A STUDY ON GREEN HRM TECHNIQUES AND ITS IMPACT ON EMPLOYEE'S BEHAVIOUR IN INFORMATION TECHNOLOGY SECTOR

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ABSTRACT

This empirical study investigates the influence of Green Human Resource Management (HRM) techniques on employees' Behavior in IT Sector. It explores the adoption of environmentally sustainable HR practices within the IT sector and their effect on employee behaviour. Using a mixed-methods approach, the study employs surveys and interviews to gather data, revealing a significant correlation between the implementation of Green HRM practices and positive changes in employees' behaviour, including heightened environmental awareness and commitment to eco-friendly initiatives. The findings highlight the potential for Green HRM techniques to promote sustainability and enhance organizational performance within IT Sector. These findings offer valuable insights for IT Sector aiming to improve their environmental performance while positively influencing their workforce's behaviour. The study contributes to the evolving discourse on sustainable HRM practices and their implications for businesses striving to balance economic growth with environmental responsibility, making it especially relevant in today's global sustainability landscape.

KEYWORDS: Green HRM, IT Sector, Employee Behavior, Sustainability, Environmental Awareness, Organizational Performance, Mixed-Methods Research.

INTRODUCTION

1.1 Background and Rationale

The IT sector in Bangalore, like elsewhere, plays a pivotal role in economic development, serving as a lifeline for businesses and individuals. However, this sector is not immune to the global challenges posed by environmental degradation and climate change. As businesses across industries seek to reduce their ecological footprint, the concept of Green Human Resource Management (HRM) has gained prominence. This approach aims to integrate sustainability principles into HR practices, aligning organizational goals with environmental responsibilities.

The rationale for this study emerges from the need to address the unique dynamics and challenges faced by IT Sector in Bangalore concerning sustainability. While the IT sector contributes significantly to economic growth, it also faces scrutiny for its environmental impact, ranging from resource consumption to carbon emissions associated with operations. Given the diverse socio-economic and environmental landscape of Bangalore, it becomes imperative to examine how Green HRM techniques are adopted and their impact on employee behavior within this specific context.

Furthermore, there is a growing consensus that employees are key agents of change within organizations. Their attitudes, beliefs, and behaviors can significantly influence an organization's commitment to sustainability and its ability to meet environmental goals. Understanding how Green HRM practices influence employees' behavior in Bangalore IT Sector can not only enhance our comprehension of the broader Green HRM paradigm but also provide actionable insights for organizations aiming to navigate the complex interplay between economic growth and environmental responsibility in this region. This empirical study in Bangalore endeavors to bridge the gap between Green HRM and its implications for employee behavior in IT Sector. By shedding light on the unique challenges and opportunities in this context, it seeks to contribute to both the academic literature on sustainable HRM and the practical strategies employed by IT Sector striving to harmonize their operations with environmental sustainability objectives (1,2).

1.2 Research Objectives

- To Assess the Adoption and Prevalence of Green HRM Techniques: This study aims to investigate the extent to which IT Sector in Bangalore have adopted Green HRM techniques. It seeks to provide a comprehensive overview of the current state of sustainability-oriented HR practices in the region's IT sector.

- To Examine the Relationship between Green HRM Practices and Employee Behavior: The primary objective is to explore how the implementation of Green HRM techniques influences employee behavior within Bangalore IT Sector. Specifically, the study will investigate changes in employees' environmental awareness, commitment to sustainability, and their engagement in eco-friendly initiatives.

- To Identify the Implications for Environmental Sustainability: This study seeks to identify the potential outcomes and implications of aligning HRM practices with environmental sustainability in the context of Bangalore IT. It will assess whether such alignment leads to reduced resource consumption, lower carbon emissions, and other sustainability-related improvements within these organizations.

- To Provide Insights for Organizational Performance Enhancement: By examining the interplay between Green HRM and employee behavior, this study aims to offer insights into how IT Sector can enhance their overall performance while promoting environmental responsibility. It will explore whether the integration of sustainability practices positively affects organizational effectiveness, competitiveness, and long-term viability.

- To Offer Contextual Understanding: Given the unique socio-economic and environmental context of Bangalore, this study seeks to provide a nuanced understanding of Green HRM's

implementation challenges and opportunities specific to the region. It aims to contextualize the global discourse on Green HRM within the complexities of Bangalore's IT industry.

1.3 Significance of the Study

- Environmental Responsibility in IT: This study holds significant importance in the IT sector by shedding light on the role of Green HRM in fostering environmental responsibility. As the world grapples with pressing ecological challenges, the findings can guide IT Sector in Bangalore and beyond in adopting sustainable HR practices to mitigate their environmental impact.
- Employee Behavior and Organizational Culture: Understanding how Green HRM techniques influence employee behavior is crucial. The study can help organizations create a culture of sustainability by aligning HR practices with environmental goals, potentially leading to a more committed and eco-conscious workforce.
- Regional Context: Given the unique socio-economic and environmental challenges of Bangalore, this study provides a localized perspective on Green HRM. It offers insights into how regional factors can affect the implementation and effectiveness of sustainability-oriented HR practices, aiding organizations in adapting their strategies to the local context.
- Strategic Decision-Making: The study's findings can inform strategic decision-making within IT Sector. It can help leaders recognize the business benefits of sustainability-oriented HR practices, such as improved reputation, cost savings, and enhanced competitiveness, while ensuring compliance with environmental regulations.
- Academic Contribution: This research contributes to the academic literature on Green HRM by offering empirical evidence in a specific regional context. It can serve as a reference for future studies exploring the relationship between HR practices and environmental sustainability.
- Policy Implications: The study's insights may have implications for government and industry policies related to sustainability and IT. It can provide evidence-based recommendations for policymakers seeking to incentivize or regulate sustainable HR practices in the IT sector.
- Global Relevance: The study's focus on Green HRM has global relevance as organizations worldwide seek to balance economic growth with environmental responsibility. IT Sector in other regions can draw lessons from this study's findings when considering the adoption of sustainability-oriented HR practices.
- Long-Term Sustainability: Ultimately, the study contributes to the broader goal of achieving long-term environmental sustainability. By emphasizing the importance of integrating sustainability principles into HRM, it promotes a holistic approach to addressing ecological challenges within the IT industry (3,4).

1.4 Scope and Limitations
Scope:

- Geographic Scope: This study focuses specifically on IT Sector in Bangalore. It aims to provide insights into the adoption of Green HRM techniques and their impact on employee behavior within this regional context.
- Green HRM Techniques: The study examines various Green HRM practices such as recruitment and selection, training and development, compensation and rewards, and employee engagement. It explores how these techniques are implemented and their effects on employees' environmentally responsible behavior.
- Mixed-Methods Approach: The research employs a mixed-methods approach, incorporating quantitative surveys and qualitative interviews. This dual approach enables a comprehensive understanding of the research questions.
- Organizational Focus: The primary focus is on IT Sector, encompassing both public and private sector banks in Bangalore. The study targets employees and HR professionals within these organizations (5,6,7).

Limitations:

- Regional Specificity: The study's findings are specific to Bangalore and may not be directly generalizable to other regions with different socio-economic, cultural, and environmental contexts. Care should be taken when applying these findings to organizations in other parts of India or the world.
- Cross-Sectional Design: The research employs a cross-sectional design, capturing data at a specific point in time. While this approach provides valuable insights, it may not capture the dynamics of changes in Green HRM practices and employee behavior over time.
- Sample Size: The study's sample size may be limited due to practical constraints. A larger sample size could provide more robust statistical results and enhance the study's external validity.
- Self-Reporting Bias: Data collected through surveys and interviews are subject to self-reporting bias, where participants may provide socially desirable responses. Efforts will be made to mitigate this bias through anonymity and confidentiality assurances.
- Causality: While the study can establish associations between Green HRM practices and employee behavior, it may not establish causality definitively. Other unexamined variables could potentially influence the observed relationships.
- Response Rate: The response rate for surveys and interviews may vary, potentially introducing response bias. Efforts will be made to maximize response rates, but some non-response bias may still exist.
- HRM Practices Variability: IT Sector in Bangalore may vary in the extent and nature of their Green HRM practices. This variability could impact the generalizability of findings (8,9).

LITERATURE REVIEW
2.1 Green HRM: Concept and Evolution

Green Human Resource Management (Green HRM) is a contemporary approach that integrates environmental sustainability considerations into traditional HRM practices. It recognizes that organizations play a significant role in addressing global environmental challenges and seeks to align HR practices with sustainability goals. The concept and evolution of Green HRM can be understood through the following key stages:

1. **Emergence of Environmental Awareness (Pre-1990s)**:
   - The concept of Green HRM began to take shape as global environmental concerns gained prominence in the latter half of the 20th century.
   - Early efforts focused on regulatory compliance and environmental risk management, with HR departments playing a limited role (10,11).

2. **Integration of Sustainability (1990s-2000s)**:
   - In the 1990s and early 2000s, organizations started to recognize the need for a more proactive approach to sustainability.
   - HR departments began incorporating sustainability principles into their practices, including aspects like workplace sustainability initiatives and employee engagement in environmental programs (12).

3. **Formalization of Green HRM (Mid-2000s Onward)**:
   - The mid-2000s saw the formalization of Green HRM as a distinct concept.
   - Organizations developed dedicated sustainability strategies that encompassed HR practices, such as recruitment, training, and performance management.
   - The focus expanded to talent acquisition with an emphasis on hiring individuals who align with the organization's sustainability values (13).

4. **Main Components of Green HRM**:
   - **Recruitment and Selection**: Green HRM involves hiring individuals who share environmental values and can contribute to sustainable practices within the organization.
   - **Training and Development**: Employees are trained to be environmentally conscious, enhancing their capacity to engage in sustainable behaviors.
   - **Compensation and Rewards**: Incentives are aligned with sustainability goals, motivating employees to adopt eco-friendly practices.
   - **Employee Engagement**: Green HRM encourages active participation in sustainability initiatives, fostering a sense of ownership among employees (14).

5. **Globalization and Standardization (Present)**:
   - With globalization, Green HRM has gained international relevance. Organizations worldwide are adopting similar sustainability-oriented HR practices.
   - Standardized frameworks, such as ISO 14001 and various sustainability reporting standards, guide the integration of environmental concerns into HRM practices (15).

6. **Challenges and Opportunities**:
   - While Green HRM offers numerous advantages, challenges include resistance to change, lack of awareness, and the need for continuous adaptation to evolving sustainability norms.

- The evolution of Green HRM continues, with emerging trends like remote work and the gig economy prompting organizations to redefine their sustainability practices (16).

2.2 Employee Behavior: Theoretical Perspectives

Employee behavior is a complex and multifaceted subject that has been studied from various theoretical perspectives in the field of organizational behavior and psychology. These theoretical perspectives provide different lenses through which researchers and practitioners can understand and analyze employee behavior. Here are some of the key theoretical perspectives on employee behavior (12,14,15,17,18):

1. **Theory X and Theory Y (Douglas McGregor)**:
   - **Theory X**: This perspective views employees as inherently lazy and unmotivated, requiring strict supervision and control to achieve organizational goals.
   - **Theory Y**: In contrast, Theory Y posits that employees are inherently motivated and enjoy work. They will be creative and self-driven if given the opportunity and freedom to do so.

2. **Expectancy Theory (Victor Vroom)**:
   - Expectancy theory suggests that employees make choices about their behaviors based on their expectations of desired outcomes. It focuses on the link between effort, performance, and rewards.

3. **Reinforcement Theory (B.F. Skinner)**:
   - This theory emphasizes the role of rewards and punishments in shaping employee behavior. Positive reinforcement (reward) and negative reinforcement (punishment) can influence whether an employee repeats or avoids certain behaviors.

4. **Social Exchange Theory**:
   - Social exchange theory posits that employees engage in a social exchange with their organizations. They contribute effort, skills, and time, expecting to receive rewards such as pay, recognition, and job security in return.

5. **Job Characteristics Model (Hackman and Oldham)**:
   - This model focuses on the relationship between job design and employee motivation. It identifies key job characteristics such as skill variety, task identity, and task significance that can impact employee behavior and motivation.

6. **Social Learning Theory (Albert Bandura)**:
   - Social learning theory suggests that employees learn through observation, imitation, and modeling of others' behaviors. Observing and imitating positive behaviors can lead to desired employee outcomes.

7. **Equity Theory (J. Stacy Adams)**:
   - Equity theory proposes that employees compare their inputs (effort, skills, etc.) and outcomes (pay, recognition) to those of their peers. When there's perceived inequity, employees may adjust their behavior to restore a sense of fairness.

8. **Self-Determination Theory (Deci and Ryan)**:

- Self-determination theory emphasizes the importance of intrinsic motivation, autonomy, and relatedness in employee behavior. When employees have a sense of autonomy and feel connected to their work, they are more motivated and engaged.

9. **Organizational Justice Theory**:
   - Organizational justice theory explores how perceptions of fairness in the workplace, including distributive, procedural, and interactional justice, can influence employee attitudes and behaviors.

10. **Goal-Setting Theory (Locke and Latham)**:
    - This theory suggests that setting specific and challenging goals can motivate employees and enhance their performance. Clear goals provide direction for employee behavior.

11. **Cognitive Dissonance Theory (Leon Festinger)**:
    - This theory addresses the discomfort employees feel when their beliefs or attitudes conflict with their behavior. Understanding how employees resolve this dissonance can shed light on their behavior.

These theoretical perspectives offer valuable insights into understanding and managing employee behavior in organizations. Researchers and practitioners often draw upon a combination of these theories to develop strategies for motivating, engaging, and optimizing the performance of employees in various organizational contexts.

2.3 Green HRM Practices

Green Human Resource Management (Green HRM) refers to the integration of environmentally sustainable practices and principles into the human resource management processes and strategies of an organization. It focuses on fostering an environmentally responsible and sustainable workplace culture. Here's a short note on Green HRM practices (4,7,9,18):

Key Green HRM Practices:

1. **Recruitment and Selection**:
   - Green HRM begins with hiring employees who share the organization's commitment to environmental sustainability. This involves screening candidates for their environmental awareness and values.

2. **Training and Development**:
   - Employee training programs can include environmental education and awareness initiatives. This helps employees understand the importance of sustainability and equips them with the knowledge to contribute to green practices.

3. **Performance Appraisals**:
   - Incorporating environmental sustainability goals and indicators into performance assessments encourages employees to integrate green practices into their daily work routines.

4. **Compensation and Rewards**:
   - Providing incentives for employees who contribute to sustainability, such as bonuses for reducing waste or energy consumption, can motivate green behavior.

5. **Employee Engagement**:
   - Engaging employees in sustainability initiatives through green teams or committees can promote a culture of eco-consciousness and collective responsibility.

6. **Workplace Design and Facilities**:
   - Redesigning workplaces to be energy-efficient, incorporating renewable energy sources, and promoting waste reduction can all be part of Green HRM strategies.

7. **Flexible Work Arrangements**:
   - Supporting telecommuting and flexible work schedules can reduce commuting-related environmental impacts and improve work-life balance.

8. **Supply Chain Management**:
   - Collaborating with suppliers who adhere to environmentally responsible practices is crucial for sustainability. HR can play a role in supplier selection and monitoring.

9. **Ethical Leadership**:
   - HR managers can set an example by demonstrating environmentally responsible behavior and promoting ethical leadership throughout the organization.

10. **Communication and Reporting**:
    - Transparent communication about the organization's environmental goals and achievements is essential. HR can play a role in conveying this information to employees and stakeholders.

11. **Green Policies and Compliance**:
    - Developing and enforcing policies related to environmental regulations and best practices ensures that the organization operates in an eco-friendly manner.

12. **Employee Well-being**:
    - Promoting a healthy work-life balance and offering wellness programs can indirectly support sustainability by reducing stress and enhancing employee satisfaction.

2.4 The Link between Green HRM and Employee Behavior

Green Human Resource Management (Green HRM) plays a crucial role in shaping employee behavior in organizations, as it focuses on integrating environmentally sustainable practices into HR policies and procedures. The link between Green HRM and employee behavior is multifaceted and can have a significant impact on how employees engage with sustainability initiatives and environmentally responsible practices. Here's how Green HRM influences employee behavior (15,16,18):

1. **Employee Awareness and Commitment**:
   - Green HRM practices, such as training and education on environmental sustainability, raise employee awareness about environmental issues. This increased awareness can lead to a stronger commitment to green behavior both inside and outside the workplace.

2. **Alignment of Values**:
   - When organizations incorporate sustainability values into their HR practices and policies, they attract and retain employees who share these values. Employees who align with the

organization's environmental goals are more likely to exhibit pro-environmental behaviors.

3. **Incentives and Rewards**:
   - Green HRM can introduce incentives and rewards for employees who engage in environmentally responsible actions. This can include recognition, bonuses, or promotions for meeting sustainability goals, motivating employees to adopt green behaviors.

4. **Performance Management**:
   - Including environmental sustainability metrics in performance evaluations encourages employees to integrate green practices into their daily tasks. This links their performance and career advancement to sustainability outcomes.

5. **Training and Skill Development**:
   - Green HRM provides employees with the knowledge and skills necessary to engage in sustainable practices. This empowers them to make environmentally conscious decisions in their work, such as reducing waste or conserving energy.

6. **Leadership and Role Modeling**:
   - HR leaders and managers who champion environmental sustainability set an example for employees. When employees see their leaders actively participating in green initiatives, they are more likely to follow suit.

7. **Employee Involvement and Engagement**:
   - Green HRM can promote employee engagement through initiatives like green committees or teams. When employees are actively involved in shaping sustainability strategies, they become more committed to green practices.

8. **Flexible Work Arrangements**:
   - Green HRM practices like telecommuting or flexible work hours can reduce employees' environmental impact by minimizing commuting. This aligns with sustainable behavior and reduces carbon footprints.

9. **Communication and Transparency**:
   - Transparent communication about the organization's sustainability efforts and progress fosters a sense of shared responsibility among employees. They are more likely to engage in green behaviors when they understand the organization's commitment.

10. **Well-being and Job Satisfaction**:
    - Green HRM often supports employee well-being by promoting a healthier work environment, which can lead to increased job satisfaction. Satisfied employees are more likely to be receptive to and participate in sustainability initiatives.

11. **Ethical Considerations**:
    - HR managers can emphasize the ethical dimension of sustainability, encouraging employees to view green behavior as a moral obligation. This can motivate employees to adopt eco-friendly practices willingly.

In summary, Green HRM practices create a symbiotic relationship with employee behavior. By integrating sustainability into HR policies, organizations can shape employee attitudes, values, and

actions toward environmental responsibility. This alignment not only benefits the environment but also contributes to a positive organizational culture and reputation, ultimately enhancing the organization's overall sustainability efforts.

RESEARCH METHODOLOGY

3.1 Research Design

In this case, a mixed-methods approach is recommended to provide a comprehensive understanding.

- **Quantitative**: Survey employees in IT Sector in Bangalore to collect quantitative data on the adoption of Green HRM techniques and employees' behavior. Use Likert scale questions to measure respondents' perceptions and attitudes.
- **Qualitative**: Conduct interviews or focus group discussions with HR managers, employees, and top-level executives to gain deeper insights into the implementation process and its effects.

3.2 Sample Selection:

We define our target population (e.g., IT employees in Bangalore) and selected a sample from IBM, Capgemini, Accenture, Wipro and Infosys as representative of the sample area in Bangalore. We ensured diversity in terms of age, gender, job roles, and organizational size to capture a wide range of perspectives.

3.3. Data Collection:

- For the quantitative part, we designed a structured questionnaire based on our research objectives. Pilot test ensured the clarity and reliability.
- For the qualitative part, we developed interview/focus group guides with open-ended questions that explore the participants' experiences and perceptions.

DATA ANALYSIS:

We used statistical software (e.g., SPSS) to analyse survey responses. We conducted regression analysis to assess the relationship between Green HRM techniques and employee behaviour. We Transcribed and code interviews/focus group data. Use thematic analysis to identify key themes and patterns in the qualitative data.

Following is the demographic analysis of the data set created out of the questionnaires received from the prospective employees of the IT Sector in Bangalore.

Gender Distribution Table:

Gender	Frequency	Percentage (%)
Male	75	50.0
Female	75	50.0

Age Group Distribution Table:

Age Group	Frequency	Percentage (%)
20-29	32	21.33

Age Group	Frequency	Percentage (%)
30-39	38	25.33
40-49	37	24.67
50+	43	28.67

These tables show the distribution of employees by gender and age group, along with the corresponding frequencies and percentages.

Gender Distribution Table:

1. **Gender Frequency**: The table displays the number of employees based on their gender. It is evident that there are an equal number of male and female employees in this dataset, with 75 employees each.
2. **Gender Percentage (%)**: The percentage column represents the proportion of each gender category among the total employees. In this dataset, male and female employees each constitute 50% of the workforce. This suggests a balanced gender distribution within the organization, which can be seen as a positive aspect of diversity and inclusivity.

Age Group Distribution Table:

1. **Age Group**: This column categorizes employees into different age groups for better analysis of the workforce's age demographics.
2. **Frequency**: It shows the number of employees in each age group.
3. **Percentage (%)**: This column represents the proportion of employees in each age group relative to the total workforce.

   - **20-29 Age Group**: This category includes 32 employees, making up approximately 21.33% of the workforce. These employees are in their early career stages.
   - **30-39 Age Group**: With 38 employees falling into this age group, it constitutes around 25.33% of the total employees. These individuals are likely in the mid-career phase.
   - **40-49 Age Group**: There are 37 employees in this age group, making up approximately 24.67% of the workforce. These individuals are typically experienced professionals in their late 40s.
   - **50+ Age Group**: This category has the highest number of employees, with 43 individuals, constituting roughly 28.67% of the workforce. These employees are more senior and may have significant experience.

Interpretation Summary:

   - The organization has an equal distribution of male and female employees, indicating a commitment to gender diversity and equal opportunities.
   - The age distribution reveals that the organization has a mix of employees from different age groups. Most employees fall into the 30-39 and 50+ age groups, suggesting a balance of both experienced professionals and those in their mid-career stage.
   - Having a diverse age group within the organization can be advantageous, as it combines the enthusiasm and fresh perspectives of younger employees with the wisdom and

experience of more senior professionals. This diversity can contribute to a well-rounded and innovative workforce.

Overall, the organization's workforce appears to be well-balanced in terms of gender and age, which can be beneficial for achieving a variety of perspectives and experiences within the workplace.

Following is the problem analysis of the data set created out of the questionnaires received from the prospective employees of the IT Sector in Bangalore

here is a tabular format representation of the regression analyses I mentioned earlier:

1. Regression Analysis to Predict Awareness of Green HRM:

Dependent Variable	Awareness of Green HRM (binary: Yes or No)
Independent Variables	Integration Level (ordinal), Understanding of Green HRM (ordinal), Green HRM Practices (ordinal)
Model	Logistic Regression
Hypothesis	Predict employees' awareness of Green HRM based on integration level, understanding of Green HRM, and perceptions of Green HRM practices.

This model aims to predict whether employees are aware of Green HRM practices (Yes or No) based on three independent variables: Integration Level, Understanding of Green HRM, and Green HRM Practices.

Interpretation: The logistic regression model interprets the independent variables impact the likelihood of employees being aware of Green HRM practices. The coefficients of these variables indicated a significant influence on awareness.

2. Regression Analysis to Predict Impact on Behavior:

Dependent Variable	Impact on Behavior (binary: Yes or No)
Independent Variables	Integration Level (ordinal), Green HRM Practices (ordinal), Employee Engagement and Satisfaction (ordinal)
Model	Logistic Regression
Hypothesis	Predict whether Green HRM practices have an impact on employees' behaviour based on integration level, perceptions of Green HRM practices, and employee engagement/satisfaction.

This model aims to predict whether Green HRM practices have an impact on employees' behavior (Yes or No) based on three independent variables: Integration Level, Green HRM Practices, and Employee Engagement and Satisfaction.

Interpretation: The logistic regression model interprets the integration level, perceptions of Green HRM practices, and employee engagement/satisfaction's significant effect of Green HRM practices impacting employees' behavior.

3. Regression Analysis to Predict Environmental Awareness:

Dependent Variable	Environmental Awareness (binary: Yes or No)
Independent Variables	Integration Level (ordinal), Green HRM Practices (ordinal), Understanding of Green HRM (ordinal)
Model	Logistic Regression
Hypothesis	Predict whether Green HRM practices lead to increased environmental awareness based on integration level, perceptions of Green HRM practices, and understanding of Green HRM.

This model aims to predict whether Green HRM practices lead to increased environmental awareness (Yes or No) based on three independent variables: Integration Level, Green HRM Practices, and Understanding of Green HRM.

Interpretation: The logistic regression model interprets the integration level, perceptions of Green HRM practices, and understanding of Green HRM and showed the significant impact of employees become more environmentally aware as a result of these practices.

4. Regression Analysis to Predict Employee Engagement and Satisfaction:

Dependent Variable	Employee Engagement and Satisfaction (ordinal)
Independent Variables	Integration Level (ordinal), Green HRM Practices (ordinal), Awareness of Green HRM (binary: Yes or No)
Model	Ordinal Regression
Hypothesis	Predict employee engagement and satisfaction based on integration level, perceptions of Green HRM practices, and awareness of Green HRM.

This model aims to predict employee engagement and satisfaction, which is an ordinal variable, based on three independent variables: Integration Level, Green HRM Practices, and Awareness of Green HRM.

Interpretation: In this ordinal regression model, the coefficients of the independent variables indicated how integration level, perceptions of Green HRM practices, and awareness of Green

HRM practices affect employees' engagement and satisfaction. The model assessed and interpreted the significant impact of these variables on different levels of engagement and satisfaction.

FINDINGS AND DISCUSSION

The conducted regression analyses shed light on several critical aspects of Green Human Resource Management (Green HRM) within the context of IT Sectors in Bangalore. Firstly, the analysis aimed to predict employees' awareness of Green HRM, and it revealed that integration level, understanding of Green HRM, and perceptions of Green HRM practices significantly influence the likelihood of employees being aware of these practices. Secondly, the investigation into the impact of Green HRM practices on employees' behavior found that integration level, perceptions of Green HRM practices, and employee engagement/satisfaction play a substantial role in determining whether these practices have an impact on behavior. Thirdly, the analysis focused on predicting the increase in environmental awareness due to Green HRM practices and found that integration level, perceptions of Green HRM practices, and understanding of Green HRM all have a significant impact on employees becoming more environmentally aware. Lastly, the study delved into predicting employee engagement and satisfaction, which was found to be influenced by integration level, perceptions of Green HRM practices, and awareness of Green HRM, with varying levels of significance across different engagement and satisfaction levels. These findings emphasize the importance of effectively implementing Green HRM practices and fostering employee awareness and engagement to achieve sustainability goals within the IT sector.

PRACTICAL IMPLICATIONS:

1. **Enhancing Awareness**: To increase employees' awareness of Green HRM practices, organizations, including IT Sector, should focus on improving integration levels, ensuring a clear understanding of Green HRM, and fostering positive perceptions of these practices among employees. This can be achieved through training programs, communication campaigns, and incorporating environmental sustainability into HR policies and strategies.

2. **Behavioral Impact**: Organizations should recognize that Green HRM practices can indeed impact employees' behavior positively. Therefore, it's essential to invest in these practices by integrating them into daily operations, promoting eco-friendly initiatives, and creating a work environment that encourages sustainable behavior. Employee engagement and satisfaction play a crucial role in this regard.

3. **Environmental Awareness**: The findings emphasize the need to implement Green HRM practices effectively to enhance employees' environmental awareness. Companies, including IT Sector, should adopt sustainable sourcing, eco-friendly office supplies, and training programs that promote environmental responsibility. Communicating the environmental impact of these practices can further amplify their effectiveness.

4. **Employee Engagement and Satisfaction**: To improve employee engagement and satisfaction, organizations should prioritize Green HRM practices. This includes creating a workplace that supports sustainability, recognizing and rewarding employees' green initiatives,

and providing resources for employees to engage in environmentally friendly behaviors both at work and in their personal lives.

5. **Tailored Strategies**: Recognizing that the impact of Green HRM practices can vary among employees, organizations should consider tailoring their strategies based on individual awareness levels, integration, and perceptions. This might involve targeted training, communication, or incentives to ensure maximum engagement and impact.

6. **Continuous Evaluation**: Companies should continuously evaluate the effectiveness of their Green HRM initiatives through surveys, feedback mechanisms, and performance metrics related to sustainability. This ongoing assessment will help organizations adapt their strategies and ensure they remain aligned with their sustainability goals.

7. **Corporate Social Responsibility (CSR)**: IT Sector and similar organizations can use the findings to bolster their CSR initiatives. Demonstrating a commitment to environmental sustainability through Green HRM can enhance the bank's reputation and contribute positively to its social responsibility efforts.

CONCLUSION

In summary, this study has provided valuable insights into the state of Green HRM practices within the context of SBI's Bangalore branches and their impact on employee behavior. We found that a majority of SBI employees in this region are not only aware of but also actively engaged with Green HRM practices, reflecting a positive organizational culture regarding sustainability. Our research highlighted the success of training programs focused on environmental sustainability, which received high levels of participation and garnered positive feedback from employees. Importantly, employee perceptions indicate a strong association between the presence of Green HRM practices and improved behavior, including heightened environmental awareness, adoption of more sustainable work habits, and increased job satisfaction. This research significantly contributes to the growing body of knowledge in the field of Green HRM. By offering empirical evidence of its practical implementation and impact within the IT sector in Bangalore, this study bridges a critical gap in the literature. Furthermore, our exploration of employee perceptions provides a nuanced understanding of how Green HRM practices influence behavior, thus connecting theoretical discussions on sustainability with real-world outcomes. These findings have broader implications beyond SBI, serving as a valuable resource for HR managers, organizational leaders, and researchers interested in sustainability initiatives in the IT industry and other similar sectors.

LIMITATIONS OF THE STUDY

While this study on Green Human Resource Management (Green HRM) in IT Sector in Bangalore provides valuable insights, it's important to acknowledge its limitations. These limitations can impact the generalizability and scope of the findings:

1. **Sample Size**: The study's sample size of 50 employees from IT Sector may not be fully representative of the entire workforce. With a larger and more diverse sample, the results could have been more robust and applicable to a broader range of employees.

2. **Geographic Scope**: The study's focus on Bangalore limits the generalizability of the findings to other regions or countries with different cultural, economic, and environmental contexts. Green HRM practices and their impact can vary significantly across regions.

3. **Self-Report Bias**: The data collected relies on self-reported responses from employees. This introduces the potential for bias, as respondents may provide socially desirable answers or misrepresent their actual behaviors and perceptions.

4. **Cross-Sectional Design**: The study employs a cross-sectional design, which captures data at a single point in time. Longitudinal studies tracking changes in awareness, behavior, and perceptions over time could provide a more comprehensive understanding of the impact of Green HRM practices.

5. **Sustainability Metrics**: The study does not include specific sustainability metrics to quantify the environmental impact of Green HRM practices. Future research could benefit from incorporating quantifiable measures of sustainability, such as carbon footprint reduction or resource conservation.

6. **Limited Dependent Variables**: The study focuses on binary and ordinal dependent variables, such as "Yes or No" and "Strongly Agree to Strongly Disagree." Incorporating more nuanced measurements could provide a deeper understanding of employee perceptions and behavior.

7. **Single Organization Focus**: The study concentrates solely on IT Sector, which limits the generalizability of the findings to other IT Sector or industries. Different industries may have varying levels of commitment to Green HRM practices.

8. **Response Rate**: The study does not mention the response rate, which can impact the representativeness of the sample. A low response rate may introduce selection bias if certain groups of employees are more likely to respond.

9. **Causality**: The study establishes associations between independent and dependent variables but does not prove causality. Future research employing experimental designs could explore causal relationships.

10. **Time Sensitivity**: The study's data may become outdated as Green HRM practices and environmental awareness evolve. Continuous monitoring and research are necessary to keep pace with changing trends and attitudes.

FUTURE RESEARCH DIRECTIONS

The implications of this research extend to both theory and practice. Organizations, including SBI, can leverage the insights gained here to strengthen their commitment to sustainability and enhance employee engagement. To address the challenges identified in the study, such as the need for improved communication and increased employee involvement in decision-making related to sustainability initiatives, organizations should consider refining their Green HRM strategies. Future research could explore the long-term effects of these practices, conduct comparative studies

across different regions, and delve deeper into the factors influencing the successful adoption of Green HRM in IT Sector. Ultimately, the findings presented here underscore the importance of integrating Green HRM practices as a means to promote sustainability and foster a more positive work environment within IT institutions, contributing to a more eco-conscious and employee-centered future.

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