

## **The Study on Impact of Green HRM Practices on Organization Sustainability from Employee Perspective with Special Reference to Automotive Industries in Chennai**

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### **Abstract**

Organizational Sustainability means, to be sustainable the organization has to maintain the capability and to increase the profitability, performance, improve employees and as well as customer satisfaction. The need of the paper is to study the GHRM (Green Human Resources Management) practice factors like Green HR Planning, Green job Design and Analysis, Green Recruitment and Selection, Greek Employee Relations, Green Training practices impact on Organizational Sustainability from employee perspective with special reference to automotive industries in Chennai. The descriptive type research methodology is used for the study. The purposive sampling technique adopted for the study. The sampling size taken for the study is 209. The online questionnaire were used to collect the primary data. The secondary data were collected journal articles, business magazines and web contents and industry report, government reports. The statistical technique used for the study is regression analysis, correlation analysis, percentage analysis and SEM Analysis. The findings reveals that the Green Human Resources Management practices factors Green HR Planning, Green job Design and Analysis, Green Recruitment and Selection, Greek Employee Relations, Green Training practices significantly impacts Organizational Sustainability of automotive industries

in Chennai. The study helps the HRM policy makers to design effective HRM policies and procedure.

## **Keywords**

Organizational Sustainability, Green Human Resources Management Practices Factors like Green HR Planning, Green Job Design and Analysis, Green Recruitment and Selection, Greek Employee Relations, Green Training Practices.

## **Introduction**

GHRM is a process of merging both environmental management (EM) and HRM. All over the world organizations are keen on the implementation of GHRM as it is the widespread concern of society. It will help the organization to survive for long period of time. It can also make the organization to attain its missions and goals in effective & productive manner. Green Human Resource is the use of HRM policies to promote the feasible use of resources within the organizations. The term organizational sustainability is also termed by various researchers to define the implementation of organizational concerns of environmental, economic and social issues in the organizations culture, their rules and regulations, the strategic goals and plans, and operations management (Van Marrewijk, 2003).

## **Review of Literature**

### **1. Green job Design and Analysis**

(Mousa et al., 2020) states that green job design and analysis helps to identify green employees who share his knowledge, experience, and passion to promote awareness and sustainability about environment. (Wehrmeyer, 1996; Renwick et al, 2008 & 2013) some of the organization have implemented environmental as well as social tasks, roles and responsibilities in each and every job description in order to guard t the environment by understanding environmental issues.

### **2. Green HR Planning**

(Renwick et al, 2008) concluded that HR planning through environmental management initiatives creates special skill set, new job position, better employee engagement, increase environmental awareness and commitments in this field of sustainability. (Arulrajah et al., 2015) states that good HRM practices like environmental management

initiatives/programs/activities have to be implemented in organization to manage their environmental issues.

### **3. Green Recruitment and Selection**

(Ajit Kumar Kar., & Lopamudra Praharaj., 2017). GRS is a process of selecting employees seeking to identify environmental issues related with the organization. (Ehnert et al., 2013) states that top MNCs are implementing GHRM practices in order to enhance their selection process and give more importance especially to the environmental awareness employees. (Opatha, 2013) states that selection of those candidates who are significantly aware of GHRM practices to fill job opportunity.

### **4. Green Training Practices**

(Bansal and Roth, 2000) states that Employee training to be given increase employees awareness regarding their organization's activities which affects the environment. (Fernandez et al., 2003) concluded that a pro-environmental process requires increased awareness, skills and knowledge between employees, and it also requires proper training in Environmental Management to create an personal involvement in the environmental issues. (Renwick et al, 2008) states that providing training to the employees results in the employees' behaviour and analysis in their workplace which can improve the organizational development.

### **5. Green Employee Relations**

(Renwick et al, 2008 & 2013), concludes that the implementation HRM into the Environment Management (EM) is coined as green HRM. (Wee & Quazi, 2005) states that encouraging the employees towards environmental sustainability and also giving employees independence to provide creative solutions for environmental issues. (May et al., 1995)., Employee participation in green initiatives scheme will reduce waste and pollution from workplace in an organization.

### **Objectives**

- a. To study the factors affecting of GHRM practices.
- b. To assess the relationship between dependent variable and independent variable.
- c. To propose some new GHRM Practices.
- d. To evaluate the employees while practicing GHRM.

## **Research Hypothesis**

1. The Green HRM practices factor GREEN HRM PLANNING significantly impacts ORGANISATIONAL SUSTAINABILITY of automotive industries at Chennai city.
2. The Green HRM practices factor GREEN JOB ANALYSIS significantly impacts ORGANISATIONAL SUSTAINABILITY of automotive industries at Chennai city.
3. The Green HRM practices factor GREEN RECRUITMENT AND SELECTION significantly impacts ORGANISATIONAL SUSTAINABILITY of automotive industries at Chennai city.
4. The Green HRM practices factor GREEN EMPLOYEE RELATIONS significantly impacts ORGANISATIONAL SUSTAINABILITY of automotive industries at Chennai city.
5. The Green HRM practices factor GREEN TRAINING significantly impacts ORGANISATIONAL SUSTAINABILITY of automotive industries at Chennai city.

## **Research Methodology**

### **1. Collection of Data**

The study includes both primary as well as secondary data. Structured questionnaire were prepared and collected from the employees for primary data. The secondary data were gathered from various published journals and websites.

### **2. Construction of Questionnaire**

To assess the Green HRM were practiced by the employees, Likert's five point scale is used with scales ranging as "Strongly agree, Agree, Neutral, Disagree, and Strongly Disagree".

### **3. Sample Size**

For selecting the samples Convenient Sampling method was and the sample size was 210.

### **4. Mode of Data Collection**

Questionnaire were circulated to the respondents using Google forms (Online mode). Totally for 343 mail IDs Google forms were send, out of 343 ,241 were received. 40 questionnaires were removed because of incompleteness and error. A master table was prepared for entering the responses of each respondent and small cross tables were made from the master table for analysis.

## 5. Statistical Tool Used

SPSS -20 and AMOS-20 were used for this study.

## 6. Framework Analysis

For analysing data, CFA done using AMOS for validity check, percentage analysis, Pearson's correlation, Regression and SEM analysis for model fit were used.

### Green HRM Practices Constructs & Items

**Table 6.1 Green HRM practices Constructs and their items**

CONSTRUCTS	ITEMS	ITEM DESCRIPTIONS
GHRM_PLANNING	GHRMP1	To identify GHRM practices to increase organizational growth and development.
	GHRMP2	Planning activities like Environmental management initiatives/programs/activities to be implemented in organization for employees.
	GHRMP3	Green employees have to create awareness programmes with other employees.
GHRM_JOB_ANA	GHRMJA1	To identify green employees who share his knowledge with other employees
	GHRMJA2	Every employees has to participate in environment issues in order to protect the Environment
	GHRMJA3	Green employees has to promote environment awareness to the organization
GHRM_SEL_REC	GHRMSR1	Green job candidates are given more preferences who seek to identify environmental issues related with the organization
	GHRMSR2	Green awareness employees are given more preferences
	GHRMSR3	Proper trained employees can educate other employees
GHRM_EMP_REL	GHRMER1	Green Employees are to be rewarded with proper recognition and awards
	GHRMER2	The organization will make necessary benefits to those green employees
	GHRMER3	Top, Middle and High grade employees are to be treated equally
GHRM_TRAI	GHRMT1	GHRM Organizations should develop training programs in EM to increase skills, expertise and awareness of employees.
	GHRMT2	GHRM Organizations have to implement training to create the emotional participation and involvement of employees in EM.
	GHRMT3	GHRM Organizations has to educate about environmental education and knowledge to the employees
GHRM_ORG_SUS	GHRMOS1	Organizations, where regulations based on the sustainable growth, awareness, social responsibility, and environmental guarding, are the sustainable organizations
	GHRMOS2	Sustainable organizations exploit environmental challenges by developing new greener products and services.
	GHRMOS3	Organizational Sustainability must to be taken as an important part for the sustainable development of the organization.

## Data Analysis

### 1. Demographic Details of Respondents

**Table 7.1 Demographic details of respondents**

S. No	Demography Variable	Category	Frequency	Percentage (%)
1	Gender	Male	121	58
		Female	88	42
2	Age	18-25	21	10
		26-32	119	57
		33-39	38	18
		40-45	25	12
		above 45	6	3
3	Qualification	Diploma	21	10
		Under Graduate	119	57
		Post Graduate	59	28
		Ph.D and above	10	5
4	Income	less than Rs.30,000	38	18
		Between Rs.30,001 to Rs. 50,000	56	27
		Between Rs.50,001 to Rs.60,000	48	23
		Between Rs.60,001 to Rs.80,000	36	17
		More than Rs.80,000	31	15
5	Work Experience	1-3Years	65	31
		4-6 Years	42	20
		7-9Years	44	21
		10-12Years	38	18
		More than 12 Years	21	10
6	Designation Status	Top Level	63	30
		Middle Level	79	38
		Low Level	67	32

In this study, in Gender demography profile 58 respondents are male and 42 respondents are female in age demography, age group between 26-32 shows higher percentage value of 57 % and the age group between 40-45 shows lower percentage value of 3%, And then in qualification demography, Undergraduates shown maximum percentage of 57 and Ph.D and above shows minimum percentage of 5. In Income demography, income between Rs.30,001 to Rs.50,000 shows maximum percentage of 27 and income more than Rs.80,000 shows minimum percentage of 15. In work experience demography, experience with 1-3 years shows higher percentage of 31 and work experience more than 12 years shows lesser percentage of 10. In designation status demography, Middle level employees have more percentage value of 38 than the top and low level .

## 2. GHRM Construct Validity and Reliability Analysis

**Table 7.2 GHRM Construct Validity and Reliability Analysis**

MODEL	ITEMS	LOADING	CR	AVE	MSV	MaxR(H)	TOLERANCE	VIF
GHRM_PLANNING	GHRMP1	0.706	0.757	0.510	0.393	0.763	0.683	1.464
	GHRMP2	0.769						
	GHRMP3	0.763						
GHRM_JOB_ANA	GHRMJA1	0.743	0.767	0.524	0.393	0.774	0.677	1.476
	GHRMJA2	0.737						
	GHRMJA3	0.772						
GHRM_SEL_REC	GHRMSR1	0.749	0.710	0.501	0.348	0.747	0.738	1.355
	GHRMSR2	0.786						
	GHRMSR3	0.759						
GHRM_EMP_REL	GHRMER1	0.701	0.723	0.517	0.041	1.121	0.968	1.033
	GHRMER2	0.723						
	GHRMER3	0.712						
GHRM_TRAI	GHRMT1	0.731	0.731	0.505	0.293	0.699	0.753	1.328
	GHRMT2	0.731						
	GHRMT3	0.731						
	GHRMT4	0.731						
GHRM_ORG_SUS	GHRMOS1	0.763	0.777	0.538	0.484	0.779	0.712	1.342
	GHRMOS2	0.705						
	GHRMOS3	0.731						

### Loading of Items (LI)

Item construct loading threshold value has to be above 0.7, all the above values reached the threshold value. Out of sixteen items the highest loading item was Selection and Recruitment value reached maximum loading value of GHRMSR2 0.786, and minimum loading value was Employee Relations of GHRMER1 0.701.

### Composite Reliability (CR)

To measure the internal reliability and consistency of the data, if the value of composite reliability is more than 0.7 the data is not reliable because the data is again going to measure the same objectives and same time improbable to be a suitable measure of the construct. The value of CR should be ( $\geq 0.7$ ). In this study values are between 0.710 and 0.777, which indicates high reliability of all the data which are highly composite with each another.

### Average Variance Extracted (AVE)

This test is used to find out construct convergent validity of every constructs. The result of the AVE indicates how the mean of all the items positively correlated with other items. The value of AVE should be ( $\geq 0.5$ ). The result of the test shows that six constructs are near to 0.5 and have a good construct convergent validity.

### Variance Inflation Factor (VIF)

The Variance Inflation Factor (VIF) is used to measure the amount of multicollinearity in the group of multiple variables. The standard value of VIF is to be between 1 -10, if the value is lesser than 1 and at the same time if the VIF value is greater than 10 it pointed out that the model is multicollinearity. The model used in this study clearly describes that there is no such multicollinearity in the group of variables because all VIF values are between the standard VIF model fit values.

### 3. Fornel Lackner Criterion for Discriminant Validity

Table 7.3 Fornel Lackner Criterion for Discriminant Validity

GHRM_ORG_SUS	GHRM_PLANNING	GHRM_JOB_ANA	GHRM_SEL_REC	GHRM_EMP_REL	GHRM_TRAI
0.733					
0.601	0.714				
0.586	0.627	0.724			
0.571	0.474	0.505	0.677		
0.188	-0.070	0.202	0.063	0.691	
0.487	0.547	0.368	0.590	-0.082	0.604

The discriminant validity is used to test that the constructs should not have any relationship with each other between the independent variables. If the Average Variance Extracted (AVE) values are greater than correlation of with other variables which indicates good construct convergent validity and also these constructs theoretically not closer with each other. This study clearly indicates that there was no such variable have close relationship with other variables.



#### 4. Correlation

**Table 7.4 Correlation Analysis**

Correlations						
	GHRM_PLANNING	GHRM_JOB_ANA	GHRM_SEL_REC	GHRM_EMP_REL	GHRM_TRAI	GHRM_ORG_SUS
GHRM_PLANNING	1					
GHRM_JOB_ANA	.487**	1				
GHRM_SEL_REC	.328**	.402**	1			
GHRM_EMP_REL	.036*	.157*	.014*	1		
GHRM_TRAI	.398**	.271**	.408**	.035*	1	
GHRM_ORG_SUS	.463**	.450**	.414**	.142*	.496**	1
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

This analysis investigates the degree of the relationship between two variables in the research model without correlating with any of them. Its value ranges from -1(Strong negative relationship to +1(Strong positive relationship). From the above table we can say that all the variables are positively correlated with each variable. From the above table, the variable called “Organizational Sustainability” having high correlation value of 0.496 with “GHRM Training” and variable called “GHRM Organizational Training” having low correlation 0.035 with “GHRM Employee Relations”.

#### 5. Regression Analysis

##### Regression Analysis of GHRM factors significance table

**Table 7.5.1 Regression Analysis of GHRM factors significance table**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.900	.866		2.193	.029
GHRM_PLANNING	.178	.060	.193	2.947	.004
GHRM_JOB_ANA	.168	.056	.197	2.998	.003
GHRM_SEL_REC	.133	.059	.142	2.263	.025
GHRM_EMP_REL	.110	.054	.113	2.057	.041
GHRM_TRAI	.240	.048	.312	5.016	.000
a. Dependent Variable: GHRM_ORG_SUS					

The purpose of using regression for this study is to describe the relationship between a set of independent variables with the dependent variable. While comparing this standard value with the above table all the t values are showing greater than 1.96, hence all the independent variables are showing significance with the dependent variable. Job Planning significant value is showing 2.947 with p value of .004, Job analysis significant value showing 2.998 with p value .003, Selection and Recruitment showing significant value of 2.263 and p value of .025. Employee Relations showing significant value of 2.057 and p value of .041. Training showing significant value of 5.016 and p value of .000.

## 6. GHRM Practices and Organizational Sustainability Structural Equation Modeling Analysis

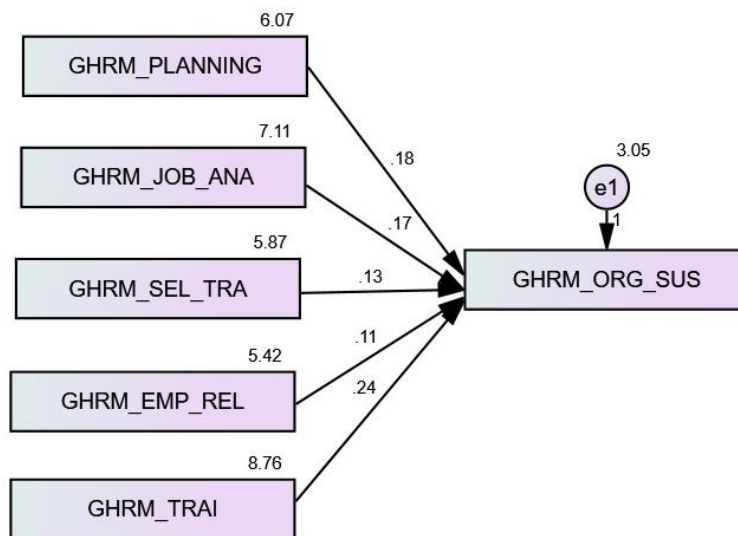


Figure 7.6.1 GHRM practices and Organizational Sustainability Structural Equation Model fit parameters

## Conclusion

This study concludes that the HR managers from different automotive companies in Chennai are aware of GHRM practices. However, proper GHRM activities are not yet fully implemented in the organization from the employee perspective. Hence, the organizations want to implement the GHRM policy in future by involving employees' participation towards it. Training and seminars are the major factor which gradually increase the awareness about GHRM practices among different levels of HR managers as well as to the employees in the organization. The findings reveals that the Green Human Resources Management practices factors Green HR Planning, Green job Design and Analysis, Green Recruitment and Selection , Greek Employee Relations, Green Training practices significantly impacts Organizational Sustainability of automotive industries in

Chennai. The study reveals that there is positive correlation between Green HR Planning, Green job Design and Analysis, Green Recruitment and Selection, Greek Employee Relations, Green Training practices and Organizational Sustainability.

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