

A STUDY ON THE IMPACT OF PERCEIVED INSINCERITY IN GREEN HRM ON ENGAGEMENT OF THE EMPLOYEES IN IT COMPANIES IN CHENNAI

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ABSTRACT

Green HRM Practices, Perceived Insincerity and Employee Engagement are the main constituents in any Organization. The current Study pertaining to the perceived insincerity in Green HRM on the engagement of the employees of the IT Companies in Chennai. This research study Green HRM Practices, Perceived Insincerity (Greenwashing), and Employees Engagement which comprises of Cognitive, Emotional and Behavioural. This study is exclusively devoted to the IT Companies Employees in Chennai with the sample size of Three Hundred and Ninety-Six through adopting the technique of stratified random sampling, which includes three different designations comprise of Business Analysts of Ninety-Three, Project Managers of Ninety-Three, and Team Leaders of Two Hundred and Ten. The top eleven IT Companies considered for the study includes, Accenture, Cognizant, Tata Consultancy Services, IBM, Infosys, New Gen Software, Oracle, Paypal, Wipro, Larsen & Toubro Infotech, and HCL Technologies. The above companies located within the jurisdiction of the Chennai City are selected in accordance with the Companies' Turnover published in the NASSCOM Press Release, 2025 and listed in the BSE and NSE. The result of the overall Descriptive Analysis depict that mean level of agreement for the factor 'Employee Engagement' (45.83), is highest among all and 'Perceived Insincerity' (Green Washing) (16.10), which is the least under the Green HRM Practices. The result of the Chi-Square test highlights that the Level of Green Washing Perception of the employees irrespective of the low or high level, significantly varies in accordance with the various dimensions (Cognitive, Emotional, Behavioural) of the employee engagement. The results of the One-Way ANOVA present that both perceived insincerity (Green Washing) and Employee Engagement remains constant in accordance with the different categories of designation of the employees, whereas, Green HRM Practices change in accordance with the different categories of designation of the employees and, the Green HRM Practices varies with the effect of the Age Categories of the employees. Whereas, in the case of Perceived Insincerity (Green Washing) and Employee Engagement does not varies significantly based on the categories of Age of the employees. The result of the Kruskal Wallis (H-test) states that all the three dimensions (Cognitive, Emotional and Behavioural) of employees' engagement varies in accordance with the effect of the categories of designations (Business Analysts, Team Leaders, and Project Managers) of the employees. It is being suggested for the Organizations to implement the following measures: To provide the space for the employees to enable them to share their ideas about the eco-friendly measures and recognizes them for the same, which ensures both employees' and organizational sustainability, to organizes the awareness program on 'Sustainability,' in the minds of the employees, then the responses about the green washing (perceived insincerity) would be overwhelming, to conduct a short meeting on daily basis to discuss about the tasks undertaken and accomplished by each employee on daily basis, to extend its focus on 'Green Initiatives, Sustainability, disposal of E-Wastes, Green Branding to accomplish the Green Goals.

Key Words: Cognitive, Behavioural, Eco-Friendly, Emotional, Sustainability

1. INTRODUCTION

In the present working scenario, Green HRM plays a pivotal role in all the organizations across the globe. Green HRM is essential to reduce the paper works to the maximum extent and the eco-friendly working environment is to be ensured in the organizations. Now-a-days applications such as Digi Locker, UMIS Portal for converting the hard copies documents into the soft copies' documents. So that it is sufficient to verify soft copies than the hard copies certificates. In many organizations, rather than scrutinizing the hard copies of the potential employees, scanned soft copies documents are being verified and based on which the employment opportunities are being provided to the employees and moreover, good number of recruitment processes such as interviews, selections and even training are being carried out through online than the offline with a view to save time, cost and energy of the interviewers/employers as well as the interviewees/employees too. In addition to this, now -a-days, conference proceedings and meetings are being conducted through the applications such as, Zoom, G-Meet, Skype, etc. and thereby connecting with the people who are scattered across the world. Many organizations are stressing upon the environmental awareness to the employees and persuading them to implement the same practically irrespective of the various categories of designations in the organization. The above-mentioned sentences highlighted upon the physical aspect of the Green HRM. The psychological aspect of the Green HRM indicates that there would be better employees' engagement, good mutual understanding between the employees and the organization, enhanced smooth and harmonious interpersonal relationship would exist in the organization, task-focussed culture prevails in the organization. With the implementation of the Green HRM practices in the organization, air pollution could be fully minimized, i.e., all the people use battery bounded two-wheelers and four-wheelers in future, as it would be economical in terms of minimizing the costs and pollution. Hence, this research paper highlights three components such as, Perception of Green HRM Practices, Green Washing (Perceived Insincerity), and Employee Engagement. Green HRM Practices indicates that creation of the awareness on environmental literacy as the induction program for the new employees, strategies for reducing the carbon footprints at work, and ECO - Friendly innovations. Green Washing Practices indicates E-Disposal Waste and Green Branding, and Employee Engagement indicates the Emotional and Psychological aspects of the employees and CSR aspects of the organization. Thus, in this modern world, organizations encourage Green HRM and accomplishment of sustainable development goals for the wellbeing of the employees, organization itself, and society.

2. REVIEW OF LITERATURE

The researcher reviewed the various aspects of the research papers which includes the Organisations such as Banking, Indian Corporate, Manufacturing, Services, Tourism and Small and Medium Enterprises. The Review of Literature is categorized under the six headings:

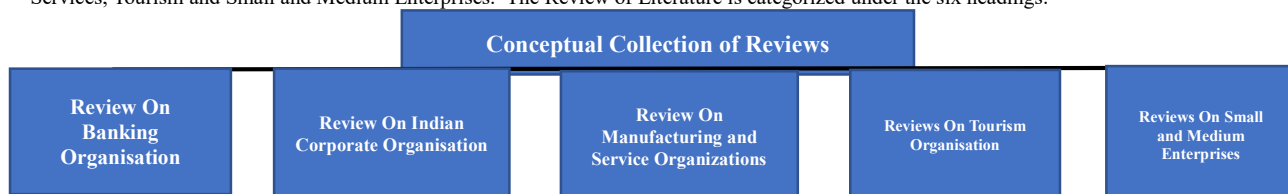


Figure 1. Conceptual Collection of Reviews

1. Review on Banking Organisation: Madhuri Gehi (2023) assessed the Impact of Green HRM with special reference to the Banking Sector by adopting the Convenience Sampling with the sample size of 80 respondents. This paper deals with the G-HRM Practices such as recruitment, training, development, performance management and compensation and the result of this study depicts that engaging employee for green behaviour results in transforming the normal employee behaviours to green behaviour that helps the banking sector to become 'greener.'

2. Reviews on Indian Corporate Organizations : Anam Salim, Nibedita Gogoi & Sumanta Dutta (2022) analysed the Green HRM Practices adopted by the Indian Corporates, focusing on to the secondary data by choosing ten companies of the various sectors with a view to get the comprehensive overview by adopting the Green HRM. This study explored the success rate of implementing Green HRM and this study also fulfils the need for exploring the green human resource management in emerging economies like India.

Darshan P, Puneeth Kumar P & Chandrashekar S (2023), investigated the role of Green HRM in Sustainable Development. This study ranked green human resource approaches as eco-friendly exercise, green recruitment, performance appraisal, worker participation, and rewards. The researchers suggested that there are good opportunities to grab the environmentally safe enactment in the institutions. Green HRM techniques supports organizations in all the ways. Additionally, this research benefits the organizations as it will provide them a better understanding to promote GHRM practices and improve organizational sustainability.

Rizvi & Garg (2021) explored the study by using qualitative and quantitative research with a view to get an in-depth knowledge about green HRM in Indian corporates. This study focuses upon the implementation of the green practices and its impacts on organizational performance and its management along with the relationship between strategies related to human resource and organizational environmental sustainability. Updating green knowledge and skills, creating a workforce with environmentally friendly mindset, training, and development of the workforce with issues relating to environment and strategy formulation by keeping in mind the importance of “green” and sustainability. Contributions have been made by various corporates to instil a culture of eco-friendly and sustainability willingness among the workforce.

Zhu, J.; Tang, W.; Wang & H.; Chen, Y. (2021) conducted the research and identified that Green HRM can significantly predict the employee green behaviour at work-place and organizations can effectively improve the environmental behaviours of the employees by educating the green values adopted by the HR people in the Organization.

3. Reviews on Manufacturing and Service Organizations:Hagos Birhane Sibhatu, Kenenisa Lemmi Debela & Chalchisa Amente kero (2025) analyzed the effects of Green Human Resource Management Practices on Organizational Sustainability Mediated by Employee Engagement: Evidence from Ethiopian Manufacturing Industries by employing the exploratory research design and collected 382 samples by adopting convenience sampling techniques through the structured administered questionnaire. Data are being analysed through the adoption of the covariance-based Structural Equation Modelling techniques. The findings of the study revealed that Green HRM practices positively and significantly contribute towards the organizational sustainability in the manufacturing industries. Additionally, the results of the study indicated that employee engagement mediates the relationship between GHRM practices and organizational sustainability. The outcomes of the study underscore the critical role of Green HRM practices for sustainable manufacturing in a developing country context, particularly in Ethiopia. This study offers valuable insights and a fresh approach for senior managers and HR professionals in the manufacturing industries of the developing nations. Mohammed Anamul Haque, Mohammed Asadul Islam & SoonHu Soh (2024) examined the role of green group cohesion and green knowledge sharing in the context of green practices and green work engagement with 392 employees working in the managerial cadre at RMG Factories in Bangladesh. Results of this study highlights that both green competency-building practices and green work engagement are significantly related with each other. This study also depicts that the green knowledge sharing mediates the relationship between green HRM practices and green work engagement.

Sapna & Anjali Gupta (2021) explored the challenges faced by the Organization during the implementation of Green HRM Practices of the employees of the Manufacturing and the Service Sectors. Result of this study revealed that implementation of green human resource management practices was low to moderate level because of the obstacles faced during its implementation. The key practices that are being highly followed in manufacturing and service organizations are Green Training & Development, Green Performance Appraisal and Green Involvement. The greatest obstacles are being faced during the implementation of Green HRM practices includes Weak Incentives for achieving targets, Lack of awareness regarding the concept of Green HRM and Lack of Prior planning to implement Green HRM Practices.

4. Review on Tourism Organisation: Ribeiro, N; Gomes, D.R; Ortega, E., Gomes, G.P Semendo (2022) explored the impact of Green HRM on organizational identification and employees’ eco-friendly behaviour, and the mediating role of organizational identification in the relationship between Green HRM and the employees’ eco-friendly behaviour through the adoption of cross sectional quantitative analysis with the help of a structured questionnaire with the sample size of 235 Portuguese employees belonging to the tourism organization. The statistical tests such as Harman Test, Bootstrapping, Baron, Kenny’s Linear Regression Method, and Sobel test were applied. The findings of this study highlighted that the implementation of Green HRM practices in tourism organizations have a positive impact on employees’ eco-friendly behaviour and on organizational identification.

5. Review on Small and Medium Enterprise (SME) Asma Alfadel & Shaker M. Al-Kahtani analysed the relationship between green human resource management (GHRM) practices and sustainable performance (SP) of Small and Medium Enterprises in Saudi Arabia with 201 sample collected from SMEs and analysed by using SEM through the Smart PLS. The focus is on the mediating role of Green Work Engagement (GWE). The outcomes of this study indicates that Sustainable Performance is directly, indirectly, and positively impacted by the Green HRM through Green Work Engagement, as a mediator. This outcome highlights the crucial role played by the workforce in translating green HRM policies into meaningful sustainability outcomes. By extending the discourse on GHRM within the context of SMEs in an emerging economy, this study contributes to the literature on sustainable management practices and provides actionable insights for business leaders and policymakers. It highlights the necessity of integrating green HR strategies with national sustainability initiatives, particularly within the framework of Saudi Arabia’s Vision 2030, to enhance the organizational resilience and environmental responsibility.

3. RESEARCH GAP

Previous researchers have conducted in the Organisations such as Banking, Indian Corporates, Manufacturing, Services, Tourism and Small and Medium Enterprises. Few other researches are being conducted in the IT, ITES, and BPO Sectors too, but not in Chennai, was conducted in Bangalore, Hyderabad, etc. But none of the study have been conducted in the IT Companies in Chennai specifically to know the effect of perceived insincerity in Green HRM on the engagement of the employees in the IT Companies in Chennai. Furthermore, very little in-depth probing has been carried out to assess the level of Green Washing perception among the employees of the IT Companies, no analyses have been carried out to evaluate the impact of perceived insincerity on the three dimensions of Employee Engagement such as Cognitive, Emotional and Behavioural. By considering the above-mentioned aspects, the researcher filled the gap for conducting the research on ‘Green HRM on Employee Engagement.’ with a view to propose a ‘Green Authenticity Framework’ for HR Manager in Chennai to move from symbolic green washing to substantive GHRM that genuinely drives engagement.

4. OBJECTIVES OF THE STUDY

1. To identify the core Green HRM Practices implemented in the IT Companies.
2. To assess the level of Green Washing perception among the employees of IT Companies.
3. To evaluate the impact of perceived insincerity on three dimensions of Employee Engagement such as Cognitive, Emotional, and Behavioral.
4. To assess the effect of Categories of Age and Designations of the employees on the overall factors of Green HRM Practices and Designations on the specific dimensions, includes Cognitive, Emotional and Behavioral.
5. To propose a ‘Green Authenticity Framework’ for HR Manager in Chennai to move from Symbolic greenwashing to substantive GHRM that genuinely drives engagement.

5. METHODOLOGY DESIGN

5.1 Research Design: Ex post facto Research Design: It examines the effect of perceived insincerity in Green HRM on the engagement of the employees in the IT Companies in Chennai.

5.2 Sample Design: Proportional Stratified Random Sampling was adopted under the type of Probability Sampling based on the categories of Designation.

5.2.1 Categories of Designation: Business Analysts, Project Managers and Team Leaders.

5.3 Data Collection Tools: The primary data was collected through the structured questionnaire consists of Closed-Ended and Five-Point Likert Scale Statements and Secondary Data was retrieved from the Previously published Research Papers, Journals, Articles, and Internet Sources.

5.4 Scope of the Study: The study was conducted in the IT Companies located in Chennai localities such as Velachery, Perungudi, Taramani, Sholingallur, Manapakkam, OMR Road, and Siruseri, comprises of Accenture, Cognizant, Tata Consultancy Services, IBM, Infosys, New Gen Software, Oracle, Paypal, Wipro, Larsen & Toubro Infotech, and HCL Technologies.

5.5 Sampling Procedure : Step – I: As per the National Association of Software and Services Companies (NASSCOM) press release 2025, there are 2447 Companies registered during the F.Y 2025-2026.

Step – II: Out of 2447 registered companies, 1131 companies are the IT Companies.

Step – III: Out of 1131 IT Companies, 1099 IT Companies are active.

Step -IV: Out of 1099 Active IT Companies, only 51 companies are listed in the Bombay Stock Exchange and National Stock Exchange Limited.

Step-V: Among 51 Companies listed in BSE and NSE, there are 28 leading companies in terms of turnover.

Step-VI: Among 20 leading companies, researcher considered 11 companies operating within the jurisdiction of the Chennai City.

5.6 Sample Size: The sample size is 396. Stratified Random Sampling Technique was used.

Business Analysts – 93, Project Managers – 93 and Team Leaders – 210

5.6.1 Determination of the Sample Size: As the population size is finite, the population proportion is known. The researcher has applied the formula framed by Cochran for ascertaining the Sample Size as follows:

$$= \frac{Z^2 \cdot p \cdot q \cdot N}{e^2(N - 1) + Z^2 \cdot p \cdot q}$$

where, n = Sample Size

p = the population proportion from the pilot study of 115 samples (p = 0.820)

q = 1 - p = 1 - 0.820 = 0.180

e = acceptable sampling error (e = 0.04)

z = z value at significance level or confidence level

= significance level at 0.01 or confidence at 99 per cent; z = 2.576

Hence, **Sample Size** $n = \frac{(2.576)^2 (0.820 \cdot 0.180) \cdot 1114}{(0.04)^2 (1114 - 1) + (2.576)^2 (0.820 \cdot 0.180)}$
 $n = 395.65$; $n = 396$

6. Discussion and Results

6.1. Descriptive Statistics of the average values of each component of Green HRM Practices: The descriptive statistics of the average values of each component of Green HRM Practices is displayed in the following Tables from 1 to 4.

TABLE 1. Descriptive Statistics of Perception of Green HRM Practices

Components	Mean	SD	Rank	Overall Mean Value
My company actively prioritizes "environmental literacy" during the induction of new hires.	4.53	0.634	1	4.08
My organization provides clear training on how to reduce my individual carbon footprint at work.	3.99	0.879	2	
My performance appraisals include metrics related to environmental responsibility	3.92	0.911	3	
My company offers incentives/recognition for employees who suggest eco-friendly innovations.	3.86	0.866	4	

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the statements "My company actively prioritizes "environmental literacy" during the induction of new hires (4.53), is highest among all, followed by, My organization provides clear training on how to reduce my individual carbon footprint at work (3.99), My performance appraisals include metrics related to environmental responsibility (3.92), and My company offers incentives/recognition for employees who suggest eco-friendly innovations (3.86), which is the least.

TABLE 2. Descriptive Statistics of Perceived Insincerity (Greenwashing)

Components	Mean	SD	Rank	Overall Mean Value
My company's green initiatives feel like a "tactic" to improve its public image rather than a core value.	4.00	1.169	1	3.22
I find the environmental claims made in our internal newsletters to be exaggerated.	2.48	0.940	4	
While my company talks about "Sustainability," our daily operations (like E-waste disposal) suggest otherwise.	2.24	0.975	5	
I feel the organization uses "Green" branding to distract from other corporate shortcomings.	3.61	1.206	3	
The "Green" goals of the company are vague and lack measurable data.	3.76	1.116	2	

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the statements, "My company's green initiatives feel like a "tactic" to improve its public image rather than a core value" (4.00), is highest among all, followed by, The "Green" goals of the company are vague and lack measurable data (3.76), I feel the organization uses "Green" branding to distract from other corporate shortcomings (3.61), I find the environmental claims made in our internal newsletters to be exaggerated (2.48) and While my company talks about "Sustainability," our daily operations (like E-waste disposal) suggest otherwise (2.24), which is the least.

TABLE 3. Descriptive Statistics of Employee Engagement

Components	Mean	SD	Rank	Overall Mean Value
At work, I am completely focused on my job responsibilities.	4.53	0.840	2.5	3.82
I am so into my job that I lose track of time.	2.54	1.214	11	
My mind is focused on my work even when I face distractions in the office.	3.62	0.832	9	
I am mentally alert and aware of the organizational goals I need to achieve.	2.85	1.401	10	
I feel a strong sense of pride when I tell others I work for this company.	4.16	0.947	7	
I am enthusiastic about the work I do every day.	2.16	1.349	12	
I feel emotionally attached to this organization and its core values.	4.47	0.744	4	
My job is meaningful and gives me a sense of accomplishment.	4.61	0.489	1	
I am willing to put in extra effort beyond what is expected to help my team succeed.	4.23	0.886	6	
I actively participate in company-led initiatives (like green volunteering or CSR).	4.53	0.500	2.5	
I always try to perform my duties to the highest possible standard.	4.30	0.730	5	
I proactively seek ways to improve my work performance and efficiency.	3.83	1.355	8	

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the statements, "My job is meaningful and gives me a sense of accomplishment" (4.61), is highest among all, followed by, "At work, I am completely focused on my job responsibilities" (4.53), "I actively participate in company-led initiatives (like Green volunteering or CSR)" (4.53), "I feel emotionally attached to this organization and its core values" (4.47), I always try to perform my duties to the highest possible standard (4.30), followed by I am willing to put in extra effort beyond what is expected to help my team succeed (4.23), "I feel a strong sense of pride when I tell others I work for this company" (4.16), "I proactively seek ways to improve my work performance and efficiency" (3.83), "My mind is focused on my work even when I face distractions in the office" (3.62), "I am mentally alert and aware of the organizational goals I need to achieve" (2.85), " I am so into my job that I lose track of time" (2.54) and the least is "I am enthusiastic about the work I do every day" (2.16).

TABLE 4. Descriptive Statistics of Overall Perception of Core Green HRM Practices

Components	Mean	SD	Rank	Overall Mean Value
Green HRM Practices	16.31	2.004	2	26.08
Perceived Insincerity (Green Washing)	16.10	2.694	3	
Employee Engagement	45.83	4.422	1	

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the factor 'Employee Engagement' (45.83), is highest among all, followed by, Green HRM Practices (16.31), and Perceived Insincerity (Green Washing) (16.10), which is the least.

6.2. Inferential Statistics: The inferential statistics of the Perceived Insincerity on dimensions of employees' engagement, Effect of Employees' Designation on Green HRM Practices, Effect of categories of Age on Green HRM Practices, Dimensions of Employees' Engagement, Effect of Employees' Designation on Dimensions of Employees' Engagement are displayed in the following Tables from 5 to 8.

TABLE 5. Perceived insincerity on three dimensions of Employee Engagement such as Cognitive, Emotional, and Behavioural.

Dimensions of Employee Engagement	Levels of Green Washing Perceptions			d.f	Chi-Square Test	Sig. (p-value)
	Low	High	Total			
Cognitive	83	72	155	5	179.061	<0.001**
Emotional	71	52	123	3	133.823	<0.001**
Behavioral	70	48	118	5	241.406	<0.001**
Total	224	172	396			

Source: Computed from Primary Data

** Significant at 1 per cent level (0.01)

It is inferred from the above table that the impact of the levels of Greenwashing perceptions of the Employees on different dimensions of employee engagement such as Cognitive, Emotional and Behavioural indicates that all the three dimensions of employee engagement are significantly associated with the levels of perceived insincerity (Green Washing Perceptions) of the employees. As the p-value is lesser than 0.05, the null hypothesis is rejected at 1% level of significance. It is inferred that the perception of the employees irrespective of the low or high level, significantly varies in accordance with the various dimensions (Cognitive, Emotional, Behavioural) of the employee engagement.

TABLE 6. Effect of Employees' Designation on Green HRM Practices

Factors of Green HRM Practices	Designations			Total	d.f	Mean	F	Sig. (p-value)
	Business Analysts	Team Leaders	Project Managers					
Green HRM Practices	26	93	8	127	2	16.31 (2.004)	157.075	<0.001**
Perceived Insincerity (Green Washing)	16	52	26	94	2	16.10(2.694)	1.535	0.217
Employee Engagement	51	65	59	175	2	45.83(4.422)	2.356	0.096
Total	93	210	93	396		26.08(3.04)		

Source: Computed from Primary Data

** Significant at 1 per cent level (0.01)

() Standard Deviation

It is inferred from the above table that the Effect of Designations of the employees on Green HRM Practices of the Employees depicts that for Green HRM Practices, since the p – value (< 0.001) is lesser than 0.05. Hence the Null Hypothesis (Ho) is rejected at 1% level of significance, which infers that both Categories of Designations and Green HRM Practices are associated with each other. Thus, the Green HRM Practices changes with the effect of the variations in designations of the employees. Whereas, in the case of Perceived Insincerity (Green Washing) (p-value: 0.217) and Employee Engagement (p-value: 0.096), are greater than 0.05. Hence the Null Hypothesis (Ho) is accepted at 5% level of significance, which infers that there is no significant difference between the designations and perceived insincerity (Green Washing) and there is also no significant difference between the designations and Employee Engagement. Therefore, it is being inferred that both perceived insincerity (Green Washing) and Employee Engagement remains constant in accordance with the different categories of designation of the employees, and Green HRM Practices change in accordance with the different categories of designation of the employees.

TABLE 7. Effect of Categories of Age on Green HRM Practices

Factors of Green HRM Practices	Categories of Age (in years)			Total	d.f	Mean	F	Sig. (p-value)
	Up to 30	Between 30 and 40	More than 40					
Green HRM Practices	27	89	9	125	2	16.31 (2.004)	158.100	<0.001**
Perceived Insincerity (Green Washing)	18	51	28	97	2	16.10 (2.694)	1.423	0.242
Employee Engagement	48	71	55	174	2	45.83 (4.422)	2.470	0.086
Total	93	211	92	396		26.08 (3.04)		

Source: Computed from Primary Data

** Significant at 1 per cent level (0.01)

() Standard Deviation

It is inferred from the above table that the Effect of Categories of Age of the employees on Green HRM Practices of the Employees depicts that for Green HRM Practices, since the p – value (< 0.001) is lesser than 0.05. Hence the Null Hypothesis (Ho) is rejected at 1% level of significance, which infers that both the Categories of Age (in years) and Green HRM Practices differs significantly. Thus, the Green HRM Practices varies with the effect of the Age Categories of the employees. Whereas, in the case of Perceived Insincerity (Green Washing) (p-value: 0.242) and Employee Engagement (p-value: 0.086), are greater than 0.05. Hence the Null Hypothesis (Ho) is accepted at 5% level of significance, which infers that the perceived insincerity (Green Washing) and employee engagement does not varies significantly based on the categories of Age of the employees.

TABLE 8. Effect of Employees' Designation on Dimensions of Employees' Engagement

Dimensions of Employees' Engagement	Designations			Total	d.f	Mean	Rank	Kruskal Wallis (H-test)	Sig. (p-value)
	Business Analysts	Team Leaders	Project Managers						
Cognitive	28	69	31	128	2	13.54 (2.015)	3	21.502	<0.001**
Emotional	30	71	34	135	2	15.40(1.390)	2	18.301	<0.001**
Behavioral	35	70	28	133	2	16.89(2.690)	1	22.632	<0.001**
Total	93	210	93	396		15.28(2.032)			

Source: Computed from Primary Data

** Significant at 1 per cent level (0.01)

() Standard Deviation

It is inferred from the above table that the Effect of Designations of the employees on Dimensions of the Engagement of the Employees depicts that since the p – value (< 0.001) is lesser than 0.05. Hence the Null Hypothesis (Ho) is rejected at 1% level of significance, which infers that both employees' designations and dimensions of employees' engagement are significantly associated with each other. Thus, all the three dimensions (Cognitive, Emotional and Behavioural) of employees' engagement varies in accordance with the effect of the categories of designations (Business Analysts, Team Leaders, and Project Managers) of the employees.

7. MANAGERIAL IMPLICATIONS

Research Study indicated that the employees prioritized the mean statement 'My company actively highly prioritizes "environmental literacy" during the induction of new hires' and lowly prioritizes 'My company offers incentives/recognition for employees who suggest eco-friendly innovations' under the factor, 'HRM Practices.' If the Organization provides the space for the employees to enable them to share their ideas about the eco-friendly measures and recognizes them for the same, then it ensures both employees' and organizational sustainability. This study further depicts that the mean statement 'My company's green initiatives feel like a "tactic" to improve its public image rather than a core value' is perceived as high and the mean statement 'while my company talks about "Sustainability," our daily operations (like E-waste disposal) suggest otherwise' is perceived as low, under the factor 'Perceived Insincerity (Green Washing).' If the Organization organizes the awareness program on 'Sustainability,' then awareness would be created in the minds of the employees to implement the same. This study also highlights that the mean statement 'My job is meaningful and gives me a sense of accomplishment' is prioritized as high and the mean statement 'I am enthusiastic about the work I do every day' is prioritized as low under the factor 'Employee Engagement.' It implies that despite the employees' experience that the job provides them a sense of meaningful accomplishment, some quantities of 'Ajinomoto' is to be added, i.e., enthusiasm is to be created in the minds

of the employees by conducting a short meeting on daily basis to discuss about the tasks undertaken and accomplished by each employee on daily basis. This paper presents that among the overall factors of HRM Practices, mean level of agreement for the factor 'Employee Engagement' (45.83), is highest and Perceived Insincerity (Green Washing) (16.10), is the least. With reference to this fact, if the organizations extend its focus on 'Green Initiatives, Sustainability, disposal of E-Wastes, Green Branding and accomplishment of Green Goals, then the organization can accomplish its organization goals through the implementation of the green goals too. It is identified that the levels of perception (Green Washing – Perceived Insincerity) of the employees varies in accordance with the cognitive, emotional, and behavioural dimensions of the employee engagement. This fact indicates that the employees' cognitive dimension, i.e., awareness level sounds good, but the act of implementation level sounds low, for which if the Organization enhances the awareness programs by persuading the employees to engage more into it, then the responses about the green washing (perceived insincerity) would be overwhelming. It is found that all the three dimensions (Cognitive, Emotional and Behavioural) of employees' engagement varies in accordance with the effect of the categories of designations (Business Analysts, Team Leaders, and Project Managers) of the employees.

8. CONCLUSION

In the current scenario overwhelming researches are to be conducted on the Green HRM Practices adopted by the employees of the Organization. It is exclusively needed in the IT Companies. To control the pollution, paper works are to be minimized and eco-friendly system of work is to be implemented. In that sense, now-a-days more researches are conducted to create awareness in the minds of the industrialists and the management of the organization. In this line, this research has been undertaken by considering the three main factors comprise of HRM Practices, Green Washing (Perceived Insincerity), and Employees Engagement. Based on this, the Employees Engagement with the mean value of 45.83 is the highest and the Green Washing (Perceived Insincerity) with the mean value of 16.10 is the least. From this study we can conclude that many IT Organizations must focus more on the factor 'Green Washing (Perceived Insincerity),' which enhances the sustainability and will leads to the achievement of the green goals.

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