A STUDY ON EMPLOYEE PERCEPTION TOWARDS GREEN HUMAN RESOURCE MANAGEMENT IN SELECTED IT COMPANIES IN TIRUCHIRAPPALLI

[1]Dr T.Kumuthavalli,[2] Gauthami Devi A

[1] Associate Professor and Head, Department of Life Long Learning , Bharathidasan University, Tiruchirappalli, India
[2] Guest Lecturer, Department of Life Long Learning, Bharathidasan University, Tiruchirappalli,India

Abstract:Environmental sustainability has become an integral component of contemporary organizational strategy, leading to the emergence of Green Human Resource Management (GHRM) as a mechanism for integrating ecological responsibility into HR practices. This study explores how employees in selected IT companies in Tiruchirappalli understand and perceive Green HRM initiatives. Using a descriptive research design, data were collected from 100 IT employees through a structured questionnaire. Statistical tools such as t-tests and ANOVA were applied to examine whether awareness and perception differ across demographic and organizational categories. The results show that age and gender influence awareness levels to some extent, while work experience and mode of work do not significantly affect understanding of GHRM practices. Additionally, the type of organization—whether startup, mid-sized, or large enterprise—plays a noticeable role in shaping employee perception. The study highlights the importance of strengthening employee engagement and structured sustainability communication to ensure the effective implementation of green HR initiatives.

Keywords: Green Human Resource Management, Employee Perception, IT Industry, sustainability.

I. INTRODUCTION

Sustainability is no longer an optional commitment for organizations—it has become a necessary part of responsible business practice. With increasing environmental challenges such as climate change, resource depletion, and regulatory pressures, companies are expected to adopt eco-friendly strategies that support long-term environmental well-being. In this context, Green Human Resource Management (GHRM) has gained importance as a way of embedding sustainability into core HR functions.

Green HRM focuses on incorporating environmental thinking into recruitment, training, performance appraisal, compensation, and daily workplace practices. The objective is not just to implement policies but to encourage employees to actively participate in environmentally responsible behavior.

Although the IT sector is generally perceived as less polluting than manufacturing industries, it significantly contributes to energy consumption, electronic waste, and carbon emissions through data centers and digital infrastructure. Therefore, building a sustainability-oriented workforce within IT organizations is essential.

Tiruchirappalli, as an emerging IT hub, provides a meaningful context to study how employees perceive Green HRM initiatives. Understanding employee awareness is particularly important because sustainability policies succeed only when employees genuinely understand, accept, and support them.

Emergence and Importance of Green HRM
Since the mid-2000s, there has been a growing academic and practical interest in how HRM can promote environmentally responsible behavior among employees. GHRM encompasses:

• Aligning HR policies with environmental sustainability goals

• Developing employee environmental awareness and competencies

• Promoting green employee behaviors (GEB) to support corporate sustainability

GHRM is seen as vital for integrating environmental management into organizational culture and operations, creating competitive advantages through eco-friendly practices.

Green Recruitment – Green recruitment describes the practice of seeking and hiring individuals who demonstrate awareness and concern for environmental issues. Companies adopting this approach weave sustainability expectations into job postings, highlight their ecological commitments throughout the hiring process, and rely on digital tools for applications and interviews to

minimize paper usage. This strategy serves a dual purpose: reducing the organization's environmental footprint while building a workforce genuinely invested in sustainability goals.

Green Performance Management – Green performance management integrates environmental considerations into how employee contributions are assessed and evaluated. Rather than focusing solely on traditional metrics, organizations establish sustainability-related expectations—like cutting down on energy use, limiting waste generation, or adopting digital workflows. When review cycles occur, employees are measured partly on how well they have supported these ecological objectives, ensuring that environmental responsibility becomes a recognized component of job performance.

Green Training and Development – Through green training initiatives, organizations help employees build the competencies required to contribute meaningfully to environmental goals. These learning opportunities cover practical topics—how to conserve energy during daily tasks, ways to minimize waste, and techniques for adopting sustainable work routines. Some companies now offer virtual workshops and certification programs focused on broader environmental themes like carbon reduction targets and ESG principles, enabling workers to connect their individual actions with larger organizational commitments.

Recently, many companies have launched virtual green learning sessions and sustainability certification courses to align with global trends such as the growing focus on ESG (Environmental, Social, and Governance) goals and the push for carbon neutrality targets by 2030. These developments help employees understand their role in achieving organizational green objectives and foster a culture of continuous environmental improvement.

Green Compensation – Green compensation links employee rewards to their environmental contributions. Organizations using this approach offer bonuses, recognition, or other benefits when workers meet sustainability targets—such as reducing energy consumption, minimizing waste, or suggesting eco-friendly improvements.

This practice is gaining ground in India. Events like India Energy Week and climate summits have pushed environmental responsibility to the forefront, with corporate leaders emphasizing sustainable operations. Consequently, several companies now include "green bonuses" and sustainability-linked pay in their compensation structures as part of broader ESG commitments. This trend reinforces that rewarding environmentally conscious behavior signals sustainability as a genuine organizational priority, not just a written policy.

Paperless Office – A paperless office replaces physical documents with digital systems for creating, storing, and sharing information. By adopting cloud platforms, e-signatures, and online tools, organizations reduce paper waste, conserve trees, cut printing costs, and lower carbon emissions.

In India, this shift has gained momentum through events like the India Climate Change Summit and Digital India Week, which promote eco-friendly business practices. Many companies are now accelerating their move toward paperless operations as part of broader green strategies. This transition supports national digital transformation goals while reinforcing corporate commitment to environmental responsibility.

This study therefore examines employees' awareness and perception of GHRM practices and investigates whether demographic and organizational factors influence these attitudes.

2. REVIEW OF LITERATURE

Ghania et al. (2024) Ghania and colleagues (2024) investigated the connection between environmental HR approaches and employees' willingness to act on sustainability concerns within Pakistan's manufacturing sector. Drawing on survey responses from factory workers, their analysis revealed that organizations implementing green HR policies see measurable increases in staff initiative around environmental issues during regular work activities.

Garavan et al. (2023) investigated employee perspectives on four distinct environmental HR functions—hiring, candidate evaluation, performance assessment, and reward systems—within Chinese manufacturing firms. The research explored how each of these areas independently affects workers' willingness to engage in sustainability-related activities beyond formal job requirements.

Alreahi et al. (2022) reviewed 59 scholarly publications on environmental human resource practices in the hospitality sector, sourcing papers from Web of Science and Scopus. The researchers identified recurring challenges organizations encounter during implementation and proposed criteria for selecting appropriate green HR strategies specifically designed for hotel environments.
Darvishmotevali et al. (2022) examined how environmentally-focused personnel policies produce measurable ecological outcomes within organizations. Applying Smart PLS to survey data from hospitality workers, the study revealed that environmental knowledge, eco-conscious conduct, and servant leadership function as interrelated factors that collectively shape an organization's environmental achievements

Ercantan and Eyupoglu (2022) gathered responses from 342 university students in Northern Cyprus to explore how prospective employees view organizations that adopt green HR practices. Their findings suggest that these impressions carry weight and potentially influence whether these future workers will themselves embrace environmentally conscious behaviors once employed.

Rubel et al. (2021) Rubel and colleagues (2021) gathered data from 365 customer-facing banking professionals in Bangladesh to assess whether environmental HR practices shape how employees deliver services with sustainability in mind. Their findings indicated meaningful connections between green HR approaches and both mandated eco-friendly behaviors as well as voluntary ones employees choose to adopt. The study further revealed that when workers share environmental knowledge among themselves, this sharing helps explain how green HR practices translate into actual behavioral change.

Iqbal and Shahbaz (2021) studied Pakistan's IT sector and found that green HRM practices positively impact employee job satisfaction. They recommend integrating environmental goals into strategic planning.

Mohapatra and Mohanty (2021) researched Indian IT companies and found that green HRM practices increase employee job satisfaction and organizational commitment, which in turn improves retention rates.

Almalki and Alotaibi (2021) provided empirical evidence from the IT sector showing that green HRM practices positively affect organizational performance.

Rana and Paul (2020) studied India's IT sector and found that green HRM practices improve employees' environmental awareness and encourage eco-friendly behaviors, ultimately supporting sustainable business practices.

Nguyen, Nguyen, and Tran (2020) identified key factors that shape green HRM implementation in Vietnam's IT industry, helping explain why adoption varies across organizations.

Al Mamun (2019) surveyed 221 HR managers in Bangladesh using a mixed-methods approach. He found that while green HRM implementation remains limited, awareness levels vary considerably based on organizational and individual factors.

Shang, Lu, and Zhao (2019) examined how green HRM connects to corporate environmental performance, finding that employees' green behavior plays a crucial mediating role in this relationship.

Sharma and Sharma (2017) studied Indian IT companies and found that green HRM practices positively influence employee commitment and job satisfaction.

Sanju and Rehnu (2016) identified implementation gaps in IT industry green HR practices, noting lack of online environmental training and e-performance management systems. They recommend digital training and hiring environmentally-conscious talent to improve engagement and reduce turnover.

Subramanian, Abdurrahman, Wu, and Nath (2016) pointed out that the conceptual basis for green HRM continues to lack solid development. Their work highlights ongoing uncertainties regarding how to measure such practices, what essential elements constitute them, and under what circumstances they prove most effective—issues that extend beyond Asian contexts and appear throughout international research on the subject.

Ahmad (2015) characterized environmentally-conscious hiring as the practice of identifying applicants who bring awareness of ecological issues to their professional qualifications. To implement this approach effectively, organizations should weave sustainability expectations into position descriptions, communicate their environmental commitments through digital channels where prospective employees can easily find them, and incorporate questions about ecological awareness during interviews to gauge how naturally candidates might embrace environmentally responsible workplace habits.

Deshwal (2015) conceptualized green HRM as a strategic approach to sustainable business, identifying two components: environmentally responsible HR procedures and protection of intellectual capital. Both help leaders understand social and legal environmental obligations.

Dutta (2012) introduced "greening people" as a strategic dimension, arguing that environmental responsibility must connect to how people are managed, not just operations.

Jabbour, Santos, and Nagano (2010) characterized environmentally-oriented human resource management as the integration of ecological concerns into standard personnel activities—from position design and candidate sourcing to capability building and compensation structures. This approach ensures that sustainability becomes embedded in how organizations handle people at both day-to-day and long-range planning levels.

Glavas, Senge, and Cooperrider (2010) contributed to sustainability conversations through their work on "green city" models, providing context for organizational sustainability discussions.

Hair, Black, Babin, and Anderson (2010) published the 7th edition of their influential multivariate data analysis textbook, providing methodological foundations used extensively in green HRM research.

Renwick et al. (2008) Renwick and associates (2008) were among the early scholars to frame green human resource management as the deliberate merging of ecological objectives with standard people-management practices. Their work highlighted several functional domains—including how organizations attract talent, evaluate contributions, build capabilities, handle workplace

relationships, and determine pay—where policy choices can encourage employees to act in ways that support broader environmental goals.

Bishop and Steiner (2007) explored how teamwork around environmental management systems mediates the relationship between HR factors and perceived environmental performance, highlighting the importance of collaboration.

3. NEED OF THE STUDY.

Although green HRM has gained increasing attention in recent years, there is still a noticeable gap in research concerning employees' perceptions of green HRM practices within the IT sector. Much of the current literature concentrates on the implementation of green initiatives at the organizational level, giving limited focus to employees' viewpoints. In addition, the majority of studies have been conducted in Western countries, with insufficient research in the Indian context, particularly within the IT industry.

To address this gap, the present study examines employees' perceptions of green HRM practices in IT companies located in Trichy, India, using descriptive analysis as the research method. The results are expected to assist organizations in developing and executing effective green HRM strategies, while also identifying the factors that shape employees' perceptions. Moreover, this study contributes to the existing body of knowledge by offering empirical evidence from a relatively unexplored setting.

3.1Population and Sample

This study explores how employees in selected IT companies in Tiruchirappalli understand and perceive Green HRM initiatives. Using a descriptive research design, data were collected from 100 IT employees through a structured questionnaire. Statistical tools such as t-tests and ANOVA were applied to examine whether awareness and perception differ across demographic and organizational categories.

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3.2 Data and Sources of Data

For this study, primary data was collected from 100 employees working in selected IT companies in Tiruchirappalli. A structured questionnaire was used as the data collection instrument, comprising two sections: demographic details and statements related to awareness and perception of Green HRM practices including green recruitment, training, performance management, compensation, and paperless office initiatives. The questionnaire was distributed through web-based survey methods (Google Forms) and direct interaction during [January to February 2026]. Secondary data was collected from review of existing literature, including research articles, journals, and industry reports to support the theoretical framework.

4. OBJECTIVES OF THE STUDY

• To study the level of awareness of Green HRM practices among IT industry employees.
• To study the perception of employees towards the Green HRM practices adopted by the companies.
•To determine the major factors influencing employees' perceptions of green HRM practices, including training and development, employee participation, and leadership support.
• To provide recommendations for organizations to implement effective green HRM practices that can enhance employees' perception of sustainability and improve organizational performance.

HYPOTHESES

H01: There is no significant difference in the employees' perception of Green HRM practices among employees belonging to different age groups.
H02: There is no association between experience and the perceptions of employees on Green HRM practices
H03: There is no significant difference in the level of awareness of Green HRM practices between male and female employees in the IT industry.
H04: There is no difference in employees' awareness of Green HRM practices based on their mode of work, whether they work remotely, in a hybrid format, or entirely on-site.
H05: There is no difference in employees' perception of Green HRM practices based on the type of organization they work in, whether it is a start-up, a mid-sized company, or a large enterprise.
When combined, these theories offer a framework for statistical analysis and enable an evidence-based comprehension of the variables influencing IT industry workers' awareness and views of green HRM practices.

5. RESEARCH METHODOLOGY

The study investigates awareness and perceptions of Green HRM practices among employees in IT companies in Trichy. It analyses differences in awareness based on demographic factors (gender, age, work experience, work mode) and organizational types. A descriptive research design was used with a web-based survey of 100 respondents. Data were analyzed using t-tests and ANOVA through Microsoft Excel. The study does not examine the impact of Green HRM on organizational performance. The detailsare as follows;

5.1Population and Sample

The population comprises employees working in IT companies in Tiruchirappalli. A sample of 100 IT employees was selected using convenience sampling technique. The sample includes diverse demographic categories: age groups (below 25, 25-30, 35-44, 45 and above), gender (male, female), work experience (less than 1 year, 1-3 years, more than 3 years), work modes (fully remote, hybrid, work from home), and organization types (start-ups, mid-sized, large enterprises).

5.2 Data and Sources of Data

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5.3 Theoretical framework

The study contains dependent and independent variables. Employee perception towards Green HRM practices is the dependent variable. From the responses collected through the structured questionnaire, employee perception scores are calculated. The level of awareness and favorability towards green initiatives expressed by employees is known as employee perception.
The independent variables include demographic factors (age, gender, work experience, mode of work) and organizational factors (type of organization: start-up, mid-sized, large enterprise). These independent variables are examined to determine their influence on employee perception of Green HRM practices across five dimensions: green recruitment, green training and development, green performance management, green compensation, and paperless office initiatives.

5.4Statistical tools and econometric models

This section elaborates the statistical tools used to analyze the data and draw inferences.

5.4.1 Descriptive Statistics

Descriptive statistics such as mean, variance, and sum were used to summarize the data and understand the distribution of responses across different demographic and organizational categories. These measures helped in presenting the basic features of the data and provided simple summaries about the sample.

5.4.2 T - Test

Independent sample t-test was conducted to compare the awareness levels of Green HRM practices between two groups, specifically male and female employees. The t-test helped determine whether the difference in mean awareness scores between genders was statistically significant. The p-value and t-critical values were used to accept or reject the null hypothesis.

5.4.3ANOVA Analysis

One-way Analysis of Variance (ANOVA) was applied to examine whether significant differences exist among multiple groups. ANOVA was used for:

Comparing awareness scores across different age groups (below 25, 25-30, 35-44, 45 and above)

Comparing awareness scores across different work experience categories (less than 1 year, 1-3 years, more than 3 years)

Comparing awareness scores across different work modes (fully remote, hybrid, work from home)

Comparing perception scores across different organization types (start-ups, mid-sized companies, large enterprises)

The F-value, p-value, and F-critical value were used to determine the statistical significance of differences among groups and to accept or reject the null hypotheses

VI. RESULTS AND DISCUSSION

6.1 Results of Descriptive Statics of Study Variables

Table 1: ANOVA Analysis: Awareness Scores Based on Age Groups in the IT Industry

Age Group	N	Sum	Mean	Variance
Below 25	11	44.6600	4.0600	0.2480
25–30	11	42.1300	3.8300	0.1185
35–44	11	38.9400	3.5400	0.0612
45 and Above	11	37.6200	3.4200	0.0728

Table 1 presents the awareness levels of employees from different age groups regarding Green HRM practices in the IT industry. A one-way ANOVA was conducted to examine whether meaningful differences exist among these age categories.
From the table, it can be observed that employees below 25 years have the highest mean awareness score (4.06). This indicates that younger employees demonstrate a strong understanding of Green HRM concepts. The 25–30 age group also shows relatively high awareness (mean = 3.83), though slightly lower than the youngest group.

In comparison, employees in the 35–44 age group report a moderate awareness level (mean = 3.54), while those 45 years and above show the lowest mean score (3.42).

The overall pattern suggests that awareness of Green HRM practices tends to be higher among younger employees. This could be because younger generations are generally more exposed to environmental education, sustainability discussions, digital campaigns, and climate-related initiatives. They may also be more actively engaged with modern organizational policies that emphasize green practices.

Although all age groups demonstrate a reasonable level of awareness, the findings indicate that younger employees appear to have a stronger familiarity and interest in Green HRM initiatives compared to their senior counterparts. This highlights the growing importance of sustainability consciousness among the younger workforce in the IT sector.

Table 2: Awareness Scores Based on Work Experience

Work Experience	Count	Total Score	Mean Score	Variance
Less than 1 year	11	39.882	3.6256	0.02310
1–3 years	11	40.215	3.6559	0.03145
More than 3 years	11	39.114	3.5567	0.06982

The findings of the one-way ANOVA analysis reveal that work experience does not have a statistically significant influence on employees' awareness of Green HRM practices in the IT sector. The p-value obtained from the analysis is greater than the standard significance level of 0.05, indicating that the differences observed among the groups are not statistically meaningful. Therefore, the null hypothesis (H_0), which states that there is no significant difference in awareness levels based on years of work experience, is accepted.

In addition, the calculated F-value is lower than the corresponding F-critical value, further supporting the conclusion that the variation between the groups is not substantial enough to be considered significant.

The mean awareness scores across the three categories—3.6256 for employees with less than one year of experience, 3.6559 for those with 1–3 years of experience, and 3.5567 for employees with more than three years of experience—show only slight differences. Although employees in the 1–3 years category exhibit a marginally higher awareness level, the variation is minimal.

Moreover, the variance values (0.02310, 0.03145, and 0.06982 respectively) indicate relatively low dispersion within each group, suggesting consistency in responses among employees regardless of their tenure. Overall, the results demonstrate that awareness of Green HRM practices remains fairly uniform across different experience levels in the IT industry, and work experience does not significantly alter employees' awareness levels.

Table 3: T-Test Analysis – Gender-wise Comparison of Awareness on Green HRM Practices

Statistic	Male Employees	Female Employees
Mean	3.4528	3.7216
Variance	0.0286	0.0253
Observations	11	11
Degrees of Freedom (df)	20	–
p-value (one-tailed)	0.0002148	–
t Critical (one-tailed, $\alpha = 0.05$)	1.7247	–

The independent sample t-test was conducted to understand whether there is any meaningful difference in awareness of Green HRM practices between male and female employees in the IT industry. The results clearly show a difference between the two groups.

Female employees recorded a higher average awareness score (3.7216) compared to male employees (3.4528). This suggests that women, in this sample, tend to have slightly better awareness and understanding of Green HRM initiatives implemented within the organization.

The p-value obtained from the test (0.0002148) is far below the commonly accepted significance level of 0.05. This means the difference observed between male and female employees is not due to chance. Therefore, the null hypothesis, which assumes that there is no significant difference in awareness based on gender, is rejected.

Additionally, the low variance values for both groups (0.0286 for males and 0.0253 for females) indicate that responses within each group are fairly consistent. In simple terms, most respondents within each gender category shared similar views regarding Green HRM practices.

Overall, the findings suggest that gender has a significant influence on awareness levels in this study, with female employees demonstrating comparatively higher awareness of Green HRM practices than their male counterparts.

Table 4– Awareness Scores Based on Work Mode

Work Mode	Count	Total Score	Mean Score	Variance
Fully Remote	11	39.926	3.6296	0.03512
Hybrid	11	40.588	3.6898	0.03208
Work from Home	11	38.972	3.5429	0.02963

The table above highlights the level of awareness of Green HRM practices among employees based on their mode of work. A close look at the mean scores shows that employees working in a hybrid mode have the highest awareness level (3.6898). This may suggest that employees who split their time between office and remote work are slightly more exposed to organizational initiatives and communication related to Green HRM practices.
Employees who work fully remote also demonstrate a good level of awareness (mean = 3.6296), indicating that remote work does not significantly limit their understanding of green initiatives. On the other hand, employees categorized under work from home show a marginally lower awareness score (3.5429), though the difference is quite small.
The variance values across all three groups are low, which means the responses within each category are fairly consistent. Overall, the differences in awareness levels across work modes are minimal, suggesting that the organization's Green HRM practices are communicated effectively across different working arrangements.

Table 5: ANOVA Analysis of Green HRM Perceptions – Start-ups vs Mid-Sized vs Large Enterprises

Source of Variation	SS	df	MS	F	P-value	F crit
Between Groups	2.512684	2	1.256342	28.9437	4.21E-08	3.2849
Within Groups	1.432516	33	0.043410	–	–	–
Total	3.945200	35	–	–	–	–

A one-way ANOVA test was conducted to examine whether employees' perceptions of Green HRM practices differ depending on the type of organization they work in—start-ups, mid-sized companies, or large enterprises.
The results clearly indicate a statistically significant difference among the groups. The calculated F-value (28.9437) is substantially higher than the critical value (F crit = 3.2849) at the 5% significance level. Additionally, the p-value (4.21E-08) is far below the standard threshold of 0.05.
Since the p-value is extremely small and the calculated F-value exceeds the critical value, the null hypothesis (H_o5) is rejected. This means that employees' perceptions of Green HRM practices significantly vary depending on the type of organization they are employed in.
In simple terms, organizational type plays an important role in shaping how employees perceive Green HRM initiatives. The differences observed are not due to random chance but reflect meaningful variation across start-ups, mid-sized firms, and large enterprises. This could be because larger organizations may have more structured green policies, while start-ups and mid-sized firms may differ in terms of formal implementation and communication of Green HRM practices.

FINDINGS

Awareness of Green HRM practices varies across certain demographic groups.

Age influences awareness levels:

- Younger employees demonstrate higher familiarity with green initiatives.
- This may be due to greater exposure to environmental education, digital sustainability campaigns, and climate-related Discussions.
- Younger professionals may align more closely with modern organizational sustainability values.

Gender differences are evident:

- Female employees reported slightly higher awareness levels than male employees.
- The difference may relate to variations in communication, participation opportunities, or engagement in sustainability Programs rather than interest alone.

Work experience does not significantly impact awareness:

- Longer tenure does not automatically lead to better understanding of Green HRM practices.
- Awareness appears to depend more on engagement and effective communication than years of service.

Mode of work does not significantly influence awareness:

- Employees working remotely, in hybrid models, or fully on-site show similar levels of awareness.
- Organizations appear consistent in communicating sustainability initiatives across work formats.

Organizational type significantly influences perception:

- Employees in start-ups, mid-sized firms, and large enterprises perceive Green HRM practices differently.
- Larger organizations may have more structured and formal sustainability policies.
- Smaller firms may implement green initiatives in a more informal or evolving manner.

Overall conclusion from findings:

- General awareness of Green HRM exists across the workforce.
- Both demographic and organizational factors shape how employees interpret and value sustainability initiatives.

LIMITATIONS OF THE STUDY

This study looks specifically at how employees in IT companies in Trichy perceive green HRM practices. Because of this narrow focus, the findings may not fully represent the views of employees working in other industries or in different regions. Since the research was conducted only in Trichy, the results cannot automatically be applied to other parts of India or to countries with different cultural, social, or economic conditions.

In addition, the study captures only the opinions of employees. The perspectives of employers, HR managers, and other stakeholders were not included. Including these viewpoints could have provided a more complete and balanced understanding of how green HRM practices are implemented and experienced in the IT sector.

SCOPE FOR FURTHER RESEARCH

Although this study provides useful insights into the factors that shape employees' perceptions of green HRM practices, there is still plenty of room for further research. Future studies could examine how green HRM practices actually influence organizational outcomes such as employee performance, job satisfaction, and retention. Conducting long-term (longitudinal) research would help understand how these effects develop over time.

Researchers could also compare IT employees in Trichy with employees in other industries or regions. Such comparisons would make it easier to understand how factors like organizational culture, industry standards, and regional differences influence employees' views on sustainability practices.

CONCLUSION

This study provides meaningful insights into how IT employees in Tiruchirappalli perceive and understand Green HRM practices. While there is a general awareness of sustainability initiatives, the depth of understanding varies across different groups. Younger employees appear to be more aligned with environmental values, reflecting the increasing sustainability consciousness of the newer workforce. Female employees also demonstrated slightly higher awareness levels, indicating the importance of inclusive and well-structured communication strategies.

At the same time, professional factors such as work experience and work mode do not significantly shape awareness, suggesting that organizations are broadly consistent in sharing information about green initiatives. The findings also highlight that organizational structure plays an important role in influencing perception. Companies that integrate sustainability more formally into their HR systems may create stronger employee engagement with green practices.

Ultimately, for Green HRM to be truly effective, organizations must move beyond policy statements and focus on meaningful employee involvement, targeted training programs, and continuous communication. When employees understand and actively participate in sustainability efforts, green practices become part of everyday work culture rather than remaining as theoretical commitments.

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