharkhand.
- **Sample Design**: Random Sampling Method has been used
- **Methods of Data Collection**
  - Online Data Survey
  - Questionnaires
- **Data Analysis**
  - **The questionnaire** has been designed by the researcher based on a literature survey and observation method to determine the perception of Gen Z towards GHRM and Sustainability.
  - The responses have been collected on a **five-point Likert Scale**.
  - The data has been collected with the help of **Google Forms and Google Spreadsheet** has been used to tabulate the form responses.
  - The analysis is done using Statistical Package for Social Sciences **(SPSS)** software where the frequencies were calculated and charts were generated.
  - **Microsoft Word and Microsoft Excel** were used to compile data.
  - **Mendeley** has been used for referencing.

2. Secondary Data: Using archival techniques, a thorough review of the literature was conducted. This paper employs archival methods to examine papers from various databases and websites with HRM, Green HRM, sustainability, and green initiatives as topics. The secondary data has been used from the internet, magazines, and from different articles published in various newspapers.

VII. DATA ANALYSIS AND HYPOTHESIS TESTING

1. Demographic Profile: A total of 206 respondents' data was collected using Google Forms. Of these, 54.4% are females and 45.6% are males (Table 2). 86.5% of the respondents are not employed and 13.6% are employed.(Table 3). All the respondents have their birth years from 1995 to 2008.

Table 2: Frequency and Percent of Respondents according to their Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	112	54.4	54.4	54.4
	Male	94	45.6	45.6	100.0
	Total	206	100.0	100.0	

Source: Primary Data

Table 3: Frequency and Percent of Respondents according to their Employment Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	178	86.4	86.4	86.4
	Yes	28	13.6	13.6	100.0
	Total	206	100.0	100.0	

Source: Primary Data

2. **Cronbach's Alpha Reliability Test**: The respondents were asked 10 questions based on their perception of Green Human Resource Management (GHRM) and 10 questions on their perception of sustainability. The Cronbach's Alpha reliability value for the variable "GHRM" is 0.951 (Table 5) and the value for the variable "sustainability" is 0.958 (Table 4) which shows an excellent level of reliability.

Table 4: Cronbach's Alpha Reliability Value for variable "Sustainability"

Cronbach's Alpha	N of Items
.958	10

Source: Primary Data

Table 5: Cronbach's Alpha Reliability Value for variable "GHRM"

Cronbach's Alpha	N of Items
.951	10

Source: Primary Data

3. **Hypothesis Testing:** The descriptive statistics for the variable, "GHRM" reveal that the value of skewness for the distribution of the total sample (N=206) is -1.573 and the standard error is .169. The value of kurtosis is 2.198 and the standard error is .337. This shows that the dataset for GHRM is not normally distributed. (Table 5). Also, the Kolmogorov-Smirov Test for Normality is <0.05, implying that the data set for GHRM is not statistically significant and the dataset is not normal. (Table 6)

The descriptive statistics for the variable "Sustainability" reveal that the skewness value for the total sample distribution (N=206) is -1.795 and the standard error is .169.

The value of kurtosis is 2.940 and the standard error is .337. This shows that the dataset for GHRM is not normally distributed. (Table5). Also, the Kolmogorov-Smirov Test for Normality is <0.05, implying that the data set for GHRM is not statistically significant and the dataset is not normal. (Table 6)

Since the dataset is not normal, non – parametric tests have been used.

Table 5: Descriptive Statistics of variable "GHRM" and "Sustainability"

			Statistic	Std. Error
GHRM	Mean		3.9820	.06706
	95% Confidence Interval for Mean	Lower Bound	3.8498	
		Upper Bound	4.1143	
	5% Trimmed Mean		4.0843	
	Median		4.2000	
	Variance		.926	
	Std. Deviation		.96253	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.90	
	Skewness		-1.573	.169
	Kurtosis		2.198	.337
Sustainability	Mean		4.1801	.06710
	95% Confidence Interval for Mean	Lower Bound	4.0478	
		Upper Bound	4.3124	
	5% Trimmed Mean		4.3010	
	Median		4.5000	
	Variance		.927	
	Std. Deviation		.96304	
	Minimum		1.00	
	Maximum		5.00	
	Range		4.00	
	Interquartile Range		.90	
	Skewness		-1.795	.169
	Kurtosis		2.940	.337

Source: Primary Data

Table 6: Test of Normality for variable "GHRM" and "Sustainability"

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
GHRM	.158	206	.000	.831	206	.000
Sustainability	.197	206	.000	.777	206	.000
a. Lilliefors Significance Correction						

- **Hypothesis I**
  H_0 - There is no significant perception of GHRM practices in Gen Z of Jharkhand.
  H_1 - There is a significant perception of GHRM practices in Gen Z of Jharkhand.

  Statistical Tools: Univariate Analysis using Mean, Standard Deviation, Skewness, Kurtosis

  Findings: The descriptive statistics for GHRM reveal an overall mean score of **3.9820 (SD= 0.96253).** This shows a positive perception of GHRM among Gen Z. The value of skewness for the distribution of the total sample (N=206) for "GHRM" is -1.573 and that of kurtosis was 2.198.

  It shows that the distribution of "GHRM" is not normally distributed, is slightly negatively or left skewed and there are a very small number of outliers in the distribution. (Table 5)

  Therefore, the null hypothesis is rejected.

  Conclusion: There is a significant perception of GHRM practices in Gen Z of Jharkhand.

- **Hypothesis II**
  H_0 - There is no significant perception of sustainability in Gen Z of Jharkhand.
  H_2 - There is a significant perception of sustainability in Gen Z of Jharkhand.

  Statistical Tools: Univariate Analysis using Mean, Standard Deviation, Skewness, Kurtosis

  Findings: The descriptive statistics for "Sustainability" reveal an overall mean score of 4.1801 **(SD= 0.96304).** This shows a positive perception of "Sustainability" among Gen Z. The value of skewness for the distribution of the total sample (N=206) for "Sustainability" is -1.795 and that of kurtosis was 2.940.

  It shows that the distribution of "sustainability" is not normally distributed, is slightly negatively or left skewed and there are a very small number of outliers in the distribution. (Table 5)

  Therefore, the null hypothesis is rejected.

  Conclusion: There is a significant perception of sustainability in Gen Z of Jharkhand.

- **Hypothesis III**
  H_0 - There is no significant relationship between GHRM and sustainability.
  H_3 - There is a significant relationship between GHRM and sustainability.

Table 7: Correlation between GHRM and Sustainability

Correlations				
			GHRM	Sustainability
Spearman's rho	GHRM	Correlation Coefficient	1.000	.803**
		Sig. (2-tailed)	.	.000
		N	206	206
	Sustainability	Correlation Coefficient	.803**	1.000
		Sig. (2-tailed)	.000	.
		N	206	206
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Primary Data

Statistical Tool: Bivariate Analysis using Spearman's Rank Correlation

Findings: A Spearman's correlation was run to determine the relationship between 206GHRM and sustainability values. A statistically significant and strong positive correlation (r_s = .803, p = .000) was found between GHRM and Sustainability at the significance level of 0.01 in a 2-tailed test. The *p-value* = .000 (reported as p< .001) which is less than 0.05. We, therefore, have significant evidence to reject the null hypothesis that the correlation is 0. (Table 7)

Thus, the null hypothesis is rejected.

Conclusion: There is a significant and positive relationship between GHRM and Sustainability.

4. Data Analysis

- **GHRM Perception Index:** A GHRM perception index was developed to understand the perception of Gen Z towards GHRM practices. The index was designed applying the following formulae:(Basu, 2023)Table 8 shows the GHRM perception index. The perception index of 80% signifies a strong inclination of Gen Z towards GHRM practices.

Table 8: GHRM Perception Index

Sum of actual score of 206 respondents (A)	8203
Sum of the maximum score of 206 respondents (B)	10300
GHRM Perception Index = A/B*100	80%

Source: Primary Data

- **Sustainability Perception Index:** A Sustainability perception index was developed to understand the perception of Gen Z towards Sustainability. The index was designed applying the following formulae:(Basu, 2023)Table 9 shows the perception index.

The perception index of 84% signifies a strong inclination of Gen Z towards Sustainability.

Table 9: Sustainability Perception Index

Sum of actual score of 206 respondents (A)	8611
Sum of the maximum score of 206 respondents (B)	10300
Sustainability Perception Index = A/B*100	84%

Source: Primary Data

- **Linear Regression with GHRM as the Independent Variable and Sustainability as the Dependent Variable:** Regression using Curve Estimation was done on the dependent variable sustainability and the independent variable GHRM for the prediction was a linear regression model. (Table 10)

Table 10: Model Summary and Parameter Estimates

Dependent Variable: Sustainability								
Equation	Model Summary					Parameter Estimates		
	R Square	F	df1	df2	Sig.	b1	b2	b3
Linear	.990	19923.433	1	205	.000	1.042		
Logarithmic	.989	17840.382	1	205	.000	3.090		
Inverse	.575	276.829	1	205	.000	9.953		
Quadratic	.991	11831.499	2	204	.000	1.353	-.072	
Cubic	.991	7891.998	3	203	.000	1.202	.010	-.011
Compound	.988	16260.360	1	205	.000	1.414		
Power	.992	24812.082	1	205	.000	1.030		
S	.549	249.602	1	205	.000	3.239		
Growth	.988	16260.360	1	205	.000	.346		
Exponential	.988	16260.360	1	205	.000	.346		
Logistic	.988	16260.360	1	205	.000	.707		
The independent variable is GHRM.								

Source: Primary Data

A simple linear regression was conducted to assess GHRM to predict the Sustainability of the Gen Z of Jharkhand. A scatter plot showed the relationship between GHRM and Sustainability as positive and linear. A linear regression established GHRM can statistically predict sustainability, F (1, 204) = 910.500, p = .001, R^2 = .816. The R^2 was .816 which means 81.6% of the variance in Sustainability can be predictable by GHRM. (Table 11)

Table 11: Linear Regression Analysis for GHRM and Sustainability

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.904[a]	.817	.816	.41303	.817	910.500	1	204	.000
a. Predictors: (Constant), GHRM									

Source: Primary Data

From the ANOVA table, it is observed that the correlation between GHRM and Sustainability was statistically significant at r (206) = .904, p < .001. The regression is 155.327 and the total SS is 190.128 which means the regression model explains about (155.327/190.128) 81.6% of the variability in the data set. (Table 12)

Table 12: ANOVA Table for GHRM and Sustainability

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	155.327	1	155.327	910.500	.000[b]
	Residual	34.801	204	.171		
	Total	190.128	205			
a. Dependent Variable: Sustainability						
b. Predictors: (Constant), GHRM						

Source: Primary Data

According to the coefficients, GHRM was as significant predictor of Sustainability, β = .904, t (204) = 30.174, p = .000. This is a highly strong relationship. (Table 13)

Table 13: Coefficients Table for GHRM and Sustainability

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.579	.123		4.716	.000
	GHRM	.904	.030	.904	30.174	.000
a. Dependent Variable: Sustainability						

Source: Primary Data

Where, R – correlation coefficient
R squared – coefficient of determination
df – degrees of freedom

Hence, it can be concluded statistically that GHRM practices can significantly predict sustainability.

VIII. FINDINGS

- There is a significant perception of GHRM practices in Gen Z of Jharkhand.
- There is a significant perception of sustainability in Gen Z of Jharkhand.
- There is a significant and positive relationship between GHRM and Sustainability.
- GHRM practices can significantly predict sustainability.
- The perception index of 80% signifies a strong inclination of Gen Z towards GHRM practices.
- The perception index of 84% signifies a strong inclination of Gen Z towards Sustainability.
- 56.3% of the respondents strongly agree that GHRM practices are important.
- 41.3% of the respondents emphasized–Recruitment.
- Only 35% of the respondents strongly agree with Green Induction programs.
- 51% of the respondents strongly agree on including Green Initiatives in Training and Development.
- 41.3% of the respondents strongly agree that Green standards should be set in an organization.
- 50% of the female respondents emphasized Green Pay and Reward.
- Only 37.9% of the respondents wanted public transport, company transport, and flexible hours of working.
- 52.4% of the respondents emphasized on reduce, recycle, and repair.
- 52.7% of the female respondents believed that green employee relations would increase the productivity and morale of employees.
- Only 27.2% of the respondents strongly agree on working from home, video conferencing, and E-filing whereas 32% of the respondents were neutral on the same.
- More than 50% of the respondents strongly agree that economic development, an environmentally conscious culture, respecting human rights, an energy-efficient workplace, banning plastics, resource usage optimization, waste minimization, and having respect for other cultures are necessary for sustainable development.
- 44.2% of the respondents strongly agree that an environment management system would reduce workplace stress and illness, 14.6% of the respondents are neutral and4.4% of the respondents strongly disagree about the same.
- Only 46.6% of the respondents strongly agree that improving people’s health and opportunities for good life contribute to sustainable development.
- 41% of the unemployed respondents strongly agree with carpooling, company transport, and flexible hours. But only 17.9% of the employed respondents strongly agree on the same.

IX. CONCLUSION

The data analysis of the collected data from the Gen Z of Jharkhand reveals that they have a very strong perception of GHRM practices. Gen Z understands the importance of sustainability and strongly agrees that GHRM practices would lead to sustainable development. The gender of Gen Z does not make any difference in the perception of GHRM and sustainability. The employment status of Gen Z respondents also does not make any difference in the perception of GHRM and Sustainability. However, a significant proportion

of the respondents, male or female and employed or unemployed, do not agree or are neutral on working from home, flexible hours of working, E–recruitment, mandatory green induction, E-filing, and video conferencing. This may be attributed to Covid -19 and the lockdown period as this generation was in schools and colleges and their studies were in online mode. They may have a desire to actually experience and work in physical mode. They may also have a perception that they may confidently present themselves better via physical mode. A significant proportion of the employed respondents do not agree or are neutral about carpooling and public transport. This may be attributed to the inadequate public transport facilities by Government authorities or being unaware of the benefits of carpooling.

X. SUGGESTIONS

- Gen Z should be made aware of the importance of green initiatives like carpooling, video conferencing, etc.
- The Green Initiatives practices should be mandatory in the school and college curriculum.
- Extracurricular activities should be conducted to create awareness about GHRM.
- Green should be included in the performance appraisal process.
- The quality of vehicles used for public transport should be enhanced by the Government.

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