GREEN HRM PRACTICES AND SUSTAINABILITY IN MANUFACTURING INDUSTRIES

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ABSTRACT-- *Green HRM not only includes consciousness in the direction of environmental affairs, but also stands for the social and economic well-being of both the manufacturing organization and the human resources with a broader view. In recent times, manufacturing organizations aware are about the increasing significance of the incorporation of environmental management techniques and human resource management to adopt green HRM (GHRM) practices. GHRM utilizes the HRM policies to promote the optimal use of resources within business organizations and largely foster the cause of environmental sustainability. Present study aims to determine the relationship between the green human resource factors like green recruitment, green training, management commitment, employee commitment, feedback and review, green rewards and compensation on organization sustainability. Data were collected with the help of self-administered questionnaire from 168 employees in Trichy. Convenience sampling technique was used to gather the data from the respondents. Descriptive facts, correlation, and regression were used to analyze the data using SPSS. The results showed a significant impact of GHRM practices on organizational sustainability, and assert that manufacturing industries in Trichy need to foster the green HRM practices.*

***Keywords--** Green HRM practices, green recruitment, green training and green rewards and compensation, etc.*

I. INTRODUCTION

GHRM is directly responsible in making green workforces that understand, realize, appreciate, and implement green practices and upholds its green objectives throughout the HRM methods of compensation, training, recruitment, selection, appraisal, rewards and developing the organizational human capital. HR is the foremost role player in implementing GHRM practices and policies. Apart from this, they have a vital role to play in recruitment of new employees who are more responsible toward green business practices thus, indirectly saving the Earth. Effort was undertaken since the damaging effects of various pollutants among that the commercial wastes being the foremost offender that has been deteriorating and depleting natural resources terribly fast has been evident. Scholars round the world are currently analyzing varied social control practices that may facilitate the achievements of the goals of GHRM and even have a major impact on the environmental competitiveness of the organizations.

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II.   LITERATURE REVIEW

The incorporation of environmental objectives and strategies into the general strategic improvement desires of a corporation enables in arriving at an effective environmental management system (Haden, et al. 2009). There are various researchers who support the HRM practices to be effective for promoting of human capital and effects in providing to individuals of organizational performance and aggressive gain (Boselie, Paauwe and Jansen, 2001). In a comparable observe by means of Forman and Jorgensen (2001) on the importance of employee participation in environmental programs, it changed into discovered that worker dedication to environment management programs become elevated after they have been presented repayment to soak up obligations in terms of environmental obligation. The efficiency of green rewards and reimbursement was found to be best in a study carried out by Berrone and Gomez-Mejia (2009) on 469 US companies which found to be contaminating the environment highly. They located that the companies having eco-pleasant performance paid their CEOs more than non-green corporations. In addition they concluded that lengthy-time period organization effects in accordance to pay have been associated with more pollutants prevention fulfillment.

Jabbour, et al. (2010) stated that the term "greening" dimensions of human aid management process such as task description and analysis, employee recruitment, selection, education, performance appraisal and rewards is defined as green HRM. Muster and Schrader (2011) emphasized that sustainable development manner an integration of economic and ecology in decision making at any level. Consequently, the green motion, green HR industrialization, sustainable improvement is all related to environment and its management to defend the planet earth. Prasad (2013) stated that GHRM can assist corporations locate opportunity to carry down value without dropping their expertise.

Arulrajah, et al. (2015) made an assessment observe on the cutting-edge GHRM and accrued those practices underneath numerous categories as green process analysis and design, green human resource making plans, recruitment, green induction, green performance evaluation, green training and development, rewarding system, green job protection, green discipline management and green employee relations. Underneath Renwick, et al. (2013) stated that the GHRM features had been taken into consideration within the body of capability-motivation-opportunity principle as developing green competencies, motivation of green employees, and imparting green possibilities.

III.   OBJECTIVES OF THE STUDY

In order to know that how companies can utilize green HRM practices for sustainability, present study revolves around the following objectives:

1.   To identify the relationship between green human resource management practices and organization sustainability in manufacturing companies.

2.   To study the impact of green human resource management practices on organization sustainability of the manufacturing companies.

IV.   RESEARCH METHODOLOGY

This study has adopted the descriptive research design. Primary data were collected using structured questionnaire. The questionnaires were circulated by the researchers to all the respondents. Convenience sampling was used by the researchers to collect the data from the respondents. For this study, 200 questionnaires were distributed to the employees in manufacturing companies in Trichy and 168 valid responses were received from the respondents. Descriptive statistics, correlation, and multiple regressions were used to analyze the data using SPSS.

V.   ANALYSIS AND INTERPRETATIONS

Table 1: Demographic Characteristics of the Respondents

Demographic Profile		No. of Respondents	Percentage
Age (years)	Below 30	38	23
	31-40	92	55
	41-50	27	16
	Above 50	11	6
Gender	Male	32	19
	Female	136	81
Designation	HR Manager	28	17
	Production manager	25	15
	Finance manager	19	11
	Sales manager	37	22
	Production supervisor	32	19
	Testing officer	11	7
	Production workers	16	9
Education	Diploma	23	14
	UG	96	57
	PG	35	21
	Others	14	8

Source: Primary Data.

Table 2: Relationship between GHRM Practices and Organization Sustainability

		GR	GT	MC	EC	FR	GRC	OS
GR	Pearson Correlation	1	.598**	.476**	.583**	.472**	.509**	.381*
	Sig.(2-tailed)		.000	.005	.000	.016	.000	.002

	N	168	168	168	168	168	168	168
GT	Pearson Correlation	.598**	1	.497**	.502**	.593**	.687**	.749**
	Sig.(2-tailed)	.000		.032	.016	.000	.000	.000
	N	168	168	168	168	168	168	168
MC	Pearson Correlation	.476**	.497*	1	.620**	.714**	.439**	.632**
	Sig.(2-tailed)	.005	.032		.000	.000	.000	.000
	N	168	168	168	168	168	168	168
EC	Pearson Correlation	.583**	.502**	.620**	1	.502**	.616**	.708**
	Sig.(2-tailed)	.000	.016	.000		.000	.000	.000
	N	168	168	168	168	168	168	168
FR	Pearson Correlation	.472*	.593**	.714**	.502**	1	.508**	.534**
	Sig.(2-tailed)	.016	.000	.000	.000		.000	.000
	N	168	168	168	168	168	168	168
GRC	Pearson Correlation	.509**	.687**	.439**	.616**	.508**	1	.612**
	Sig.(2-tailed)	.000	.000	.000	.000	.000		.000
	N	168	168	168	168	168	168	168
OS	Pearson Correlation	.381*	.749**	.632**	.708**	.534**	.612**	1
	Sig.(2-tailed)	.002	.000	.000	.000	.000	.000	
	N	168	168	168	168	168	168	168

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level.

Table 2 shows that there is a significant positive relationship between independent and dependent variables. Green recruitment (GR) (r =0.381, p<0.01), green training (GT) (r =0.749, p<0.01), management commitment (MC) (r =0.632, p<0.01), employee commitment (EC) (r =0.708, p<0.01), feedback and review (FR) (r =0.534, p<0.01), and green rewards and compensation (GRC) (r =0.612, p<0.01). Green training, employee commitment, management commitment and green rewards and compensation have strong relationship. Green recruitment and sustainability have moderate positive relationship. All variables are significant with p-value=0.000

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.716[a]	0.512	0.582	0.17053

R value is used to predict the quality value of the dependent variable. The value of 0.716 is the good level of prediction. The R square value 0.512 indicates that independent variables explain 51.20% variability of organization sustainability.

Table 4: Statistical Significance

Model	Sum of Squares	DF	Mean Square	F	Sig.
Regression	193.114	3	596.371	31.051	.000[b]
Residual	171.963	96	31.187		
Total	365.077	99			

The F value is 31.051 and the corresponding p value is significant (<0.05). This result indicates that there is a linear relationship between independent variable and dependent variables. Therefore, the null hypothesis is rejected. It means that there is a significant relationship between green HRM practices and organization sustainability.

Table 5: Estimated Model Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	0.648	0.576	-	1.126	0.017	0.587	1.884	-	-
	GR	0.112	0.008	0.324	2.334	0.035	0.002	0.036	0.322	3.102
	GT	0.374	0.008	0.065	0.461	0.045	0.022	0.014	0.308	3.244
	MC	0.294	0 .017	0.054	0.395	0.039	0.027	0.019	0.336	2.974
	EC	0.321	0.011	0.416	3.407	0.004	0.013	0.059	0.416	2.407
	FR	0.191	0.063	0.488	3.603	0.003	0.016	0.065	0.337	2.963
	GRC	0.285	0.041	0.252	3.667	0.010	0.290	0.299	0.312	3.163

The above Table reveals that the estimates of the regression model coefficients for $\beta 0$ is 0.648, $\beta 1$ is

0.112, $\beta 2$ is 0.374, $\beta 3$ is 0.294, $\beta 4$ is 0.321, $\beta 5$ is 0.191 and $\beta 6$ is 0.285. Therefore, the estimated regression model is: Y (OS) = 0.648+ 0.112 (X1) + 0.374(X2) + 0.294 (X3) +0.321 (X4)+ 0.191(X5)+ 0.285(X6)+ E

Where Y (OS) = organizational Sustainability; X1 = Green recruitment; X2 = Green training; X3 = Management commitment; X4=Employee commitment; X5=Feedback and review; and X6=Green rewards and

compensation. The regression coefficient for green recruitment is 0.112, which implies that one unit variation (increase) in green recruitment results in 0.112 unit variations (increase) in organizational sustainability if other independent variables are kept constant. The t value is 2.334 at 5 per cent significance level. It shows that the variable green recruitment had positive impact on organizational sustainability. The regression coefficient for green training is 0.374, which means that one-unit variation (increase) in green training results in 0.374 unit variations (increase) in organizational sustainability if other independent variables are kept constant. The t value is 0.461 at 5 per cent significance level. It means that green training had positive impact on organizational sustainability.

The regression coefficient for management commitment is 0.294, which means that one-unit variation (increase) in green training results in 0.294 unit variations (increase) in organizational sustainability if other independent variables are kept constant. The t value is 0.395 at 5 per cent significance level. Thus, management commitment had positive impact on organizational sustainability. The regression coefficient for employee commitment is 0.321, which means that one unit variation (increase) in green training results in 0.321 unit variations (increase) in organizational sustainability if other independent variables are kept constant. The t value is 3.407 at 5 per cent significance level. It implies that employee commitment had positive impact on organizational sustainability. The parametric statistic for feedback and review is 0.191, which implies that one-unit variation (increase) in feedback and review to 0.191 unit variations (increase) in organizational sustainability if alternative freelance variables are kept constant. The t value is 3.063 at 5 per cent significance level. It shows that feedback and review had positive impact on organizational sustainability. The parametric statistic for green rewards and compensation is 0.252, which implies that one-unit variation (increase) in green rewards and compensation leads to 0.252 unit variations (increase) in organizational sustainability, if alternative independent variables are kept constant. The t value is 3.667 at 5 per cent significance level. Thus, green rewards and compensation had positive impact on organizational sustainability. VIF statistics are less than five and none of tolerance value less than 0.2. This indicated that there is no serious multi-collinearity drawback among the variables of the regression model. Hence, it is reasonable to mention that the estimated regression model is valid.

VI.   CONCLUSION

In this competitive world, it is important for each and every organization to grasp "Go green" construct as a result of the direct link between green HRM practices and organizational sustainability. From the study, it is clear that the green HRM practices have a major influence on the organizational sustainability. Thus, it is necessary that managers within the organizations ought to develop and implement applicable green HRM polices. These green HRM policies can result great impact on organization that results in environmental sustainability. Green HRM has the potential of making an incredible impact on the multiple stakeholders concerned. It will facilitate the employers and therefore the makers in their image and whole building.

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