Green Human Resource Management Practices In Indian Automobile Sector: An Empirical Study

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Abstract

The term green human resource management (GHRM) indicates the use of human capital management strategies to support non-polluting activities & increase employee's engagement to global warming issues. It incorporates environmental management (EM) concerns & values into human capital efforts that out-turn in increased ability & bettered environmental performance (EP), that are required to reduce employees' carbon costs. The influence of GHRM practices on EP in Indian automobile industries is empirically assessed and measured in this paper. Data was gathered from 150 workers in India's automobile industries. To determine the impact of GHRM on EP this paper used correlation, factor analysis, and stepwise regression techniques. A model was also created by integrating essential GHRM practices that may be implemented in the workplace to increase EP. The importance of this article is in identifying, prioritizing, and validating GHRM practices that affect EP in automobile industries.

Keywords- *Green HRM, Sustainability, India, Environmental performance, Automobile industry.*

INTRODUCTION

As the UN green goals were released a decade ago, governments, scholars, and business executives have increased their focus on sustainability. Firms have recognized that safeguarding natural resources or the environment is imperative for their longevity. Accordin[1]g to reports, industries which disdain for the native environment would surely harm not just its surroundings but also its economic viability (Hawken et al. 2013). As a result, businesses have understood how critical it is to include ecological, communal, and monetary sustainability into their business plans (Chaudhary, 2020). Thereby, researchers have become increasingly interested in greening businesses in recent years (Chaudhary, 2020). This includes the introduction of GHRM, which aims to integrate EM toward the human resource management (Renwick et al. 2013). Green HRM was discovered to-be critical for the establishment of a long-term corporate lifestyle (Kim et al. 2019; Goel & Rana, 2013).

The automobile manufacturing business is faced with the task of complying with environmental regulations relating to finite natural deposits, global heating, and garbage management. Environmental consciousness is growing around the planet, encouraging businesses to engage in green business practises based on the Green Manufacturing idea (Ghazilla et al. 2015). Green manufacturing enterprises, on the other hand, are still in the minority. Most businesses see "Green Manufacturing" as a barrier to gain in place of an

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opportunity to enhance or grow (Rehman et al. 2013). GHRM, employee behaviors and eco-performance have all been linked in earlier studies (Chaudhary, 2020; Kim et al. 2019; Rana & Goel, 2015). Nevertheless, there remains uncertainty regarding how effectively implementing GHRM can aid industries in cultivating a sustainable corporate ethos and enhancing environmental performance. Consequently, this study aims to examine and assess the GHRM strategies employed within the Indian automobile sector to foster innovation and enhance environmental performance.

LITERATURE REVIEW

Green human resource management

GHRM was presented by Renwick et al. (2013) as a combination of green on boarding, training, results-based management, and employee participation in the process of achieving ecological goals. GHRM is a concept that involves the efficient use of resources to benefit human beings, community, and nature (Mishra, 2017). Various green human resource policies underpin the successful implementation of environmental management (Saeed et al. 2019). In the case of GHRM, green recruiting techniques seek out applicants who are environmentally sensitive and aware, ensuring a strong fit with the company's ideals. Employers who engage in green employer value proposition, e-advertising, and a digital culture are more likely to recruit staff who want to commit to ecological sustainability (Roscoe et al. 2019). Green instructions seek to promote environmentally friendly habits and build responsible employees who will have a beneficial impact on the environment (Ahmad, 2015). HR managers evaluate employee work performance on the basis of the attainment of ecological goals and workforce involvement throughout the appraisal process. Employee salary and compensation are based on their contributions to the environment. Employees' environment-friendly conduct is promoted through reward system, according to this perspective, to secure employee participation (Mishra, 2017; Rana, 2015). According to Chaudhary (2019), Enterprises collaborate with various stakeholders to implement environmentally friendly initiatives, thereby enhancing eco-performance in developing nations.

GHRM and eco-performance

Some academics have concentrated their efforts on a variety of GHRM indicators that aid in EP (Al-tuwaijri, Christensen, & Ii, 2004). Few studies have also found that HRM practices aid in the success of EP programmes that rely only on employee engagement (Chan, Hon, Chan, & Okumus, 2014; Paillé, Chen, Boiral, & Jin, 2014; Paillé, Chen, Boiral, & Jin, 2014; Rana et al. 2017). The use of GHRM approaches to improve eco-performance in the hotel business is also documented (Aragon-correa, 2014; Yusoff, 2018; Goel & Rana, 2014). GHRM, according to Kim et al. (2019), Improves the hotel's ecological footprint in Thailand through enhanced efficiency, cost reduction, and energy conservation measures. Roscoe et al. (2019) published a study that found a link between green human resource practices and eco-performance in Chinese manufacturing enterprises. Using GHRM methods, Siyambalapitiya et al. (2018) created a methodology to analyze the eco-performance of the tourist business in Sri Lanka. Gilal et al. (2019) investigated educational sector in Asia to determine the impact of green practices on EP. To achieve sustainable eco-performance, the firm's environmental management relies on employee environmental behaviour (Kim et al. 2019; Rana, 2014).

The importance of GHRM for vehicle manufacturers in China was recently investigated, and it was discovered that there is a link between GHRM and environmental collaboration with consumers and suppliers (Yu, Chavez, Feng, Yew, & Fynes, 2020). This research tries to fill a gap in the existing literature by determining the relationship between GHRM and EP in the Indian setting. To attain this purpose, relationship between GHRM dimensions & EP has been examined whilst remarking the all-round outcome of GHRM on EP. Thus it is proposed:

H1: A strong correlation is evident between green human resource management practices and environmental performance. Also, GHRM will significantly predict EP.
The conceptual research model is given below in Figure1.

METHODOLOGY
The participants were selected from Indian automotive sector. The questions for survey were distributed among 300 workers both on-line and offline. Total 150 responses were collected out of which 35 filled the questionnaire form with pen & pencil and the remaining 115 responded to Google forms.

Research measures.
The statistics for the study was gathered by administering two instruments. Details of each scale have been given below:

i. Green Human Resource Management
GHRM used 21- items scale for evaluation developed by **Tang et al. (2018).** The reliability of the scale is 0.969. The scale which has been chosen for measuring the items ranges from 1 which means strongly disagree to 5 which means strongly agree.

ii. Eco-Performance
Environmental performance was measured using 8 items taken by **Masri (2016).** The reliability of the scale is 0.76. The scale which has been chosen for measuring the items ranges from 1 = much worse to 5 = Much better.
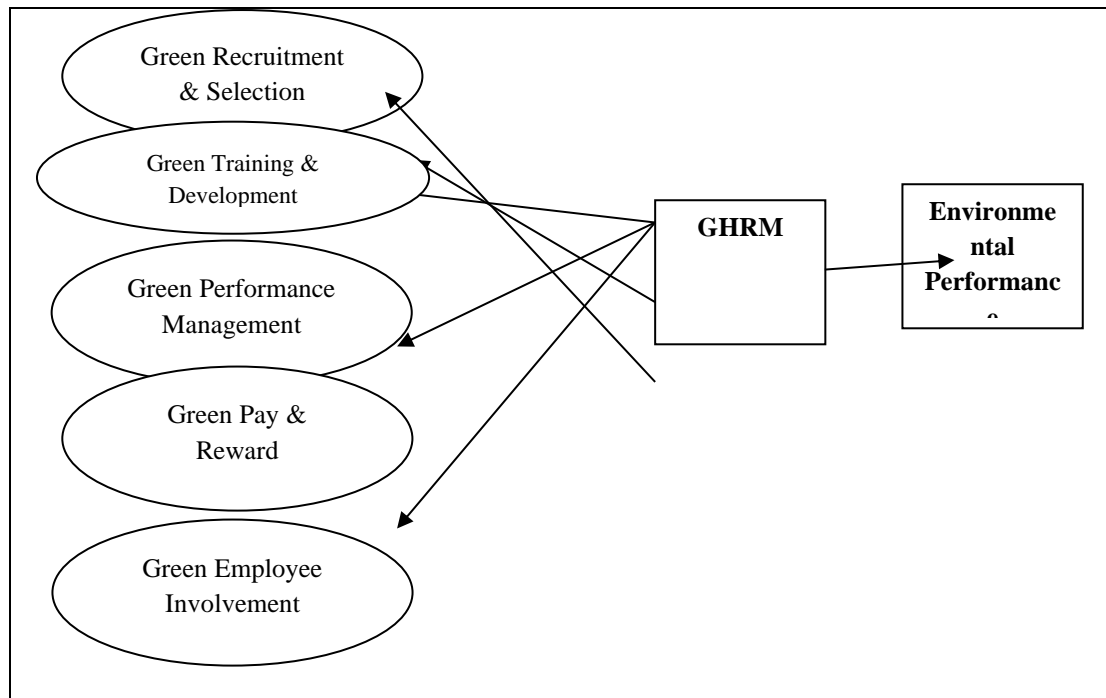

Figure 1. Conceptual Model

Source: The authors.

DATA INTERPRETATION AND RESULTS

The collected data underwent correlation analysis and stepwise multiple regression to investigate the influence of GHRM on EP. Factor analysis is used in conjunction with various data analysis approaches.

The level of GHRM application in automobile companies

Descriptive data were utilised to determine the extent to which GHRM practices are being implemented in Indian automobile companies. The study variables' mean and standard deviation were determined, as shown in Table 1.

The mean Green Human Resource Management (GHRM) score was determined to be 2.89, indicating a moderate level of GHRM implementation in the Indian automobile sector under investigation. Of the five GHRM practices evaluated, green pay and rewards showed the least adoption, followed by green recruitment and selection. In contrast, green training and results-based management were identified as having the highest level of implementation compared to the other three GHRM activities. (Figure 2).

Table 1. Descriptive statistics and inter-correlation among study variables

S. No.	Variables	Mean	SD	1	2	3	4	5	6	7
1	GHRM	2.89	0.79	1						
2	GRS	2.50	0.96	0.710**	1					
3	GTD	3.05	0.84	0.796**	0.867**	1				
4	GPM	2.86	0.85	0.789**	0.843**	0.851**	1			
5	GPR	2.36	1.10	0.700**	0.802**	0.745**	0.782**	1		
6	GEI	2.74	0.91	0.773**	0.793**	0.754**	0.768**	0.840**	1	
7	EP	2.82	0.85	0.848**	0.767**	0.659**	0.742**	0.786**	0.850**	1

Note: ** Correlations are notable at the 0.01 level.

Hypothesis testing
Table 1 presents the correlation matrix and reliability coefficient values for all variables examined in the investigation. The analysis revealed significant associations among the five GHRM practices, as depicted. Moreover, both the overall GHRM and its individual components exhibited strong correlations with environmental performance. (Table 5). In testing hypothesis H1, the dependent variable EP was regressed on predictive variables. The results suggest that all five dimensions under examination have a substantial influence on EP.
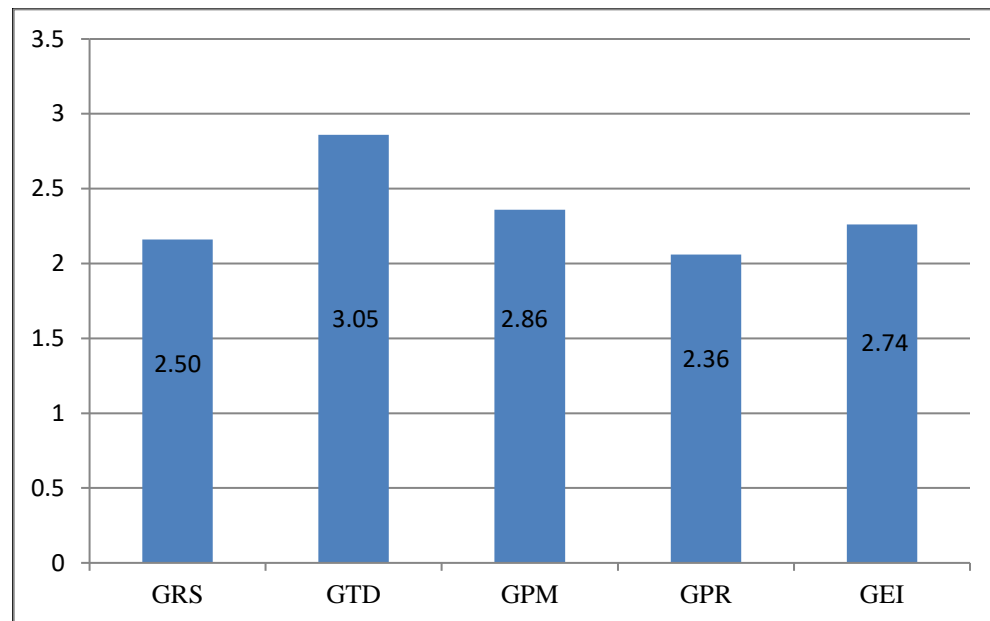
Figure 2. Level of application of Green HRM practices

In descending order, Table 2 shows the degree of applicability for GHRM procedures. According to the findings, the total degree of Green HRM implementation is 2.89, which is considered average.

Table 2: Application level for Green HRM dimensions.

Order	Green HRM dimensions	Mean	SD	Application Level
1	Green training	3.05	0.84	Moderate
2	Green performance management	2.86	0.85	Moderate
3	Green employee involvement	2.74	0.91	Moderate
4	Green recruitment & selection	2.50	0.96	Lower
5	Green pay & reward	2.36	1.10	Lower
	Overall Mean	2.89	0.79	Moderate

Total Variance Explained

Table 3 & 4 displays the rotated component matrix for both variables. The scale of GHRM was administered to factor analysis on the grounds of principal axis factoring; the five components were captured up with eigen values above 1.00, and they described 70% of variance. Tool of factor analysis was executed on GHRM scale; 16 items out of 21 items were retained for more investigation; items having higher factor loadings i.e. 0.45 were opted for the research. For Environmental performance scale all the items were retained after factor analysis as there were no item which has low factor loading (below 0.45), and total variance of all the items were found 75%. Last column of component matrix (Table 3 & 4) presents Communalities (h^2) values.

Table 3: Green Human Resource Management Rotated Component Matrix[a]

Variables	Component	h^2

	1	2	3	4	5	
GRS1	.761					.721
GRS2			.423*			.623
GRS3		.818				.812
GRS4			.883			.723
GTD5				.893		.717
GTD6		.777				.703
GTD7		.412*				.818
GTD8				.821		.745
GPM9		.867				.722
GPM10	.786					.745
GPM11		.845				.668
GPM12			.868			.627
GPR13			.436*			.721
GPR14	.834					.650
GPR15				.743		.708
GPR16		.795				.621
GEI17					.401*	.607
GEI18					.797	.659
GEI19			.436*			.740
GEI20				.724		.689
GEI21					.726	.683

Note: Items marked with the symbol (*) have been excluded from further investigation as they have factor loadings less than 0.45.

Table 4: Environmental performance Rotated Component Matrix[a]

Variables	Component		h²
	1	2	
EP1	0.785		0.680
EP2		0.712	0.818
EP3	0.812		0.703
EP4	0.743		0.727
EP5	0.767		0.798
EP6		0.842	0.681
EP7	0.753		0.748
EP8		0.876	0.879

Table 5: Stepwise Regression Analyses exhibiting Environmental Performance as Dependent Variable (D.V) with the dimensions of GHRM as Predictor Variables (N = 150)

Variables	R	R$_2$	df	F-Value	β-Value	T	Sig.
D.V : Environmental Performance							
Green Recruitment and Selection	.84	.70	148	83.224	.51	81.733	.000[a]
Green Training and Development	.79	.62	147	75.447	.86	86.882	.000[b]
Green Performance Management	.75	.56	146	72.724	.79	85.741	.000[c]
Green Pay and Reward	.68	.46	145	68.457	.49	80.739	.000[d]
Green Employee Involvement	.59	.34	144	60.657	.69	82.734	.000[e]

Source: The Authors

DISCUSSION

The major goal of stated investigtion was to speculate and assess the link amid GHRM procedures in the automotive industry & EP. It was able to derive five primary GHRM practices using extensive bibliographical review and field surveys from HR professionals in Indian automobile manufacturers. Notably, green training & development emerged as the most influential dimension, while 'green pay and reward' exhibited the least influence. Based upon these findings, a model was created by integrating key GHRM practices that can be applied within side the place of work to maximize EP.

The approach described here provides significant insights into how automobile industries can purposefully connect their human capital activities to assist EP, which is required for better competition. According to the findings, green training & development was the upmost commonly exercised practice that had an influence on EP. Aforementioned results are consistent with Teixeira et al. (2012) findings, which emphasized that 'environmental training' is among the most crucial methods for developing human resources and facilitating the transition to a more sustainable society. (Rana & Sharma, 2017) Only through education and training can employees gain the knowledge needed to implement environmental changes and become aware of the organization's sustainability initiatives. Green HRM approaches in the conduct of training and development, according to Chowdhury, Sanju, and Asaduzzaman (2017), have a propensity to result in the minimization of waste, reservation, and preservation of natural resources, resulting in a very significant connection between GHRM and sustainability (Rana & Goel, 2018).

The results show that the sampled organizations had a modest level of GHRM implementation. Green pay & reward, as well as green recruitment and selection methods, had the lowest levels of implementation, followed by green employee involvement. This distinctly indicates that, while the explored organizations give their workers with environmental training and engage them in the conceptualization and implementation of ecological policies to some level.

In spite of the fact that earlier research suggests that pay & rewards could be effective in executing Green HRM (Daily and Huang, 2001; Jackson et al. 2011), findings suggest that "green pay & rewards" are hardly used in the Indian automobile industry to boost climate-friendly behavior. According to Fernandez et al. (2003), implementing a compensation plan that operates for all employees might be tough. Given that individuals are driven by diverse motivations, the automobile industry encounters difficulties in allocating resources to align rewards with individual incentives. Consequently, it is imperative for Indian automobile companies to enhance the adoption of green recruitment, selection, and reward management strategies to enhance their EP. (Rana et al. 2013).

Although several previous studies have highlighted the importance of empowered employees actively participating in green management, this study reveals that the Green HRM dimension of "employee involvement" was exercised at a modest extent. Worker engagement at various stages, including partnership or workshops, is a part of this strategy. Many experts stressed the necessity of forming green teams to engage employees in environmentally friendly management practices (Jabbour, 2013; Jabbour, 2011; Goel et al. 2014; Rana, 2011).

The research adjoins the little understanding of GHRM from rising economies around the universe by investigating the level of GHRM implementation in India's automobile sector. It contributes to the existing pool of empirical evidence on sustainability by highlighting the role of human resource management in business sustainability. As a result, the ideology is strengthened by increasing the nomological philosophy of Green HRM, which is even now in its early stages (Rana & Goel, 2014).

The research contributes to an organization's environmental competitiveness by examining the status of GHRM implementation and its influence on the accomplishment of work targets in automobile industries of India. This emphasizes the relevance & value of several green strategies in addressing the threat of ecological sustainability successfully. As a result, the study will assist Indian businesses in reducing their carbon footprints by fostering environmentally friendly attitudes and practices among employees. Furthermore, by concentrating on the environmental element of corporate accountability, the research contributes significantly to environmental sustainability with regard to reduce contamination, hazardous effects of toxic waste, and natural resource exhaustion.

MANAGERIAL IMPLICATIONS

For EP investigators and professionals, this work provides innumerable major contributions. First, by merging HRM green practices and EP via a model that addresses in what way human resource variables might create more supportable automobile industries, it adds a relationship that has been rarely investigated and evolved in an automobile sector in developing nations. Second, it broadens EP research by looking at how key GHRM practices in automobile manufacturing firms interact with one another and, ultimately, with EP. The discovery of these connections between GHRM and EP, in particular, set out logical prioritization and verification of HRM green practices in an Indian setting, thus enlarging our perceptive in what manner automobile industries shall purposefully link their personnel functions to assist EP initiatives (Rana et al.2012).

At the practical level, the conceptual model described in aforementioned study aims to provide guidance for automobile industries on how to implement GHRM best habit that have the greatest efffect on EP. As EP rapidly emerges as a distinctive trend in the manufacturing sector, applying this conceptual model in developing countries could facilitate the development of organizational and manufacturing efficiencies necessary for global competitiveness. Furthermore, this research could aid industrial leaders in aligning environmental strategic plans with specific HRM practices. This alignment would enhance employee engagement in driving environmental practices, thereby promoting efficient EP. Furthermore, following the green practices in accordance with the research priorities aids automobile industries in developing an environment-friendly culture, moving after the principles of reducing decay and handling effectively to incorporating ecological deliberations within all facets of their workers attitude by the definition of green principles, procedures, initiatives, and regulations.

CONCLUSION AND FUTURE SCOPE

Despite the fact that such investigation is grounded on statistics gathered from various automobile industries running in the Indian context, replication in other sectors would be required to decide the scope to which the facts can be generic to other states as well. Because there are few empirical studies in the environmental management literatures that address HR issues (Daily et al. 2007), in-depth case studies in automotive sector in cross-cultural contexts are recommended to obtain greater insight into adopting GHRM

techniques to boost EP. Although aforementioned study provides a thorough examination of the area to which GHRM practices are used in automobile organizations, further research is necessary to assess the impact of these strategies on the financial performance of the organization. It might too beneficial to manage panel investigation to trail the progress of EP in automobile industries that are slowly executing GHRM practices in order to better recognize cleaner production drifts; this shall be necessary for identifying the best HR procedures that affect business sustainability.

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