EMPLOYEE GREEN ENGAGEMENT: THE INFLUENCE OF HR POLICIES ON SUSTAINABLE CONSUMER PERCEPTIONS IN THE COSMETIC INDUSTRY

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ABSTRACT

In recent years, cosmetics have grown in popularity as people have become more aware of harmful ingredients and their long-term effects on health. Both producers and consumers are now more optimistic about the use of herbal or green cosmetics. The qualities that a successful marketer or manufacturer can portray, lend, or convey through the product's manufacturing, packaging, country of origin, advertising, and other promotional strategies influence consumers' decisions to purchase the product. These factors all have a substantial impact on the product's quality. The existence or lack of purchasing objectives may be linked to certain search parameters and browsing patterns, which in turn affects the choices that consumers make. Environmental property implies a semi-permanent ecological balance and the conservation of natural resources. For a company to make sustainable choices doesn't start and end with it's product alone. It weaves through various elements of the organization ,which consist of various factors including it's environment friendly behaviour of its management and employees too. This study set out to provide a comprehensive analysis of the influence of HR policies on sustainable consumer perceptions in the cosmetics industry. HR policies can be tailored to lay emphasis on encouraging, maintaining eco- friendly behavior in employees and the impact of that on consumer perceptions The study also showed that rising disposable incomes, growing awareness of the negative environmental effects of cosmetics, and the growing demand for eco-friendly behavior and sustainable products are all contributing to the increase in demand for these cosmetics

Keywords: Employee Green Engagement, HR policies, Sustainable behavior, sustainable products Consumer Perceptions , Cosmetic Industry

INTRODUCTION

Consumers base their decision to purchase a good or service on whether it will satisfy their requirements. The fundamental driving force behind a consumer's purchase is determined by their perception of the product's ability to satisfy their particular needs. Consumers evaluate things according to the quality and degree of satisfaction they provide. The qualities that a skilled marketer may portray, lend, or convey through the product's manufacturing, packaging, country of origin, advertising, and other promotional strategies all have a big influence on the product's quality and influence customers' decisions to purchase it..[1-5]

Green Marketing:

Promoting products and services with environmentally friendly features is known as "green marketing." Due to customers' increased awareness of the environmental effects of their choices, this technique is becoming more popular in India. The Indian market for eco-friendly cosmetics is expected to grow at a Compound Annual Growth Rate (CAGR) of 15%

between 2022 and 2027, according to a new report by the Indian Council for Research on International Economic Relations (ICRIER). The study also showed that rising disposable incomes, growing awareness of the negative environmental effects of cosmetics, and the growing demand for eco-friendly and sustainable products are all contributing to the increase in demand for these cosmetics.[6]

Green Employee Engagement:
Green employee engagement (GEE) is the level of obligation and engrossment that employees have in their work, especially when it comes to environmental sustainability. It's characterized by employees' eagerness and willingness to devote in green work-related tasks, which again is propelled by green HR policies/initiatives that the HR department establishes and takes to urge, empower and facilitate employees in adopting eco-friendly behavior in the organization and outside too.[7]

Sustainability dimension in cosmetic industry
Green and eco-friendly cosmetic products are emerging as a result of the global beauty industry's significant transition towards sustainability and environmental concern. As consumers grow more aware of the harm that conventional cosmetics cause to the environment, they are searching for products that align with their values of sustainability and wellbeing. Examining the ingredients, packaging, legal concerns, and positive environmental impacts of green and eco-friendly cosmetics is the aim of this scholarly study. Hazardous chemicals are avoided, natural and organic materials are prioritised, and transparency and cruelty-free practices are encouraged. This trend indicates that ethical consumption habits are gaining traction among beauty sector customers. [8]

The beauty industry is currently focusing on sustainability as a new dimension. The demand for natural and herbal products is increasing every day. Every year, over 10 million plastics wind up in the oceans, polluting the land and environment, harming species, and posing a threat to everyone's health. It can be difficult for businesses to provide products that are safe for the environment and human health. Because they see this early promise, many businesses have already started studying and creating green products and employing innovative techniques to become more environmentally friendly and sustainable. According to a 2019 study on sustainability in the cosmetics industry, the beauty market as a whole is expected to grow by 7.14% between 2018 and 2023, reaching a USD 805.61 billion valuation. According to the market research project, the cosmetics industry would grow by 10% a year until 2024. Customers are informed about the latest trends, natural ingredients, healthful plants, and the effects of herbal recipes on the environment and their own health. Overcoming all of these challenges while preserving the product's cost-effectiveness without significantly lowering the profit margin is the most challenging part for firms. This article's goal is to examine customer behaviour about the sustainability of green cosmetics. [9]

One of the main concerns for manufacturers of cosmetics is manufacturing technology. To increase their visibility and success across the cosmetics supply chain, producers and retailers have teamed up with supply chain technology companies. The cosmetics industry has made an effort to use the technologies needed to find moral suppliers and guarantee that safety regulations for ingredients are fulfilled. created and introduced a methodology for measuring how satisfied customers are with cosmetics companies, taking into account the quality of the items. Furthermore, young adults are thought to be the most important consumer group in terms of sustainable and ethical consumption, which implies that manufacturers and retailers of cosmetics ought to pay more attention to the ethical qualities of their goods as well as the ethical practices of their suppliers. As a cutting-edge technology, blockchain has also supported ethical sourcing and increased supply chain visibility.

Customers conscious of cosmetics brands affect the environment and society.
Customers are searching for sustainable solutions as they grow more conscious of the social and environmental effects of cosmetics products. These are a few of their attitudes and actions:
- Clean beauty: When selecting cosmetics, 63% of customers say that clean beauty is very or extremely essential.
- Packaging: While 47% of consumers are content with recyclable plastic for their preferred items, 81% of consumers want businesses to use less plastic packaging.
- Sustainability: Only 15% of customers claim they never look into a brand's commitment to sustainability, despite 70% of them researching a company's eco-credentials.
- Authenticity: Over 50% of buyers question whether clean beauty claims made by businesses are real.

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- Believe: Of British consumers, just 4% fully believe a product's sustainability mark, and 13% have no faith in it at all. [10]
- Quality: Customers may associate sustainable items negatively, believing them to be of inferior quality.

Market leaders are natural emollients.
The market for natural cosmetics ingredients is dominated by natural emollients in terms of both volume and value, with the skin care sector accounting for the biggest revenue share (38.7%).

Traditional components originating from petrochemicals are being replaced with alternatives that prioritise environmental responsibility without sacrificing product performance. The market was dominated by the esters sector in 2021, and between 2022 and 2030, fatty acids are predicted to grow at a compound annual growth rate (CAGR) of 5.5%. [11]

This dedication is demonstrated by the industry's use of vegetable oils, microbial fermentation products, and bio-catalytic processes, which provide a number of advantages, including improved hydration and less environmental effect. Here are a few noteworthy developments in this field.
- Hydrocarbon-based emollients: renowned for their hydrating and occlusive qualities, vegetable oils are becoming more environmentally friendly substitutes.
- Squalane: Derived from vegetable sources or microbial fermentation, it is preferred due to its stability.
- Fatty alcohols: A shift towards components from bio-engineered or sustainable agriculture is demonstrated by products like cetyl alcohol derived from sustainable sources.
- Esters: Making the switch to biocatalytic methods to lessen their impact on the environment, with goods like Evonik's Tegosoft OER setting the standard.[12]

Incorporate various strategies into its HR policies and practices
To motivate and encourage employees to be eco-friendly in the workplace, an organization can incorporate various strategies into its HR policies and practices.

1. Eco-Friendly initiative and Programs:
- **Green certificates & Rewards:** Acknowledging and rewarding staff members or groups who exhibit a dedication to sustainability by granting them certificates or encouraging eco-friendly conduct (such as cutting back on trash or using less energy).
- **Sustainability Training:** Providing seminars or materials to teach staff members about sustainable habits, such as cutting back on their carbon footprint, recycling appropriately, or resource conservation at work.
- **Programs for Sustainability Ambassadors:** Designating "eco champions" or ambassadors who spearhead environmental projects and inspire others to join

2. Incentives and appreciation:
- **Incentive Programs:** Providing rewards to staff members who actively support sustainability initiatives, such as bonuses, more vacation days, or recognition prizes.
- **Employee Sustainability Challenges:** Putting together events like "no plastic weeks," energy-saving competitions, or carpooling initiatives with rewards or recognition for the top performers

3. Green Office Environment:
- **Eco-Friendly Workspace Design:** Promoting environmentally friendly decisions like cutting back on paper waste, using energy-efficient lighting, or installing smart thermostats to cut down on energy use.
- **Sustainable Office products:** Giving staff members access to environmentally friendly office products, such as recycled paper, reusable water bottles, or eco-friendly notebooks.
- **Encouraging Remote Working:** To lessen the carbon footprint associated with commuting, telecommuting and hybrid work arrangements are encouraged.

4. Green Policies:
- **Sustainable Travel Policies:** Putting in place regulations that promote taking public transit, carpooling, or cycling as alternatives to driving alone.

- **Waste Reduction:** Establishing regulations that encourage recycling, composting, and waste minimisation, together with explicit instructions on how staff members may participate in these activities

5. Employee participation and Feedback:
- **Employee Input:** Establishing a forum or committee where staff members may offer their thoughts and recommendations for enhancing the company's sustainability procedures.
- **Employee Eco-Surveys:** Consistent surveys to gauge staff members' awareness and involvement in sustainability, with input integrated into future plans.

6. Leadership by Example:
- **Top-Down Support:** HR regulations have to be in line with the organization's leadership, where senior executives motivate staff members by acting sustainably.
- **Visible Eco-Friendly Actions:** Making sure that executives participate in sustainability initiatives and draw attention to the company's initiatives to promote an environmentally conscious culture

7. Health and Well-being Focus:
- **Sustainable Health Programs:** Encouraging the well-being of employees by implementing initiatives like providing organic food at work, establishing green areas for rest, or promoting walking meetings.
- **Work-Life Balance:** Stressing the advantages of flexible work schedules for the environment, such as lowering carbon emissions from commuting

HR can create an atmosphere that inspires and encourages workers to embrace eco-friendly habits in both their personal and professional life by integrating these practices into the company culture.

OBJECTIVES OF THE STUDY
- To study whether consumers are aware of how cosmetics brands affect the environment and society.
- To study on the aspect of sustainability in the cosmetics sector with specific reference to green employee engagement effected through HR policies influencing customer perceptions

RESEARCH METHOD
The methods utilised in this study to tackle the research problems are elucidated. The research strategy is elucidated first, followed by the sample and responses.

Research design
In this study, two approaches were employed: qualitative and quantitative. A naturalistic and interpretive approach to the world is known as a qualitative technique. It is mostly concerned with text analysis and aims to make meaning of phenomena. A quantitative approach, on the other hand, describes information that may be displayed by measuring words and examining phenomena that are quantifiable and statistically observable.[13]

Sample and response
First, an analysis of five cosmetic businesses' CSR initiatives was conducted. A choice had to be made because just a few businesses were looked into. To choose organizations for further examination, ideally a CSR ranking was employed. Sadly, no list of several cosmetic firms could be located. Based on a benchmark analysis of strength, risk, and future potential, the most valuable cosmetic brands in the world are given a brand rating here. Given that it provides insight into the brands' efficacy, this rating was the most suitable. These brands are supposedly the most well-known and bought, making them excellent research subjects. Since many of the businesses on the list were Asian or American, they had to be removed. After that, preliminary research was conducted to find out whether businesses have CSR information on their websites. Companies that have retrievable information on their websites had to be chosen in order to conduct a content analysis. Following this preliminary "research," the following brands were chosen: Kiehl's, Clarins, OCCITANE, The Body Shop, and L'Oreal. It was noteworthy that a large number of businesses included in the ranking lacked readily accessible CSR-related content on their websites. Consequently, it was not possible to include 22 firms in our study.[14]

Survey

An online survey application, Tools, was utilized to distribute the questionnaire digitally. It successfully communicated with a substantial number of persons in this manner. The convenience and snowball sampling techniques were employed to identify the respondents. The target audience for cosmetics is extensive, as nearly everyone makes occasional purchases, and responders do not require certain characteristics. This research utilized an explanatory technique, gathering data using Google Forms surveys. The study analyzed the challenges associated with the sustainable development of green cosmetics and assessed the impacts on consumers from a comprehensive viewpoint. 35 employee and 100 customers of the tri-city area, comprising Chandigarh, Panchkula, and Mohali, participated in this survey. The age range include teenagers to elderly individuals. [15]

Reliability and validity
The validity and reliability are essential to the quality of a study. Reliability applies to stability, repeatability, and consistency, and relates to the precision of measurements. It ensures that the correct variables are employed to accurately evaluate what must be examined. When reliability is robust, the study findings would be consistent if replicated under same conditions. The accuracy of the measures and the representativeness that supports generalization form a study's validity. This study implements several measures to achieve robust validity and reliability. The variables of the questionnaire are meticulously chosen and analyzed based on relevant earlier research utilizing a comparable technique. The study is based on factor loading. Prior to the distribution of the survey, a pilot test was done.

DATA ANALYSIS
Table 1 Factors indicating awareness dimensions

S. NO.	FACTORS INDICATING AWARENESS DIMENSIONS	FACTOR LOADING	RELIABILITY (CRONBACH'S ALPHA)	Mean score N = 100	COMMUNALITIES	% OF VARIANCE EXPLAINED
1	**Green Factors**		**0.828**	**1.45**		**26.914**
i	Degradation of Ozone	0.640		1.34	0.547	4.779
ii	Industrial water pollution	0.720		1.33	0.554	4.512
iii	Industrial air pollution	0.544		1.23	0.403	4.160
iv	Pesticides on food	0.586		1.67	0.662	4.034
v	Drinking water contamination	0.621		1.89	0.543	3.118
vi	Warming up earth	0.637		1.56	0.467	3.012
vii	Endangered species	0.582		1.34	0.523	1.938
viii	Destruction of rain forest	0.766		1.26	0.595	1.361
2	**Green Awareness**		**0.602**	**1.90**		**16.089**
i	When I make a choice, I think about how it could affect the environment.	0.751		1.45	0.680	10.130
ii	To put it simply, I do my best to minimise my impact on the environment.	0.781		1.45	0.691	5.959
3	**Green Awareness Importance**		**0.508**	**1.55**		**20.923**

| i	My concern for the environment influences my purchasing patterns.	0.700		1.80	0.403	8.062
ii	Wasting Earth's resources is something that worries me.	0.705		1.36	0.662	7.228
iii	In order to do my part to protect the environment, I am prepared to put up with certain inconveniences.	0.633		1.45	0.543	5.633
4.	**Green Purchase consequence**		**0.362**	**1.45**		**34.412**
i	To me, it's crucial that the things I buy don't deplete natural resources.	0.748		1.46	0.589	30.999
ii	Hazardous Waste	0.668		1.97	0.596	3.412
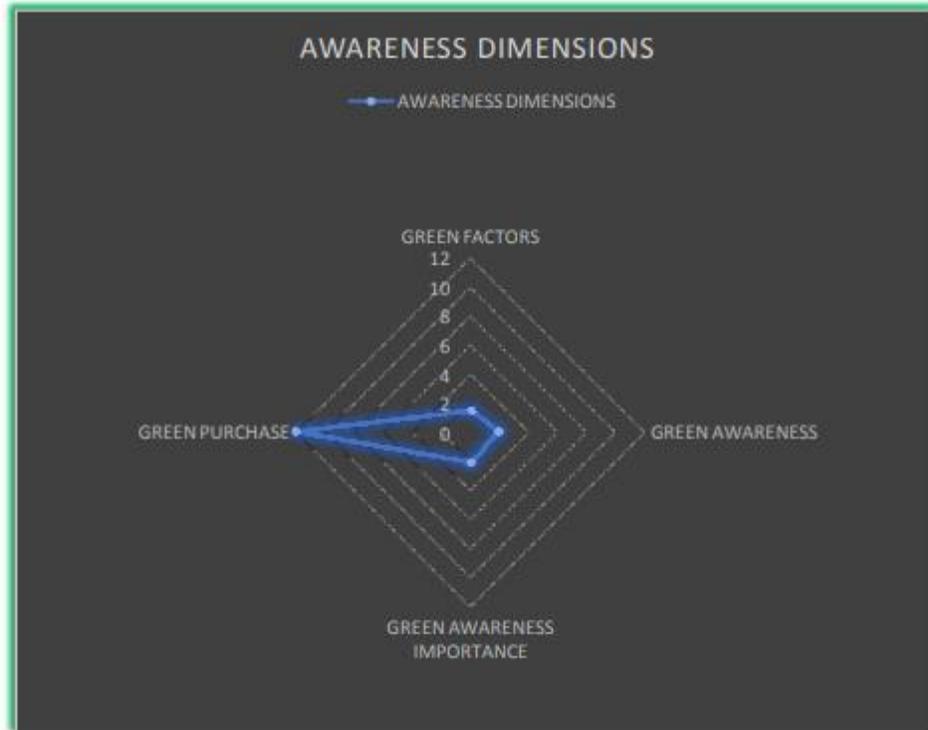
Fig 1 Radar Chart: Awareness Dimensions

Table highlights the four variables obtained by rotating the varimax algorithm. First, the "Green factors" component, which explains 26.914% of the overall variation. Second, "green awareness" explains 16.089% of the overall variation. Thirdly,

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the significance of "green awareness" accounted for 20.923% of the overall variation. "Green Products Consequences" (Factor 4) explains 34.412% of the overall variation.

Each dimension's internal consistency or dependability is measured using Cronbach's Alpha. It reveals how closely related a collection of objects is to one another. It is common practice to use a high alpha value to indicate strong connection between the dimension claims. The "Green purchase consequence" dimension has a low Cronbach's alpha, suggesting that there is little to no association between the claims made on this dimension.[16]

Table 2: Result of the reliability and validity analysis

Indicator	items	Cronbach Alpha	Factor Loading
Understanding of Green Human Resources Management	Practices in my workplace Sustainability in human resource management .	0.939	0.870
	Green initiatives are a priority for my company's employees.		
	In an effort to promote eco-friendly values, my company provides its employees with chances for green training and advancement.		
	Green workplace initiatives are linked to financial rewards and perks at my company.		
	To help our employees become more proficient in green management practices, my company offers them training sessions with an emphasis on environmental issues.		
	Green workplace practices are linked to our company's employment and selection processes.		
Green Training and Development	Training is available in my firm to the point that "green management" may be considered a core value.	0.939	0.870
	As a component of their growth evaluation, my firm takes an employee's eco-friendliness into consideration in order to retain the person.		
	During the training,		

	employees learn everything there is to know about the green HR policy.		
	Opportunities for workers to acquire training in environmental elements are available at my firm.		
	When it comes to increasing employee happiness on the job, my organisation uses training needs analysis to zero in on the exact courses that are required.		
	All training materials are made available to the personnel via internet access.		
Green Training and Development	Training is available in my firm to the point that "green management" may be considered a core value.	0.946	0.903
	As a component of their growth evaluation, my firm takes an employee's eco-friendliness into consideration in order to retain the person.		
	During the training, employees learn everything there is to know about the green HR policy.		
	Training on environmental elements is available to staff at my firm.		
	When it comes to increasing employee happiness on the job, my organisation uses training needs analysis to zero in on the exact courses that are required.		
	All training materials are made available to the personnel via internet access.		

Green Recruitment and Selection	In my opinion, the organization's hiring process includes Green Recruitment and Selection practices.	0.945	0.916
	In my opinion, the organisation considers applicants who show an interest in and care for environmental standards.		
	In my opinion, the hiring process is where the organisation makes its environmental sustainability practices known.		
	As far as I am aware, the manager did notify everyone on staff about the company's recruitment drive for environmental management experts.		
	As far as I am aware, the organisation employs eco-friendly hiring practices in order to hold on to its employees.		
	When making employment decisions, I believe the company takes into account candidates' perspectives on the intersection of environmental management and personal identity.		
Green Compensation and Reward	The company's Green compensation and incentives program is something I'm already familiar with.	0.901	0.836
	Incentives like stock options, extra vacation days, vouchers, and more are available at my firm to encourage and reward workers who help keep the environment clean and safe.		
	Workers get pay raises when they meet or exceed targets.		
	Employees will remain		

	invested in the company for the long haul if environmental compensation and incentives programs are implemented.		
	Taking part in environmentally conscious remuneration and incentives systems encourages me to stay with the company.		
	A company's efforts to adopt sustainable practices might be bolstered by green remuneration and benefits.		
Employee Engagement Sustainability	Being an employee here inspires me to go above and beyond the call of duty.	0.928	0.893
	When I'm deciding on a firm to work for, one of the most important factors for me is the durability of employee engagement.		
	An employee involvement policy about sustainability is something I am aware of.		
	The future of every workforce depends on the level of employee engagement and how long it lasts.		
	The company's willingness to let me put my abilities and experience to good use has gratified me.		
	In light of how well the company's involvement approach works, I am content with its sustainability attitude.		

According to Cheraghipoor et al. (2024), an instrument's precision and resistance to error depend on its validity and dependability. The stronger an instrument's validity and reliability, the better the study's results will be (Samimi and Nouri, 2023). This research instrument's Cronbach's Alpha values are shown in Table 2. Bougie et al. (2019) found that the dependability level increases when Cronbach's Alpha approaches 1. A Cronbach's Alpha reliability value of 0.3 or above is acceptable, 0.5 or above is better, and 0.7 or above is strong (Shrestha, 2021). There is a high degree of dependability with this research equipment, with a beta value of 0.95.[17]

Table 3: Normality Test (Skewness and Kurtosis)

	Skewness	Kurtosis

	Statistic	Std. Error	Statistic	Std. Error
B_Comprehending_HRM	-.511	.168	.238	.334
C_Green_Traning_Development	-.605	.168	.448	.334
D_Recruitmen_N_Selection	-.395	.168	.013	.334
E_Compensation_N_Reward	-.786	.168	1.448	.334
F_ Sustainability in Employee Engagement	-.567	.168	1.034	.334

Normality Test

In order to determine whether the data was normally distributed, the research used skewness and kurtosis, as shown in Table 3. A normal distribution is assumed to have skewness and kurtosis values of 0. The allowed range for kurtosis and skewness values is -1 to +1. The data is suitable for further study as the calculated skewness and kurtosis values, as shown in Table 3, are within this normal range.

Table 4: Correlation analysis

---The definition??	GTD	GRS	GCR	EES
Developing environmentally friendly training programs	1	.873**	.822**	.760**
Environmentally conscious hiring practices	.873**	1	.856**	.743**
Pay equity and environmental recognition	.822**	.856**	1	.762**
Sustainability of employee engagement	.760**	.743**	.762**	1

**. Correlation is significant at the 0.01 level (2-tailed)

Correlation Analysis

According to Davis (1971), a decent correlation range of 0.50-0.69 and a correlation value of 0.70 or above indicate a significant association. Green human resource management methods (including hiring processes, performance reviews, and pay equity) are strongly correlated with employee engagement and sustainability, according to the study's results (Table 4). Specifically, the findings indicate a strong and statistically significant relationship between environmentally conscious hiring practices and long-term employee engagement and sustainability (r = 0.743, p ≤ 0.01), as well as a strong and statistically significant relationship between environmentally conscious professional development and long-term employee engagement and sustainability (r = 0.760, p ≤ 0.01). Furthermore, the sustainability of employee involvement is positively correlated with green remuneration and incentive (r = 0.762, p < 0.01). Based on the study's findings, the following GHRM practices are strongly and significantly correlated: Green Recruitment and Selection and Green Training and Development (r = 0.856, p ≤ 0.01), Green Training and Development and Green Compensation and Reward (r = 0.822, p ≤ 0.01), and Green Training and Development and Green Training and Development (r = 0.873, p ≤ 0.01). The variables' strength and direction are shown by their positive correlation.[18]

Table 5 Factors indicating attitude dimensions

S. NO.	FACTORS INDICATING ATTITUDE DIMENSIONS	FACTOR LOADING	Reliability (Cronbach's Alpha)	Mean score N = 100	COMMUNALITIES	% OF VARIANCE EXPLAINED
	Green purchasing		**0.636**	**2.17**		**12.193**
	Green items are easy to locate for me.	0.726		2.15	0.676	
	Green product purchases and	0.651		2.10	0.643	

use are influenced by me.					
Impacted by Environmentally Friendly Ads	0.650		2.45	0.689	
Factors affecting Green Attitudes		**0.703**	**2.34**		**7.081**
Previous work	0.665		1.23	0.636	
Promotional efforts	0.664		1.21	0.768	
Use by loved ones, acquaintances, etc.	0.644		1.45	0.680	
Size and packaging	0.515		1.34	0.641	
Green products terminology		**0.670**	**1.37**		**6.975**
Consciousness	0.629		1.86	0.667	
Biodegradable	0.590		1.45	0.714	
Recyclable	0.549		1.45	0.598	
Green products components		**0.707**	**1.35**		**6.906**
Customer service	0.765		1.25	0.724	
The accessibility and closeness of stores	0.618		1.34	0.666	
Product price	0.589		1.46	0.662	
Advantage for well-being	0.528		1.23	0.700	
Green Attitude Measures		**0.823**	**1.89**		**3.219**
Environmental concerns should be pursued by NGOs with more vigour.			1.45		
Refrain from using plastics	0.771		1.34	0.729	
Teach the general population how to be more frugal	0.726		1.46	0.675	
Make polluting enterprises leave residential areas or impose penalties on them	0.636		1.45	0.667	
Regular vehicular pollution check-ups.	0.590		1.56	0.706	
Plant more trees to create parks and other green spaces.	0.579		1.56	0.640	
To safeguard the environment, participate in research and development.	0.570		1.34	0.706	
Green products source of information		**0.546**	**1.33**		**3.158**
Outdoor advertising	0.565		1.23	0.604	
School/University/Institutions	0.663		1.34	0.646	
Word of mouth	0.520		1.09	0.657	

The table provides a summary of the six components that were retrieved using the vermax rotated approach. In the first factor, "Green Purchasing," you'll find claims about things like discovering green items, inspiring others to buy and utilise green products, and the impact of green marketing. It explains 12.193% of the overall variation. Factor 2, "Factors affecting green attributes," comprises the following variables: promotional efforts, consumption by friends and family, packaging, size, and prior experience; it accounts for 7.08% of the total variation explained. Biodegradability, awareness, and recyclable are factors that make up Factor 3, "Green Products Terminology," which explains 6.975% of the total variation. Customer service, store availability, product pricing, product proximity, and better for health are factors that make up Factor 4, labelled "Green Products Components," which accounts for 6.906% of the total variation explained. The fifth factor, "Green attitude measures," accounts for 3.219% of the total variance explained and contains statements regarding different approaches to addressing attitude problems. These include things like conducting regular vehicle pollution checks,

urging NGOs to work more aggressively for environmental causes, conducting research and development to safeguard the environment, and avoiding plastics. The "Green Products Source of Information" factor, which encompasses outdoor media, schools, universities, institutions, and word of mouth, explains 3.158% of the total variation. [19]

Each dimension's internal consistency or dependability is measured using Cronbach's Alpha. It reveals how closely related a collection of objects is to one another. It is common practice to use a high alpha value to indicate strong connection between the dimension claims. With low Cronbach's alpha, there is little to no association between the comments made on the "Attitude towards Purchase of green products" and "Attitude towards Source of Information" dimensions.
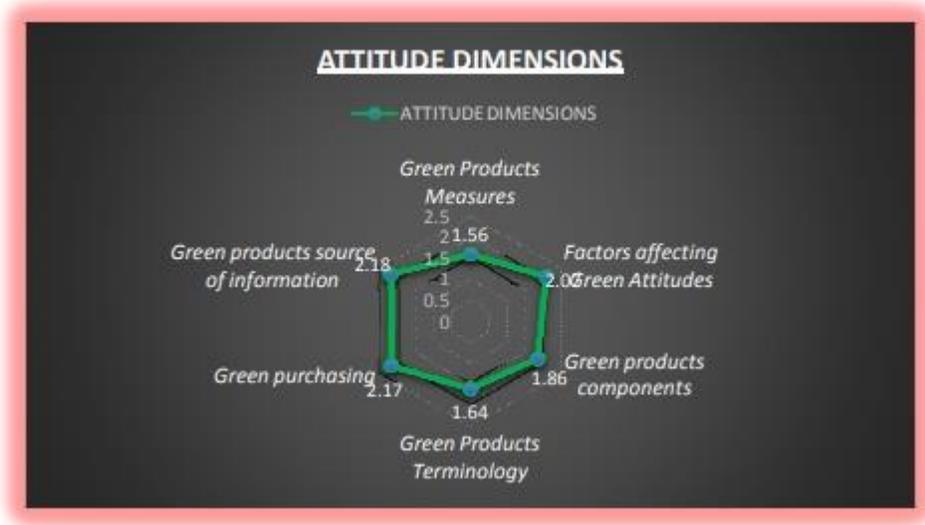

Fig. 2 Radar Chart: Attitude Dimensions

We utilised the Structural Equation Model to try to figure out how people's knowledge, beliefs, and actions relate to their propensity to buy environmentally friendly goods. Consumers' attitudes towards environmentally friendly items are influenced by their level of environmental awareness, according to the model. Consumers' actions in regard to environmentally friendly goods are a direct outcome of their level of knowledge and outlook. Factor analysis of each group of statements is used to choose essential statements on attitude, behaviour, and awareness. Becoming conscious: Following factor analysis, four aspects of awareness were identified, namely:

Table 6 Factors extracted indicating awareness dimensions

1	Green factors	AWARE1
2	Green Awareness	AWARE2
3	Green Importance	AWARE3
4	Green purchase Consequence	AWARE4

Attitude: After factor analysis, following six factors were extracted indicating attitude dimensions –

Table 7 Factors extracted indicating attitude dimensions

1	Green purchasing	ATT1
2	Factors affecting green attitude	ATT2
3	Green product terminology	ATT3
4	Green product components	ATT4
5	Green attitude measures	ATT5
6	Green product source of information	ATT6

Behaviour: After factor analysis, following factor was extracted indicating behaviour dimension –

Table 8 Factors extracted indicating Behaviour dimensions

1	Green purchase behaviour	BEHA1

This model is clearly recursive, as shown by route analysis. "Awareness" is measured by the independent observed variables AWARE1 (green factors), AWARE2 (green awareness), AWARE3 (green awareness importance), and AWARE4 (green purchase consequence). "Attitudes" are measured by ATT1 (green purchasing), ATT2 (factors affecting green attitude), ATT3 (green product terminology), ATT4 (green product components), ATT5 (green attitude measures), and ATT6 (green product source of information). They are both externally latent variables. "Behaviour" as assessed by BEHA1 (green buying behaviour) is the endogenous latent variable. The consumer's level of knowledge and attitude will likely influence its actions. The AMOS (Analysis of Moment Structures) program, created by IBM SPSS, was used to evaluate the suggested structural equation model. The most popular method for estimating models, the maximum likelihood process, was utilized to estimate the model. AMOS provides a number of goodness-of-fit indices that were used to assess the model's fit. Tucker Lewis fit index (TLI), Root Mean Square Error (RMSE), and Comparative Fit Index (CFI) are among them. Chi-square is really an indicator for poor fit. Also determine whether route loadings are considerably different from zero using structural equation modelling. [20]

RESULTS
Using AMOS and the ML (Maximum Likelihood) technique of parameter estimation, path analysis was conducted on the variance-covariance matrix to evaluate the theoretical model depicted in Fig. You can see the models' fitness of excellent indices in the table below.

Table 9 The fitness of good indices of Structural equation model

$\chi 2$	TLI	CFI	NFI	RMSEA
154.128(p=0.000)	.790	.836	.789	.093

You may test the null hypothesis that the replicated covariance matrix has the desired model structure using the chi-square statistic that is supplied in this table. It is indicated that the model is not a good fit since the chi-square value is significant (<0.05). The sensitivity of the chi-square test does not, however, provide sufficient evidence to reject a model on its own. Other statistics should be considered. It is recommended that TLI, CFI, and NFI be closer to 0.9, while RMSEA be kept below 1.00. We may accept the model since, as shown in the table, RMSEA is less than 1.00 and TLI, CFI, and NFI are all more than 0.6.[21]
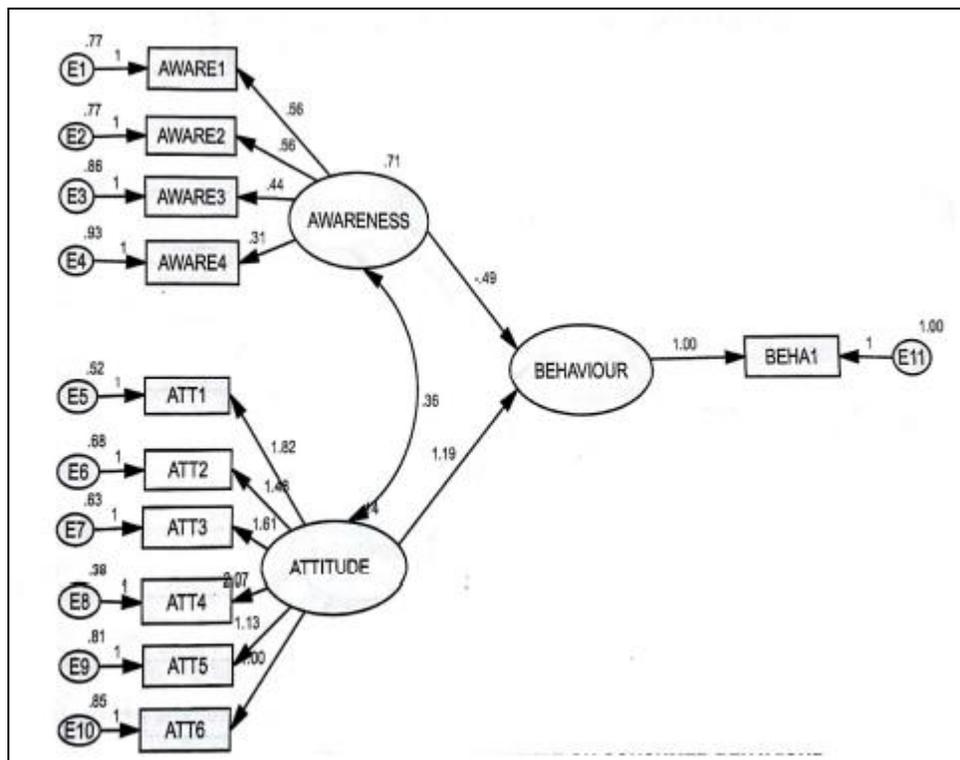

Fig. 3 Structured Equation Model

"Awareness," "Attitude," and "Behaviour" are the three dimensions derived from confirmatory factor analysis, as seen in the route diagram. The causal links are shown by the computed path coefficients. Unstandardized regression coefficients make up the route coefficients. These numbers show how much the dependent variable changes when the independent variable changes by one standard deviation unit. The SEM diagram shows that awareness and attitudes are latent independent factors, whereas behaviour is the dependent latent variable. There is a negative 0.49 change in behaviour for every standard deviation unit change in awareness, according to a path coefficient of -0.49 between awareness and behaviour. A one-unit shift in attitude will cause a 1.19-unit shift in behaviour for the attitude hidden variable. [22-23]

There is a substantial and statistically significant relationship between environmental attitude and the variable awareness (0.36, p=.000). What this implies is that as awareness of pollution issues grows, so will the positive attitude and level of care for environmental concerns. A negative correlation exists between awareness and conduct, while it is statistically significant (-0.49, p=0.00). Despite being aware of the issue, fewer behavioral changes occur as a result. Attitude, on the other hand, has a robust and statistically significant correlation with behaviour (1.19, p=.000). According to the paradigm, people's attitudes, not their knowledge of environmental concerns, are the driving forces behind changes in conduct.

When it comes to describing the behaviour of the environment, the suggested model works well. Particular emphasis should be placed on the path coefficient between attitude and conduct. The conduct will be influenced by the strong attitudes. significant attitudes will be moulded by increased understanding of environmental concerns, according to the significant association between the two. The marketer's job is to get people to feel good about green marketing so that it may affect their buying habits. Customers' intentions to buy are more strongly influenced by their good attitudes towards green marketing and the environment.

CONCLUSION

Consumption and production that do not harm the environment or society are essential if we are to realize our grand development goals, improve economic competitiveness, alleviate poverty, and so on. Companies have come to this realization and are now making environmentally friendly items that do not hurt the planet or jeopardize future generations' capacity to do so. Green marketing myopia is the most significant one; that is, when advertised items do not really improve the environment in any meaningful way. Having standardized quality control boards and strictly adhering to rules may overcome these difficulties and boost the sector's reputation. Through primary data obtained from green cosmetics users, the study determined how and to what degree consumers' environmental knowledge or perception impacts their behaviour. It was discovered that demographic factors impact customers' views, sentiments, and actions. A person might be considered "green" if they are environmentally conscious, politically active, a consumerist, an equalitarian, a conservationist, a non-profit, a sustainability advocate, or a humanitarian. (Ken Peattie, 1995) and environmentally conscious advertising represents the ideals of nature and sustainability. For a variety of reasons, including new possibilities, social responsibility, government pressure, competitive pressure, and cost and profit considerations, green marketing and green employee engagement through green HR is being embraced by many organizations. For environmental causes like trash reduction and profit maximization to succeed, green marketing and green HR must be efficient. A successful green HR must be intuitive, integrated, innovative, engaging, and well-informed. The cosmetics industry's shift to eco-friendly and green goods is a ray of hope for long-term improvement in the current era of increased environmental consciousness. This study set out to provide a comprehensive analysis of the impact that green employee engagement ,Eco-friendly HR policies and green marketing has on consumer buying decisions, specifically with regard to these items, against the unique backdrop of selected Indian cities. It's crucial to use a certain communication route. It appears that consumers do not actively look for information regarding corporate social responsibility, and they do not favour the company website as a channel. to suggest that since customers don't actively look for CSR information on their own, direct contact between the company and its clients is desired. As a result, it can be preferable for clients to obtain this information with minimal effort. This is only conjecture, though, and cannot be looked at here. Future study on this topic is crucial since it's an intriguing result that may have useful ramifications for CSR communication and Green HR communications...

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