



Sustainable Talent Management and Workplace Performance

A moderated Model of Digital Task Collaboration in the IT Sector

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ABSTRACT

The dynamics of the IT industry are heavily dependent on the dual goals of business growth and sustainability targets. The emerging concept of Green Talent Management (GTM) and the significant investment by organizations in this domain largely remain underexplored within the IT industry. The research study is conducted for two main purposes: one, to analyse the impact of GTM on the workplace performance output (WPO), and two, to examine the moderating role of digital task collaboration (DTC) in the relationship between GTM and WPO. The study adopted quantitative and cross-sectional approaches to decode the study's objectives. A total of 315 responses obtained from managers/employees working in IT services firms were used. The analysis included factor analysis followed by a structural equation model. Research paper findings indicate that there is a positive effect of GTM and WPO. Also, DTC positively moderates the relationship between GTM and WPO. The findings also revealed that flexibility-driven and inclusive GTM practice adopts more digital platforms and tools, which strengthens the relationship between GTM and WPO further. Rigid, hierarchical, and top-down green practices do not show collaborative influence on executing digital tasks. The present study offers novel insights into how GTM can be leveraged within the IT industry to improve employee performance and performance outputs. The present study is in response to the urgent call for Sustainable Development Goals (SDGs) for a fairer society, healthier lives, and, finally, responsible management by organizations.

Keywords: Green Talent Management, Talent Management, Digital Task Collaboration, Green Skills, Industry 4.0, Workplace Performance Output

INTRODUCTION

Green talent management (GTM) as a concept has gained momentum and attracted the attention of many researchers; however, its application and relevance to the IT Sector remained underexplored (Christopher et al., 2025). GTM is defined as a branch of talent management with a focus on recruiting, developing, and retaining green talent so that they can contribute towards the organization's environmental sustainability goals (Fasih et al., 2025). The IT industry has shown tremendous growth, and without effective GTM, it will be hard to recruit and retain employees (Christopher et al., 2025). The IT organizations must re-examine and refine their existing talent management practices and align them with green initiatives and the creation of green employment for the next level of

growth (Sowmiya et al., 2024). The work performance of employees in any organization depends on key aspects such as recruitment, training, and skills to meet defined goals (Shuffler & Salas, 2023). As per Borst et al. (2020), WPO can be simplified into two main dimensions. First dimension covers employee attitude at the workplace, comprising commitment towards the job, intention to leave the organization, and job satisfaction. The second dimension covers employee behaviour at the workplace, encompassing proactive engagement, collaboration in tasks, efforts in the assigned task, and motivation. In the current technology-oriented landscape, employees need to be not only trained on digital and technical skills but also on various sustainable practices (Gandasari et al., 2024). The current study tries to explore how GTM impacts WPO and how the role of digital collaboration influences this

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relationship further. Digital Task Collaboration (DTC) represents new ways for various teams, regardless of their geographical locations, to investigate, exchange, exploit, and implement defined projects digitally (Zhou and Pan, 2024). Digital support plays a vital role in ensuring the completion of all project milestones and teams' interdependent tasks. It also helps to overcome roadblocks of those team members who are not very conversant with digital skills, as other teams that are equipped with digital skills can support them (Ogbeibu et al., 2022; Zhou and Pan, 2024). Organizational leaders must develop and retain staff talent to address global climate change and organizational sustainability (Li et al., 2020; Ogbeibu et al., 2021), especially in light of the rising turbulence of the fourth industrial revolution's (4IR) advancements. To attract, nurture, retain, and deploy the required personnel to promote workplace green efforts, talent management must be modernized to recognize the current environmental sustainability context (Christopher et al., 2025). Studies suggest that when predetermined tasks are performed on predetermined digital platforms, green initiatives may be sparked as organizations pursue strategies to support environmental sustainability (Gandasari et al., 2024; Ogbeibu et al., 2021). Organizations that overlook the impact of digitization on work risk losing relevance (Bindeeba et al., 2025; Li et al., 2020). The prospect of teams cooperating via predetermined

digital platforms to speed up organizational goals is one of the ways to overcome the digitalization challenges related to various job profiles (Zhou and Pan, 2024). There is a strong perception in the industry that one-third of jobs that exist today will be taken by Industry 4.0 and technologies that complement Industry 4.0 (Dhanpat et al., 2020; Sharma et al., 2022). This situation can impact the employee's work performance. In this era of Industry 4.0, employers not only seek Generic Skills (Communication, Teamwork, Critical Thinking, etc.) and technical skills (coding, design, architecture, etc.) but also seek Green Skills within their prospective employees for the sustainable development of their organizations (Alkaraan et al., 2024). Although the IT companies are making small steps towards green practices by offering work-from-home options to employees, inviting them to volunteer for green initiatives, and generating sustainability campaigns. However, more focus is needed for GTM practices within the IT sector as it continues to expand its footprint, with offices being opened up across all locations (Sowmiya et al., 2024).

The study addresses key research questions and objectives listed below:

- **RQ1.** Does GTM influence the WPO?
- **RQ2.** Does DTC moderate the relationship between GTM and WPO?

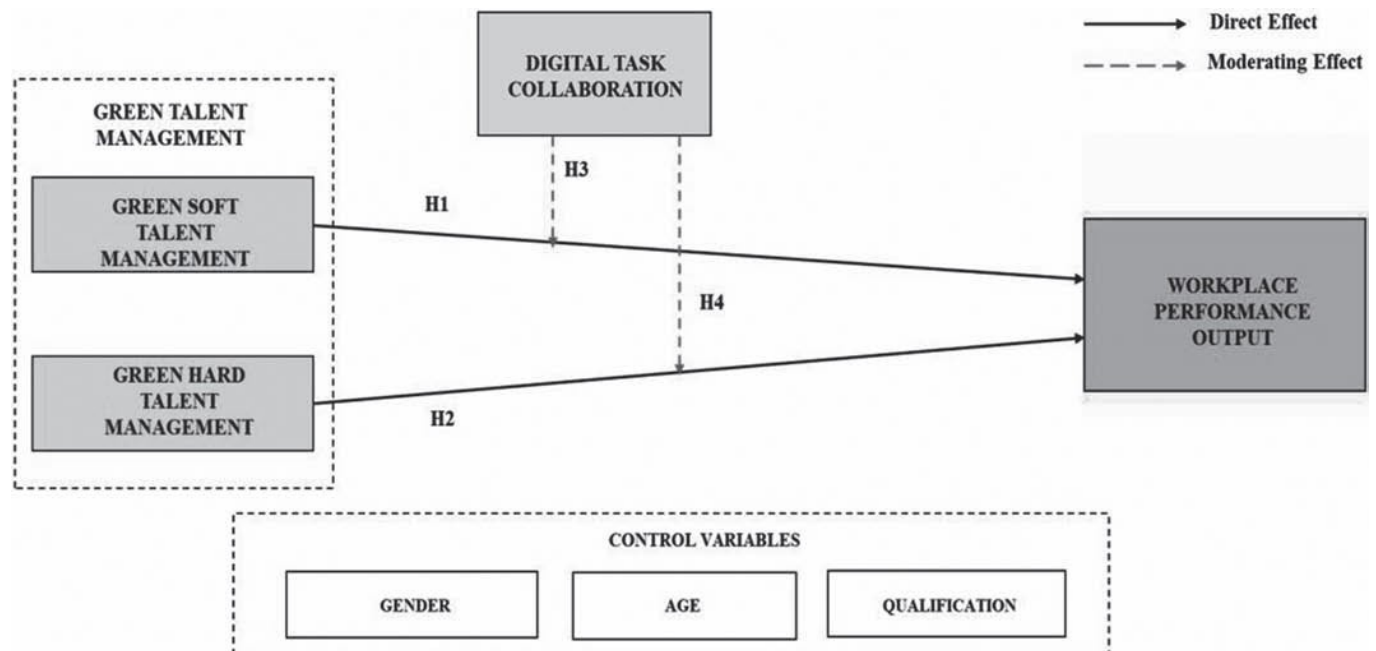


Figure 1: Conceptual Framework of the Study

Source: Author's Compilation

To study the relationship between GTM and WPO, two important theories have been utilized to firm up the theoretical base, viz. Resource-Based View (RBV) and Social Exchange Theory (SET). RBV theory defines firm resources as assets (tangible and intangible), capabilities, organizational processes, data, expertise, etc. These resources are controlled by organizations through well-defined HRM practices that enable the firm to implement distinctive strategies to improve its performance efficiency and process effectiveness (Shukla & Bankar, 2022). The RBV model further states that resources as key to superior firm performance and the success of the whole organization (Jurevicius, 2021). The theory of Social Exchange revolves around costs and rewards and proposes that social behaviour is the result of an exchange process (Harden et al., 2018). Further, it is asserted that the purpose of this exchange is to alleviate benefits and reduce costs. The employees feel demotivated when there is no fairness in any mutual transactions or the cost incurred during the exchange is greater than the reward received (Cropanzano et al., 2017). SET also plays an important role in the IT industry in building trust, knowledge sharing, and developing skills (Harden et al., 2018). Figure 1 explains the research framework of the study.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

To identify the right studies relevant to the topic of the study, the following databases were used: Web of Science (WoS), SCOPUS, Google Scholar, Social Science Research Network (SSRN), and Education Research Information Center (ERIC). The literature review was divided into two sub-sections: First, explaining the relationship between GTM and WPO; second, evaluating the moderating role of DTC and explaining the relationship between GTM, DTC, and WPO.

Green Talent Management and Workplace Performance Output

In today's competitive world organizations are trying their best to attract the top talent through branding and highlighting their commitments to corporate social responsibility (Gandasari et al., 2024). Talents feel more emotionally attached to organizations contributing to the green cause for the environment and feel motivated

to give better outputs by providing regular training, career guidance, and relevant opportunities to grow (Ribeiro et al., 2022). The most efficient way to implement sustainable goals within organizations is to provide green training to the employees and highlight green goals for them (Fasih et al., 2025). Due to this, not only organization's brand image improve in the market, but it also strengthens employees' self-esteem, values, and self-respect (Gandasari et al., 2024). IT organizations should focus on green training and value employees' contributions to green causes by providing positive feedback and engaging them in various green initiatives (Christopher et al., 2025; Ojo & Raman, 2019). Subrahmanyam (2025) investigated how organizational practices influence employee performance and engagement within the Indian IT industry. The study highlights that other factors that can influence workplace performance such as digital platforms, strategic green HR practices, and flexibility given to employees. As per Christopher et al. (2025), setting up metrics for environmental practices at the workplace will encourage IT professionals to contribute more towards sustainability goals. They further mentioned that there has to be an appropriate provision to compensate based on the environmental sustainability contribution. IT companies can offer a range of benefits that can be extended from promotion, progression, gift coupons, and offering non-monetary incentives (Sowmiya et al., 2024).

Many large organizations have been spending money on building a knowledge base and transforming their business into eco-friendly and sustainable as per future requirements by process of empowering the employees (Amrutha & Geetha, 2020). GTM has helped organizations retain talent through various green practices and also reduce carbon footprints to meet sustainability goals (Fasih et al., 2025; Gandasari et al., 2024). Further, organizations that provide opportunities to their employees to contribute towards environmental practices result in higher performance and outputs from them (Shah et al., 2021). GTM and green training enhance employees' knowledge of environmental sustainability, and they become engaged in the corporate goal of reducing carbon footprint (Fasih et al., 2025). Additionally, organisations have to update job descriptions and job roles to align with green skills requirements in day-to-day operational activities,

aiming to reduce their overall carbon footprint (Sowmiya et al., 2024). GTM practices have proven to have higher employee retention and better involvement in the organization's vision of sustainability goals (Ogbeibu et al., 2021).

As part of GTM, policies, procedures, and guidelines can be made for IT professionals to adopt energy-efficient steps like using office shuttles, shared commuting, virtual interviews, and recycling (Saifulina et al., 2020). Through these steps, green skills can be improved for the employees, thereby having a direct impact on employee work performance and improving the organization's brand value. Within IT companies job description for adopting Green IT is not detailed explicitly (Christopher et al., 2025). It is also observed that employees do not feel motivated towards simpler tasks like shutting down computers, lights, etc., which are part of energy reduction initiatives (Ojo & Raman, 2019). Thus, in this study, we hypothesise that both green STM and green HTM have a significant effect on employee workplace performance:

- **H1:** There is a significant effect of green soft talent management on workplace performance output
- **H2:** There is a significant effect of green hard talent management on workplace performance output

Moderating Role of Digital Task Collaboration

Zhou and Pan (2024) found that effective DTC not only enhances task execution but also improves communication flow and team responsiveness, making it a key variable in studies examining workplace performance and organizational agility. GTM stimulates green values amongst the employees, and they feel more aligned towards the environmental goals of the organizations and further provide better work performance and contribute towards business growth (Ribeiro et al., 2022). Green innovations such as GTM and green skills are closely associated with digital transformation initiatives within organizations (He & Su, 2022). Digital tasks that are part of digital transformations positively influence green goals, technologies, and practices, which leads to increased employee performance and outcomes (Bindeeba et al., 2025; He & Su, 2022). Technologies that comprise Industry 4.0 are influencing all organization processes, including Human Resources Management, and the HR department proactively should ensure that all employees

are upskilled to align with these technologies (Sharma et al., 2022). Further, Industry 4.0 has impacted low-skilled jobs and made employees redundant (Sima et al., 2020). The HR team has to ensure that all Industry 4.0 technologies are fully utilized to develop new competencies and skills for the employees (Alkraaan et al., 2024; Sima et al., 2020). HR has to enable and impact continuous learning cycles for employees to make them relevant as per organization requirements (Dhanpat et al., 2020). In the current IT landscape, multiple innovative products and technologies are being used, which results in DTC among employees at the workplace (Subrahmanyam, 2025). The influence of DTC at the workplace has a direct relationship with employee competency. On top of that, in an IT digital collaboration workplace, cooperation between different units and employees is extremely important as the task of one individual might require expertise, skills, and IT resources of another individual (Chen & Chen, 2024). The higher the level of DTC closer relationships need to be established between individuals in order to fulfil digital tasks (Ogbeibu et al., 2021). When the DTC level is higher, employees exchange information, collaborate, and align better with organizational goals, which gives better work productivity and talent-related outcomes. Promoting the creativity of employees has a positive influence on the working environment of the organization in the era of Industry 4.0 (Alkraaan et al., 2024; Lai et al., 2021). The new generation performance measurement tools will be required to meet the requirements of revised skill sets and organization structure. With the advent of GTM practices along with green training and leveraging core tenets of digital collaboration, there is a positive influence on employee productivity, creativity, and work-related outcomes (Ogbeibu et al., 2021; Lai et al., 2021).

Digital task interdependence and collaboration are defined as the extent to which employees have a dependency and require cooperation with other colleagues to complete their assigned tasks efficiently and effectively (Subrahmanyam, 2025; Wong & Gils, 2022). As per Yang & Chae (2022), when task collaboration is higher, the employees are tempted to share more information and bond well. The environment becomes much more conducive to providing better outcomes. It is also observed that

employees feel indebted when someone helps to complete their tasks due to interdependency on each other's competency or skills. Employees feel obligated to return the favour and will put extra effort into the task completion, which results in performance improvement (Shukla & Bankar, 2022; Yang & Chae, 2022). DTC enhances willingness towards team creativity and helps organizations to achieve sustainable competitive advantage in this highly complex digital technology-oriented world (Ogbeibu, 2022; Pitafi et al., 2020). To achieve the desired competency and improve the digital skill sets of the employees, top IT companies across the world are providing training on the latest products and technologies, which encompass state-of-the-art workflows containing multiple digital tasks or steps (Pitafi et al., 2020). The authors further mentioned that such training helps various teams within the organization to collaborate and appreciate the roles of different individuals. The large IT companies have adopted Agile best practices where teams are not only self-managing but also collaborating with customers and other stakeholders to fulfil their required digital tasks (Sowmiya et al., 2024). In large organizations to achieve customer-specific tasks, multiple individuals handle different portions of workflows and tasks, which creates higher interdependencies on each other (Wong & Gils, 2022). The authors further state that employees with fewer digital skills have a higher dependency on employees with higher digital skills. However, when all teams have common organizational goals and objectives, it leads to higher workplace output (Shuffler & Salas, 2023). Talent performance and outcomes are not only dependent on individual employees' performance but also on the performance of the group or team (Shuffler & Salas, 2023). Hence, we hypothesise that the DTC positively moderates the relationship between green STM and WPO as well as green HTM and WPO.

- **H3:** Digital collaboration significantly strengthens the relationship between green soft talent management and workplace performance output
- **H4:** Digital collaboration significantly strengthens the relationship between green hard talent management and workplace performance output

RESEARCH METHODOLOGY

The study follows a quantitative and cross-sectional approach to describe the relationship among the variables. The study follows a non-probability (purposive) sampling technique. Employees serving at both managerial and non-managerial levels in multinational firms of the IT sector were the respondents of the study. Before starting the research, all respondents were assured that our data collection follows ethical practices and data collected would be used for research activities only. All respondents were given the background and the purpose of the research, and participation in filling the research questionnaire was kept voluntary. A sample size of 384 was determined following Krejcie and Morgan (1970) method of computing sample size. However, only 320 responses were received; post data cleaning, 315 were used for analysis. IBM SPSS and AMOS version 26 were used for the study. Scale items regarding Green HTM and Green STM were adapted from the previous studies of Ogbeibu et al. (2021). Scale items for DTC were adapted from Chen & Chen (2024) and Ogbeibu et al. (2021). The scale items of Work Performance Output were adapted from the previous studies of Jayaraman et al. (2018), Koopmans et al. (2014), and Kravariti et al. (2021).

RESULTS

The demographic results consisted of 218 male respondents and 97 female respondents. Around 13 % of employees had work experience between 0 and 4 years, 37 % between 5 and 9 years, and 35 % between 10 and 19 years. The remaining 15 % had work experience of 20 years or more. About 57 % of employees held graduation degrees, 42 % had postgraduate degrees, and the remaining 1 % held doctoral degrees. The variables used in the analysis are listed in Table 1, which includes means, standard deviations, variance inflation factors (VIFs), skewness, and kurtosis. The test for multicollinearity was performed, and the results revealed that all VIF values were less than 5, suggesting that variables are not highly correlated (James et al., 2013). Moreover, the assumptions of regression analysis were checked and findings showed that all skewness and kurtosis values fell within the range of ± 2.58 (Tabachnick & Fidell, 2007). Common Method Bias (CMB) was

Table 1: Descriptive Statistics and Correlation Coefficient

	<i>N Statistics</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Skewness</i>	<i>Kurtosis</i>	<i>VIF</i>	<i>Tolerance</i>
Green STM	315	4.19	0.48	-1.15	0.67	3.16	0.88
Green HTM	315	4.69	0.54	-1.19	-0.24	1.49	0.92
DTC	315	4.85	0.58	-1.71	0.39	2.86	0.66
WPO	315	4.92	0.61	-1.12	0.17	3.37	0.79

Note: DTC, Digital Task Collaboration; WPO, Workplace Performance Output

Source: Author's Compilation

Table 2: Reliability and Validity Analysis

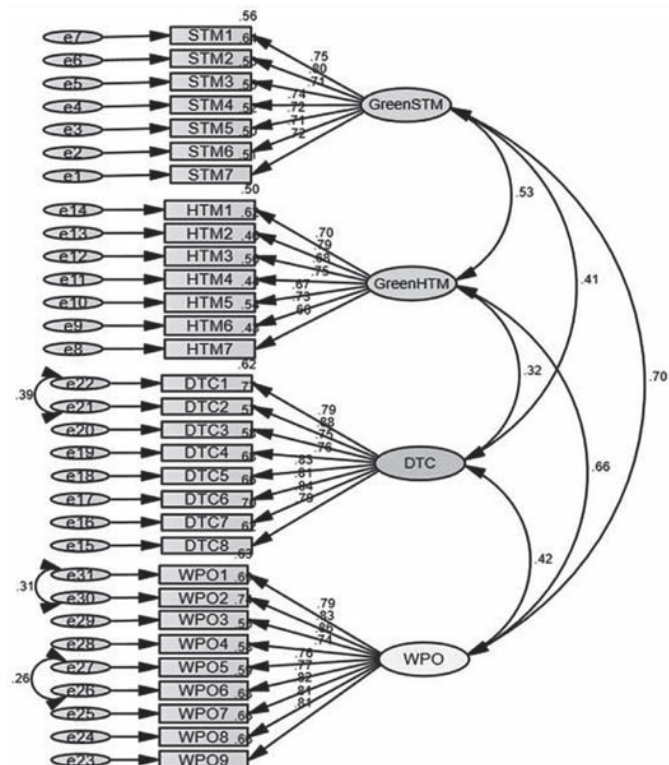
	<i>CR</i>	<i>AVE</i>	<i>MSV</i>	<i>ASV</i>	<i>DTC</i>	<i>GSTM</i>	<i>GHTM</i>	<i>WPO</i>
DTC	0.937	0.649	0.177	0.149	0.806			
GSTM	0.891	0.540	0.486	0.312	0.414	0.735		
GHTM	0.878	0.508	0.429	0.270	0.316	0.529	0.713	
WPO	0.941	0.641	0.486	0.364	0.421	0.697	0.655	0.801

Note: DTC = Digital Task Collaboration, WPO = Workplace Performance Output

tested to ensure that method and response biases do not adversely impact the research validity (Spector et al., 2019). Besides the preventive measures, the data were analyzed using the Harman single-factor test (Uddin et al., 2020) to eliminate CMB issues. The EFA resulted in four distinct factors: STM, HTM, DTC, and WPO, which supported construct validity. The four extracted factors explained 65.88% of total variance, which exceeds the minimum acceptable threshold value (Hair et al., 2016). The first principal component accounted for 38.96% of the variance, which is below the 50% benchmark. This indicated that CMB is not going to significantly impact the results as no factor dominates the overall variance structure (Hair et al., 2016). Additionally, all correlation matrix values were below 0.80, indicating no strong associations between variables (Hair et al., 2016).

The reliability and validity of the measurement model were also tested. For all variables, internal consistency, convergent validity, and discriminant validity were examined (Hair et al., 2016). The internal consistency was assessed using Cronbach's alpha and composite reliability (Table 2), and the values of both criteria were more than 0.7, reflecting internal consistency (Hair et al., 2016). All of the assessed items had factor loadings greater than 0.5; thus, they were retained (Guadagnoli & Velicer, 1988). The CFA (CMIN: 2.64; GFI, 0.89; CFI, 0.90; TLI, 0.89; and RMSEA, 0.07) revealed that the model fits the data well (Hair et al., 2016). The study achieved convergent validity as average variance

extracted (AVE) values were found to be greater than 0.5 (Hair et al., 2016). Table 2 illustrates, achievement of discriminant validity between the constructs, as each of the individual constructs, the values of maximum shared variance (MSV) were found to be less than their corresponding AVE estimates (Fornell & Larcker, 1981).

**Figure 2:** Measurement Model

Source: AMOS output

Path Analysis and Hypothesis Testing

As part of the first step, we examined the direct relationship (Figure 3) between green STM and WPO as well as between green HTM and WPO. The relationship was positive and significant, as mentioned in Table 3.

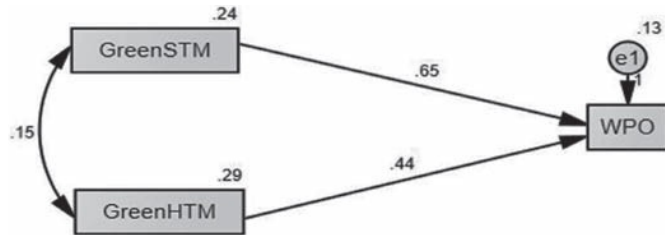


Figure 3: Direct Path Relationship between Variables
Source: AMOS output

Path analysis for the direct effect is highlighted in Table 3.

The moderating effect of Digital Collaboration on the relationships between green STM and WPO (Figure 4) and green HTM and WPO (Figure 5) was also tested. The results of the findings are listed in Table 4.

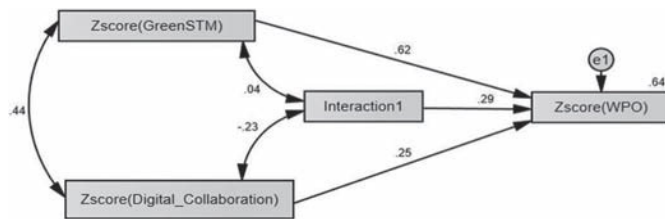


Figure 4: Moderating Effect between Green STM and WPO
Source: AMOS output

The findings (Figure 4, Table 4) revealed that digital collaboration significantly moderates the relationship between green STM and WPO, with a standardized path

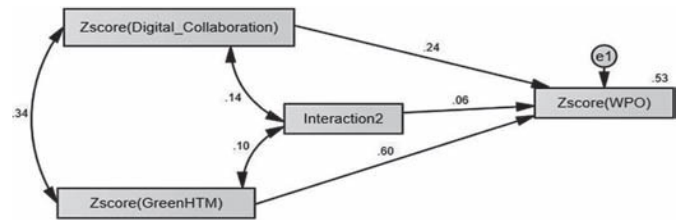


Figure 5: Moderating Effect between Green HTM and WPO
Source: AMOS output

coefficient of $\beta = 0.286$ and a p-value less than 0.05, indicating statistical significance. The model explained 64.4% variance, which suggests that higher levels of digital collaboration amplify the positive impact of green STM on WPO. Conversely, DTC does not significantly moderate the relationship between green HTM and WPO (Figure 5, Table 4), with a standardized path coefficient of $\beta = 0.068$ and a p-value more than 0.05, indicating a lack of statistical significance. This suggests that digital collaboration does not amplify the relationship of green HTM on WPO.

ANALYSIS AND DISCUSSION

Firstly, the findings underscore the significant influence of GTM and DTC in driving the sustainable outcomes within the IT industry. The study recommends aligning GTM practices to meet the sustainability goals of the highly technology-oriented IT sector. The study empirically tested the relationship between GTM and WPO and established a direct connection between the two. Overall, WPO benefits positively from GTM practices within organizations. Hypotheses 1 and 2 confirm the results, which further align with past studies of Christopher et al. (2025), Shah et al. (2021),

Table 3: Path Analysis for Direct Effect

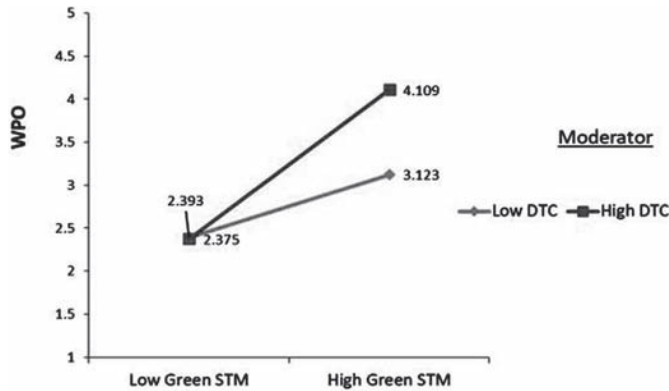
Hypothesis	Proposed Path	Estimate β (path coefficient)	S.E.	C.R.	p-value	Result of Analysis
H1	WPO ← STM	0.649	0.053	12.232	0.000	Supported
H2	WPO ← HTM	0.442	0.048	9.258	0.000	Supported

Source: Author’s Compilation

Table 4: Path Analysis for the Moderation Effect

Hypotheses	Proposed Path	β (path coefficient)	S.E.	p-value	Result of Analysis
H3	WPO ← Interaction1 (ZscoreDTC*ZscoreGSTM)	0.286	.031	.000	Supported
H4	WPO ← Interaction2 (ZscoreDTC*ZscoreGHTM)	0.068	.044	.125	Not Supported

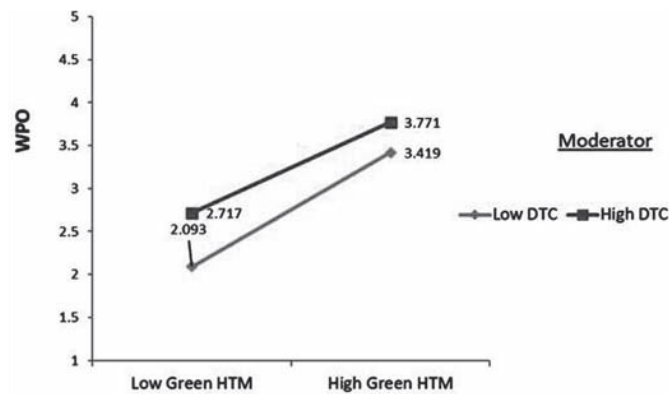
Source: Author’s Compilation



DTC moderates and also strengthens the positive relationship between Green STM and WPO

Figure 6: Interactive Effect of Green STM, DTC, and WPO

Source: Generated using Dawson (2014) Excel tool



DTC moderates but does not strengthen the positive relationship between Green HTM and WPO

Figure 7: Interactive effect of Green HTM, DTC, and WPO

Source: Generated using Dawson (2014) Excel tool

and Sowmiya et al. (2024). Secondly, the research advocates creating a comprehensive framework that connects employee green competencies and digital collaboration to improve WPO. It further underscores the pivotal role of digital collaboration in fostering and enhancing green skills and GTM practices in the IT industry. The results show that employees who practice higher digital collaboration tend to work more effectively within various teams and positively impacting employee outputs (Ogbeibu et al., 2022). Figures 6 and 7 are generated to show the two-way interaction between the WPO, DTI and GTM.

Moreover, DTC positively moderates the relationship between green STM and workplace performance output. When employees are empowered to select and choose green skills and digital tasks, their performance

tends to improve (Bindeeba et al., 2025). Hypothesis 3 confirms the result and aligns with past studies of Bindeeba et al. (2025), Ogbeibu et al. (2022), and Zhou and Pan (2024). Third, the study also finds that DTC has little or no significant impact on the relationship between green HTM and WPO; when green skills and digital tasks are enforced through strict, hierarchical, and performance-driven mechanisms, employees tend to resist. While the direct relationship between green HTM and WPO is found to be significant, DTC does not strengthen this relationship further, as highlighted in the interactive effect model leveraging Dawson's (2014) guidelines. Hypothesis 4 confirms the result, which aligns with the study conducted by Al Ariss et al. (2025). Fourth, grounded on RBV and SET theoretical lenses, the study advances the literature by highlighting the role of sustainability practices to enhance employee performance in the digital-intensive workplaces. Fifth, managers can utilize DTC to foster green competencies through digital learning platforms and assign digital KPIs with environmental objectives. This approach supports the integration of green practices in routine tasks.

CONCLUSION

The current study offers valuable insights into the role of GTM practices in improving workplace output by embedding sustainability goals into routine operational processes. Current findings highlighted that both green STM and green HTM have a positive impact on the WPO of the employees. This signifies that if employees are mentored through effective green practices, either by giving flexibility or a system-driven push, they contribute to better outputs. However, results also found that digital collaboration and outputs flourish when employees are given options to choose relevant skills, training, and digital tools. The IT organizations that have to thrive and strive for the next level of business growth have to embrace sustainability holistically by making a fine balance between GTM and digital collaboration guidelines.

LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

Although our current study and research findings provide detailed empirical contributions towards conceptual, theoretical, and practical purposes, they

are not without a few limitations. Firstly, our major study has been to analyze the impact of GTM on WPO. As part of GTM practice, many organizations offer green-skill training to their employee to improve sustainability practices and improve employee thought process towards the environment. The current study does not take the impact of green skills on employee performance and outputs. Future researchers should also find the mediating role of green skills on the relationship between GTM and WPO. Secondly, it is also observed that Industry 4.0 technologies, such as Artificial Intelligence, Robotics, and Big Data, are impacting overall organizational systems and processes. The current study does not cover how Industry 4.0 technologies influence GTM in detail, nor their corresponding relationship to employee outcomes. As part of future studies, the topic can further be explored to see the moderating effect of Industry 4.0 technologies on the GTM relationship with green skills. Third, the current study does not take the combined and synergetic impact of green STM and green HTM on the WPO. As part of future study, researchers can embed soft and hard practices into a single questionnaire to evaluate the impact of overall GTM on WPO. Fourth, even though the sample size considered was sufficient for analyzing the relationship between variables but we followed the non-probability sampling (purposive) technique to collect the data. Also, we followed cross-sectional and quantitative research methodology to get responses from IT executives. As part of future studies, researchers can follow a longitudinal study methodology to find differences in the perceptions and reactions of respondents in the long run. Finally, we have also considered respondents working out of Indian IT firms as part of our research area. However, the research area can be extended to other countries to take input from the top executives working out of those locations. In a few developed countries, GTM practices and green skills adoption might be higher compared to other countries. This can lead to variations in the responses to research questions.

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