ORIGINAL RESEARCH PAPER

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IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON GREEN INNOVATIVE WORK BEHAVIOUR AMONG IT SECTOR EMPLOYEES OF TAMIL NADU

KEY WORDS: Green Human Resource Management; Green Innovative Work Behaviour; IT Sector; Green Training; Green Rewards; Employee Involvement; Environmental Sustainability.

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ABSTRACT

Green Human Resource Management (GHRM) integrates environmental objectives into human resource policies and practices. In technology-intensive organisations, employees can contribute to sustainability not only by complying with environmental procedures but also by generating, promoting and implementing new ideas that reduce resource consumption, electronic waste and the environmental footprint of digital operations. This paper proposes an empirical examination of the impact of GHRM practices on green innovative work behaviour (GIWB) among employees in the Information Technology (IT) sector in Tamil Nadu, India. GHRM is conceptualised through green recruitment and selection, green training and development, green performance management, green rewards and employee involvement. GIWB is considered through idea generation, idea promotion and idea implementation. The study is grounded in Ability–Motivation–Opportunity (AMO) theory and Social Exchange Theory. A quantitative, cross-sectional survey design using a structured five-point Likert questionnaire is proposed. The planned analysis includes descriptive statistics, reliability assessment, chi-square test, independent-samples t-test, one-way ANOVA, correlation and multiple regression; mediation analysis may be added where the final sample and model permit. Because no primary dataset has been supplied for this manuscript, the statistical tables in the analysis section are explicitly marked as illustrative demonstrations and do not represent findings from actual IT employees. The paper provides a testable framework, research instrument outline and analysis plan that can be completed after field data collection.

INTRODUCTION

Environmental sustainability has become an important organisational concern as businesses face pressure to reduce resource consumption, emissions, waste and the environmental consequences of their operations. Organisations increasingly recognise that environmental performance is not achieved only through technology, infrastructure or formal environmental policies. Employees also influence how sustainability policies are translated into everyday work practices and new operational ideas.

Human Resource Management (HRM) can support this transition by integrating environmental priorities into recruitment, training, performance management, rewards and employee participation. This approach is commonly described as Green Human Resource Management (GHRM). Green recruitment may communicate environmental values to applicants; green training develops environmental knowledge and skills; green performance management incorporates environmental expectations into work goals; green rewards recognise sustainability contributions; and employee involvement provides opportunities to participate in environmental initiatives.

The IT sector offers a distinctive setting for studying GHRM. IT organisations rely on data centres, computing devices, electronic equipment, cloud infrastructure, office facilities and digital work processes. Their environmental responsibilities include energy efficiency, responsible procurement, equipment life-cycle management, e-waste reduction, paperless processes, responsible travel and sustainable digital operations. Employees can propose practical innovations such as optimising equipment use, improving virtual collaboration, reducing unnecessary printing, extending device life, improving recycling procedures and designing resource-efficient workflows.

Green innovative work behaviour (GIWB) refers to employees' intentional actions to create, promote and apply ideas that benefit environmental sustainability at work. It goes beyond routine compliance. An employee who switches off unused equipment demonstrates green behaviour; an employee who develops and persuades colleagues to adopt a new energy-saving process demonstrates green innovative work behaviour.

The present study examines whether GHRM practices are associated with GIWB among IT sector employees. It also considers whether employee characteristics, such as gender, age group, department and length of service, are associated with differences in perceptions and reported behaviour. The study is designed to provide practical recommendations for HR managers and sustainability leaders.

Significance of the Study

The study may contribute to HRM scholarship by connecting established GHRM dimensions with a specific innovation-oriented employee outcome. It may also help IT organisations design HR systems that make environmental innovation part of normal work rather than an occasional corporate social responsibility activity.

Primary Objective

To examine the impact of Green Human Resource Management practices on green innovative work behaviour among employees in selected IT and ITeS organisations.

Specific Objectives

- To assess employees' perceptions of green recruitment, green training, green performance management, green rewards and green involvement.
- To measure the level of green innovative work behaviour among IT sector employees.
- To examine the association between selected demographic and employment characteristics and employees' perceptions of GHRM and GIWB.
- To analyse the relationship between GHRM practices and green innovative work behaviour.
- To identify which GHRM dimensions significantly predict green innovative work behaviour.
- To offer practical recommendations for strengthening employee-led environmental innovation.

Statement of the Problem

IT organisations increasingly communicate sustainability commitments, yet the extent to which employees are supported by formal HR practices to generate, promote and implement green work ideas may vary. If environmental goals are not integrated into recruitment, training, performance management, rewards and employee involvement, employees may lack the ability, motivation or opportunity to contribute innovative solutions. The problem addressed by this study is whether and to what extent GHRM practices are associated with green innovative work behaviour among IT sector employees in the selected study area.

Scope of the Study
The proposed geographical scope is IT and IT-enabled services (ITeS) organisations operating in Coimbatore and Chennai, Tamil Nadu. The final locations, participating organisations, sampling frame and data-collection period must be confirmed by the researcher.

Research Methodology
Research Design
The study is proposed as a quantitative, descriptive and explanatory cross-sectional survey. A cross-sectional design captures employee perceptions at one point in time and can test associations; it cannot establish temporal causality. The paper should therefore use terms such as 'association', 'relationship' and 'predictive influence' cautiously rather than claiming definitive causal impact.

Study Area and Population
The proposed study area is Coimbatore and Chennai, Tamil Nadu. The target population comprises employees working in IT and ITeS organisations, including software development, IT services, technical support, data operations, cybersecurity, infrastructure, HR and administration. The researcher must define the eligible organisations and employee categories before sampling.

Sample Size and Sampling
A target of approximately 100 valid responses is suggested for a multivariable analysis, subject to an a priori power analysis based on the expected effect size, number of predictors, desired statistical power and significance level. Stratified sampling by organisation or department is preferable when a reliable sampling frame is available. If access is based on organisational permission and voluntary participation, purposive or convenience sampling may be used, with its limitations clearly acknowledged.

Sources of Data
Primary data will be collected through a structured questionnaire. Secondary data will be obtained from peer-reviewed journal articles, books, sustainability reports and credible institutional publications. The questionnaire should be pilot-tested with approximately 25–30 respondents

Measurement
GHRM items should be adapted from established measures, particularly the dimensions validated by Tang et al. (2018). GIWB items should be adapted from validated green innovative behaviour or employee innovative work behaviour measures, with wording reviewed for relevance to IT work. Use a five-point agreement scale: 1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree. Obtain permission where required and cite the original instruments.

Data Collection Procedure
Obtain institutional ethics approval where applicable and written organisational permission. Provide an information sheet explaining the purpose, voluntary nature, confidentiality and approximate completion time. Do not collect unnecessary personal identifiers. Store data securely and report only aggregated results.

Review of Literature
The literature review is organised around the development of GHRM, its measurement, employee green behaviour and the mechanisms through which HR practices may encourage green innovation.

Recent Review of Green Innovative Work Behaviour (2026)
A 2026 systematic review of green innovative work behaviour synthesised empirical research and noted the concentration of studies in selected Asian contexts and industries. It identified the dominance of quantitative cross-sectional approaches and called for broader contextual and methodological development. This supports the value of examining a clearly defined IT-sector setting and transparently acknowledging the limitations of cross-sectional self-report data.

Bindeeba et al. (2025)
Bindeeba and colleagues conducted a meta-analytic review of GHRM and green innovation, integrating evidence from 52 peer-reviewed studies. The review reported an overall positive relationship and examined differences associated with HR practices and contextual moderators. The meta-analysis supports the broader importance of GHRM while also suggesting that specific practices and organisational contexts deserve separate examination.

Khan et al. (2025)
Khan and colleagues examined GHRM and green innovative work behaviour in the hospitality sectors of China and Pakistan. The study considered green perceived organisational support and organisational citizenship behaviour towards the environment as mediating mechanisms, and green transformational leadership as a moderator. The cross-country design illustrates the value of testing contextual factors rather than assuming that GHRM has identical effects in all settings.

Social Responsibility Journal Study (2024)
A 2024 study in the Social Responsibility Journal examined the relationships among GHRM, green work engagement, green innovation and environmental performance in Indian manufacturing firms. It used a serial mediation approach to investigate how employee engagement and green innovation connect HR practices with organisational environmental outcomes. The study offers an Indian empirical reference and reinforces the relevance of engagement as a possible explanatory mechanism.

Yang and Li (2023)
Yang and Li examined GHRM and employees' green innovation behaviour among employees in high-technology enterprises. Their model considered green organisational commitment as a mediator and knowledge sharing as a moderator. The results support the relevance of commitment and knowledge-sharing conditions in translating GHRM into green innovation behaviour. This study is particularly relevant to technology-intensive organisations.

Tang et al. (2018)
Tang and colleagues developed and validated a multi-dimensional GHRM measurement instrument. The dimensions included green recruitment and selection, green training, green performance management, green pay and rewards, and green involvement. Their work is important for the present study because it offers a structured basis for operationalising GHRM rather than treating it as a single vague organisational practice.

Dumont, Shen and Deng (2017)
Dumont, Shen and Deng empirically examined the relationship between GHRM practices and workplace green behaviour. Their findings indicated that psychological green climate helped explain how GHRM was associated with employee in-role and extra-role green behaviour. The study is relevant because it demonstrates that employees' interpretation of the organisation's environmental priorities can be an important pathway between HR practices and behaviour.

Research Gap, Problem Statement and Objectives
Research Gap
Prior studies have established conceptual and empirical links between GHRM and employee green behaviour. However, the following context-specific opportunities justify further

investigation:

- Industry context: Much of the empirical evidence has been drawn from manufacturing, hospitality and high-technology firms in selected countries. A focused study of IT and ITeS employees in Tamil Nadu can add contextual evidence.
- Outcome focus: Studies often examine broad green behaviour or organisational environmental performance. This study focuses specifically on green innovative work behaviour, comprising idea generation, idea promotion and idea implementation.
- Practice-level insight: A composite GHRM score may conceal differences among green recruitment, training, performance management, rewards and employee involvement. This study proposes analysing these dimensions separately.
- Employee-group differences: There is scope to test whether perceptions differ across departments, experience groups and job levels in an IT workforce.
- Methodological transparency: The study will report reliability, effect sizes and assumption checks, not only p-values, and will distinguish exploratory group comparisons from the main explanatory model.

Theoretical Foundation and Conceptual Framework

Ability–Motivation–Opportunity (AMO) Theory

AMO theory proposes that employee performance is influenced by ability, motivation and opportunity. Applied to GHRM, green training develops employees' environmental knowledge and problem-solving skills (ability); green performance expectations and rewards encourage employees to invest effort in environmental improvement (motivation); and employee involvement, suggestion systems and cross-functional teams provide opportunities to contribute green ideas (opportunity). The framework therefore offers a coherent explanation for why a bundle of HR practices may be more effective than isolated environmental initiatives.

Social Exchange Theory

Social Exchange Theory suggests that employees may reciprocate organisational support with positive attitudes and discretionary contributions. When an organisation demonstrates a genuine commitment to environmental responsibility through fair and visible HR practices, employees may respond with greater commitment and voluntary green innovation. The theory is relevant to green rewards, participation and perceived organisational support.

Conceptual Framework

The proposed model treats GHRM as a multidimensional independent construct and GIWB as the dependent construct. The five GHRM dimensions are green recruitment and selection, green training and development, green performance management, green rewards and green employee involvement. GIWB is measured through idea generation, idea promotion and idea implementation.

Independent construct	Operational dimensions	Dependent construct
Green HRM practices	Green recruitment; green training; green performance management; green rewards; green involvement	Green innovative work behaviour
Control variables	Age; gender; education; department; job level; work experience; organisation tenure	Idea generation; idea promotion; idea implementation

Hypotheses

- H1: Green HRM practices are positively and significantly associated with green innovative work behaviour.
- H1a: Green training and development positively influence green innovative work behaviour.
- H1b: Green performance management positively influences green innovative work behaviour.
- H1c: Green rewards positively influence green innovative work behaviour.
- H1d: Green employee involvement positively influences green innovative work behaviour.
- H1e: Green recruitment and selection positively influence green innovative work behaviour.
- H2: Mean GIWB scores differ significantly across selected employee groups (to be tested separately by relevant demographic or employment categories).

Note: H2 is non-directional and should be formulated separately for each justified grouping variable. Do not test numerous demographic comparisons without a theoretical rationale.

Data Analysis and Interpretation

4.1 Descriptive Analysis of Green HRM Practices

The study examines five dimensions of Green Human Resource Management: green recruitment and selection, green training and development, green performance management, green rewards and recognition, and green employee involvement.

Table 1: Descriptive Statistics of Green HRM Practices

Green HRM dimensions	Mean	SD
Green recruitment and selection	3.34	1.18
Green training and development	3.54	1.20
Green performance management	3.59	1.08
Green rewards and recognition	3.42	1.15
Green employee involvement	3.55	1.18
Overall Green HRM	3.49	0.63

Interpretation:

- The overall mean score of Green HRM practices is 3.49, indicating a moderately favourable perception of green human resource practices among the simulated respondents.
- Green performance management has the highest mean score of 3.59, followed by green employee involvement at 3.55 and green training and development at 3.54.
- Green recruitment and selection has the lowest mean score of 3.34. This suggests that organisations may need to give greater attention to incorporating environmental considerations into recruitment and selection procedures.

4.2 Descriptive Analysis of Green Innovative Work Behaviour

Table 2: Green Innovative Work Behaviour

Dimensions	Mean	SD
Idea generation	3.55	1.06
Idea promotion	3.48	1.10
Idea implementation	3.59	1.05
Overall GIWB	3.54	1.00

Interpretation:

- The overall mean score of Green Innovative Work Behaviour is 3.54. Among the three dimensions, idea implementation records the highest mean score of 3.59, followed by idea generation at 3.55.
- Idea promotion has a comparatively lower mean score of 3.48. This indicates a possible need to strengthen communication channels and managerial support so that employees can share their environmental ideas more effectively.

4.3 Reliability Analysis – Cronbach's Alpha

Cronbach's Alpha is used to measure the internal consistency of the questionnaire.

Table 3: Reliability Analysis

Construct	Items	Cronbach's Alpha

Green recruitment and selection	4	0.863
Green training and development	4	0.880
Green performance management	4	0.846
Green rewards and recognition	4	0.873
Green employee involvement	4	0.888
Overall GHRM	20	0.808
Overall GIWB	9	0.924

Interpretation:

- The overall Cronbach's Alpha value for Green HRM is 0.808, while the value for Green Innovative Work Behaviour is 0.924.
- All the constructs have reliability coefficients above the commonly used threshold of 0.70. This indicates satisfactory internal consistency in the simulated questionnaire responses.
- Therefore, the questionnaire demonstrates acceptable reliability for the purpose of this illustrative analysis.

4.4 Chi-Square Test

Objective: To examine the association between environmental sustainability training and Green Innovative Work Behaviour.

Hypotheses:

- H_0: There is no significant association between environmental sustainability training and Green Innovative Work Behaviour.
- H_1: There is a significant association between environmental sustainability training and Green Innovative Work Behaviour.

Table 4: Training Participation and GIWB Category

Training participation	Low GIWB	Moderate GIWB	High GIWB	Total
Yes	12	14	27	53
No	7	11	29	47
Total	19	25	56	100

The simulated sample produced 53 training participants and 47 non-participants.

Chi-square Test Results

Particulars	Value
Chi-square value	1.392
Degrees of freedom	2
p-value	0.499
Level of significance	0.05

Interpretation:

- The calculated chi-square value is 1.392, with a p-value of 0.499. Since the p-value is greater than 0.05, the null hypothesis is not rejected.
- Therefore, the simulated results do not establish a statistically significant association between environmental sustainability training participation and the category of Green Innovative Work Behaviour.
- This suggests that training attendance alone may not be sufficient to explain differences in employees' green innovative behaviour.

4.5 Correlation Analysis

Objective: To examine the relationship between Green Human Resource Management practices and Green Innovative Work Behaviour.

Hypotheses:

- H_0: There is no significant relationship between Green HRM practices and Green Innovative Work Behaviour.
- H_1: There is a significant relationship between Green HRM practices and Green Innovative Work Behaviour.

Table 5: Correlation Between Green HRM and GIWB

Variables	Pearson correlation (r)	p-value
Overall GHRM and Overall GIWB	0.564	0.000

The displayed p-value is rounded; the calculated value is approximately 0.000000001.

Interpretation:

- The Pearson correlation coefficient is 0.564, indicating a moderate positive relationship between Green HRM practices and Green Innovative Work Behaviour.
- The p-value is below 0.05. Hence, the null hypothesis is rejected.
- The result indicates that higher levels of Green HRM practices are associated with higher levels of Green Innovative Work Behaviour in the simulated sample.

4.6 Multiple Regression Analysis

Objective: To identify the contribution of individual Green HRM dimensions towards Green Innovative Work Behaviour.

Dependent Variable: Green Innovative Work Behaviour.

Independent Variables:

1. Green recruitment and selection
2. Green training and development
3. Green performance management
4. Green rewards and recognition
5. Green employee involvement

Table 6: Multiple Regression Results

Green HRM dimensions	Coefficient (B)	p-value
Green recruitment and selection	0.090	0.208
Green training and development	0.284	0.000
Green performance management	0.299	0.000
Green rewards and recognition	0.223	0.003
Green employee involvement	0.009	0.907

The coefficients and p-values are rounded. The regression model includes all five dimensions simultaneously.

Model Summary

Particulars	Value
R-square	0.380
Adjusted R-square	0.347
F-statistic	11.540
Model p-value	0.000

Interpretation:

- The R-square value of 0.380 indicates that approximately 38% of the variation in Green Innovative Work Behaviour is explained by the five Green HRM dimensions included in the simulated regression model.
- The model is statistically significant, with an F-statistic of 11.540 and a p-value below 0.05.
- Green performance management has the highest positive regression coefficient (0.299), followed by green training and development (0.284) and green rewards and recognition (0.223). These three dimensions are statistically significant in the simulated model.
- Green recruitment and selection and green employee involvement do not show statistically significant individual contributions after controlling for the other dimensions.

Findings of the Study

Based on the simulated analysis of 100 respondents, the following findings are obtained:

1. The overall mean score of Green HRM practices is 3.49, indicating a moderately favourable perception of green human resource practices.
2. Green performance management records the highest mean score of 3.59, indicating its comparatively stronger presence among the five Green HRM dimensions.
3. Green recruitment and selection records the lowest mean score of 3.34, suggesting scope for improvement in incorporating environmental considerations into recruitment activities.

4. The overall mean score of Green Innovative Work Behaviour is 3.54, indicating a moderately favourable level of employee green innovation behaviour.
5. Among the GIWB dimensions, idea implementation records the highest mean score of 3.59, while idea promotion records the lowest mean score of 3.48.
6. The reliability analysis shows that the overall GHRM scale has a Cronbach's Alpha of 0.808 and the GIWB scale has a value of 0.924, indicating satisfactory internal consistency.
7. The chi-square test produces a p-value of 0.499. Therefore, no statistically significant association is established between environmental training participation and GIWB category.
8. The correlation analysis reveals a moderate positive relationship between Green HRM and Green Innovative Work Behaviour (r = 0.564, p less than 0.05).
9. The regression model explains approximately 38% of the variation in Green Innovative Work Behaviour.
10. Green performance management, green training and development, and green rewards and recognition emerge as statistically significant predictors in the simulated regression model.
11. Green recruitment and selection and green employee involvement do not demonstrate statistically significant individual predictive contributions in the regression model.

Suggestions

Based on the above illustrative findings, the following suggestions are proposed:

1. Strengthen Green Recruitment and Selection

IT organisations should incorporate environmental awareness and sustainability-related responsibilities into recruitment policies, job descriptions and employee selection procedures wherever relevant.

2. Improve Green Training Programmes

Organisations should conduct regular training programmes on energy conservation, paperless working, e-waste management, resource utilisation and environmentally responsible technology practices.

3. Strengthen Green Performance Management

Environmental objectives should be incorporated into employee performance evaluation wherever appropriate. Managers should assess and recognise employees' contributions towards organisational sustainability goals.

4. Introduce Effective Green Reward Systems

IT organisations should introduce suitable incentives, appreciation certificates, recognition programmes and team awards for employees who contribute innovative environmental solutions.

5. Encourage Employees to Share Green Ideas

Organisations should establish employee suggestion systems, green committees and team discussions to encourage employees to communicate their environmental ideas.

6. Promote Implementation of Green Innovations

Managers should provide necessary resources and organisational support to implement employee-generated ideas, such as reducing paper consumption, optimising energy use and improving digital work processes.

7. Provide Continuous Environmental Awareness Programmes

Training should not be limited to one-time programmes. Organisations should conduct periodic workshops, awareness campaigns and sustainability-related activities.

8. Develop a Green Organisational Culture

Environmental sustainability should be included in organisational values, internal communication, leadership practices and employee engagement initiatives.

9. Encourage Managerial Involvement

Senior management should actively participate in green initiatives and motivate employees to contribute towards environmental improvement.

10. Monitor Green HRM Effectiveness

Organisations should periodically measure employee participation, green ideas generated, innovations implemented and environmental improvements achieved.

CONCLUSION

Green Human Resource Management plays an important role in integrating environmental sustainability in to organisational human resource practices. The present study examines the relationship between Green HRM practices and Green Innovative Work Behaviour among IT-sector employees in Tamil Nadu.

The illustrative results indicate a positive and statistically significant relationship between Green HRM practices and Green Innovative Work Behaviour. The regression analysis further identifies green performance management, green training and development, and green rewards and recognition as significant predictors of green innovative behaviour in the simulated sample.

This paper develops an empirical framework for examining the relationship between Green Human Resource Management practices and green innovative work behaviour among IT sector employees. It argues that green recruitment, training, performance management, rewards and employee involvement can provide the abilities, motivation and opportunities needed for employees to generate, promote and implement environmentally beneficial ideas. The proposed study can contribute context-specific evidence from IT and ITeS organisations in Tamil Nadu. The strength of its conclusions will depend on transparent sampling, validated measurement, actual respondent data and appropriate statistical analysis. The illustrative results included in this draft are not empirical findings and must not be used as such.

The results suggest that organisations should go beyond creating environmental awareness and actively integrate sustainability into recruitment, training, performance evaluation and reward systems. Providing opportunities for employees to generate, communicate and implement green ideas may also contribute to the development of a sustainable organisational culture.

The study highlights the importance of employee-oriented environmental practices in promoting green innovation within the IT sector. However, these findings are based on simulated responses and must be validated through an actual survey of IT employees before being presented as empirical research findings.

Future Research: A cross-sectional self-report survey is vulnerable to common-method bias, social desirability and reverse-causality concerns. A geographically limited or non-probability sample may not represent the wider IT workforce. Future research could use multi-source ratings, time-lagged or longitudinal data, comparisons across IT and other sectors, and objective indicators of environmental innovation.

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