

An analysis of green human resource practices on green employee engagement in automobile industry

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Received 06 May 2023
Revised 06 July 2023
Accepted 11 September 2023

Citation: Subburao, S., & Elango, D. (2023). An analysis of green human resource practices on green employee engagement in automobile industry. *Journal of Management, Economics, and Industrial Organization*, 7(3), 75-91. <http://doi.org/10.31039/jomeino.2023.7.3.6>



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Abstract

The study explored the effects of green human resource practices and green employee engagement with specific focus to Automobile Industry. In order to encourage green employee engagement, this article will examine how green human resource strategies might help. The study's research methodology was quantitative. The study included 201 participants in all. Employees in the automotive industry were asked on their opinion of green human resource strategies. The research has used SPSS and AMOS 25 for statistical analysis. Results indicate that among green human resource activities, green performance evaluation and green recruitment and selection processes have a greater impact on green employee engagement. The green performance evaluation acts as partial mediator between green recruitment and selection practices and green employee engagement. Organizations should provide employees more freedom and authority to find eco-friendly solutions.

Keywords: Green HRM practices, green employee engagement, human resource management, green movement.

JEL Classification Codes: M0, M1.

1. Introduction

The awareness about Green human resources and practices in organizations has started to increase worldwide. Multinational companies in Sweden, the United States, Britain, and German are practising contemporary green human resource practices. The green HRM practices have been highlighted under innovative practices followed by the organizations. In India, green practices have started to be at the forefront. Green practices cannot be ignored as they have an impact on the company's cost and brand. It is seen as an innovative preparation by the companies and has led to the association of the new concept called green branding (Mishra, Sarkar, & Kiranmai, 2014). It is highlighted in the literature studies that employees need to be involved in the process of following innovative ways and practices which will help them to understand better employee engagement, further leading to the promotion and implementation of these practices (Mishra et al., 2014)

The field of Human Resource Management has come across different new concepts that have contributed to the success, effectiveness, and performance, of organizations leading them to sustainability. Green Human Resources practices are one among them. These concepts try to provide positive outcomes like the social well-being of the employees, reducing the cost for the organization, enhancing employee retention, improving employee engagement, motivating the employee to perform better (Sardana, 2018).

Tracing the history of Green Human Resource practices, that are followed today have been promoted by the green movement. The green movement touched upon reduction in the consumption of earthly resources. The higher exploitation of natural resources has led to greater problems like a tsunami, global warming, depletion of ozone layers, and emission of hazardous gases in the air; which has led to pollution and various problems. This has affected the organization, environment and its sustainability in the long run. Countries around the world have started to adopt various measures to avoid facing the worst conditions.

The concept evolved through the green movement and has spread to all disciplines including management. A few names to mention are green marketing, green retailing, and green accounting. Now the new buzzword is Green Human Resource Management. The term human resource management is a function in the organization designed to maximize employee performance in service of an employer's strategic objectives. Green HRM reflects the significance of the environment in concerns (Jabbour et al., 2013). Green HRM practices are the basis of modern human resource management with an introduction to employees' responsibility, more accountability, direction towards sustainability, and more eco-friendly

towards the environment. Contemporary human resource practices have concentrated more on organizational performance rather than sustainability. Green human resources management has important functions added with a lot of green towards it. Functions like green recruitment, green training, and development, green rewards and recognitions, green relations, green employee involvement, green behaviour, etc. According to (Ahmad, 2015) in his study, highlighted on the increased awareness of green human resource practices and policies in organizations.

Research done in Malaysia on Green HRM practices' that has impact on human resource intentions, reveal that green pay and rewards have tried to reduce the turnover intentions of the employees who are millennial workers (Islam et al., 2020), Other GHRM practices have not contributed to the reduction of the problem. The study conducted in Iranian steel industries has discovered that following a Lean and agile or LEAGILE strategy along with green HRM practices discovered positive effects and has led to the prioritization of Green HRM practices. The studies conducted have seen only one or two factors have contributed to reducing challenges like employee turnover intentions but not all.

Hence trying to find keys to the research questions like 1. Describe the term green human resource management practices. 2. Explain the functions of green human resource management practices? 3. What are the Issues with employee engagement? 4. How do the Functions of GHRM address the employee engagement challenges?

As mentioned, positive outcomes are the expectation of organizations, this is possible by properly engaging the employees with clarity in policies, mission, vision, and strategies. Employee engagement involves connectivity, integration, and focus on the jobs they are involved in. The self-efficacy of an individual comprises attitudes, abilities, and cognitive skills that are required for the workplace (Bandura et al.2001). Before looking into the challenges of employee engagement it is better to understand in bring clarity to the terms.

1.1 Meaning of Green Human Resource Management Practices

To protect the environment doing relevant research in the 21st century will lead to highly sophisticated solutions. There is a call for protecting the environment globally to combat climate change, global warming, etc. Protecting nature against the industrial revolution and making people think positively about the environment is the need of the hour (Shrivastava & Berger, 2010).

Organizations have to seek ways and methods to be friendly towards the environment and become successful in financial and economic ways also. As per (Daily et al., 2007) for organizations to need to find out the factors and elements that help to provide successful implementation of sustainable eco-friendly strategies. Sustainability needs to be an integral and integrated section of the organization. One of the methods that are identified is green human resource practices which take modern human resources practices as the base. This function is utilized to manage the environment within the organization. It is believed that implanting green human resources management practices leads to sustainability. The concept has been in use right from the 1990s but started to gain importance in the past 20 years. (Tariq et al., 2016) defines green human resources management practices as encouraging and designing policies of HRM relating to sustainability. This leads to the usage of resources sustainably.

Green and sustainable human resources management practices talent acquisition in an electronic way. This reduces the usage of paper.

As per the survey report of talent intelligence 2022, the usage of GHRM increases employee morale by 55 per cent Improves sustainability and employee CSR mindset.

Different authors have provided meaning for this concept in a different manner. Looking into Several authors have provided meaning for this concept in different ways. Witnessing the various dimensions one such aspect is defining the word "green" and relating it to the environment. Observing the context of human resources, practising sustainability needs to be done through the preservation of the natural environment, optimum utilization of environmental resources, reducing pollution, developing and encouraging a green environment in organizations, etc (Opatha & Hewapathirana, 2019). According to (Ren et al., 2018) greening human resources at the organizational level requires a lot of resources, abundant investment in knowledge capital, and designing and implementing of cost-effective ways for successful implementation. (Kim et al., 2019) highlight in their definition of GHRM, the need for top management communication on awareness to employees at all levels of management, seeking their cooperation and providing the necessary rewards leading to the implementation of such green practices in organizations. Different definitions have highlighted the role of human resources functions in organizations.

Organizations that want to concentrate more on sustainability, looking for contributions to be made by each specialized management function have become mandatory. In the list of management functions and utilisation of resources in an eco-friendly manner, human

resources do have not got a significant role to play in the business process. Other than management functions, concepts like corporate social responsibility are also associated with sustainability. Here arises a research question: How can human resources be eco-friendly? Human resources are aimed at creating, enhancing and retaining employees through green human resource practices. The concept of green helps to keep the environment eco-friendly and also helps the employees to provide the best contribution. With the adoption of green concepts, the Harmon sustainability practices have started to dominate the manufacturing, hospitality and service industries. It was insisted that organizations should have green objectives and that human resources should be mobilized to achieve those objectives. Studies highlight (Acquah et al., 2021) that no lucidity is seen regarding green human resource management, but a lot of studies are highly spotted on environment sustainability.

The next section of the article highlights the different functions of green human resource management.

1.2 Functions of Green Human Resource Management

The introduction of new ideas is possible in organizations through culture, the presence of strong leadership, a better commitment by the firms to improvement, etc. Also, it requires a lot of awareness and high cooperation from the employees' side. This helps to develop and promote sustainable culture in organizations and improve pro-environmental behaviour of employees in organizations (Saeed et al., 2019). Implementation of green ideas via human resource management is said to be new for developing and promoting sustainability. In Indian organizations, the western concept is implemented in the form of HRM functions called green recruitment and selection, green training and development, green rewards and recognition, green behaviour, etc.

1.3 Awareness level of green practices by the employees

The perception of employees plays a vital role in organizations. It is important that organizations implement green practices in their policies and procedures (Beermann, 2011). The requisite for highlighting employees' green involvement is, they play a role a crucial role in reducing wastage in workplaces (Tseng et al., 2013).

1.4 Green Recruitment and Selection practices

(Pham et al., 2020) highlighted that firms are likely to prove their accountability toward natural resource safety and conservation through green behaviour. Through green issues organizations promote their responsibility towards the environment and improve their brand image. This will help the firms to get good qualified and reputed job applications. Organizations do promote green environmental practices through employees who are the brand ambassadors, promote through official websites, conducting programs and publicizing, etc (Grolleau et al., 2012) . Job seekers need to demonstrate their responsibility towards protecting the environment. Green organizations look for responsible green job seekers through green recruitment practices and tacit knowledge development (Brío et al., 2007). Looking into the review of the literature systematically for solutions, candidates who apply for jobs should be more sensitive towards environmental issues, know about sustainability, promotion of green-related solutions, awareness of the environment, and attitude to take immediate steps are the required qualifications.

1.5 Green Training and Development

Green staffing and assortment inspire approval of pro-eco-friendly behaviours cutting-edge through various ways which help to build ability and helpful culture (Mishra, 2017). The supportive culture in the organization should imbibe green methods for training and development. Designing training modules, materials, need analysis, and methods based on the environment. Training employee attitudes, skills, and knowledge should be based on the environment and green working practices (Zoogah, 2011).

1.6 Green Performance Evaluation

Compensation and rewards are important elements of green human resource practices. Employees need to be engaged in such practices through company initiatives. Organizations should recognize employees and motivate them by providing monetary incentives for the adoption of green initiatives. Strong implementation of green initiatives needs to be done through leadership. green compensation and reward practices can include positive support to employees by top management, providing extra roles, promotions, etc. (Dumont et al., 2017) highlights through their research that training and development should lead to performance and this function should result in compensation and management. This is possible through implementation of transparent green performance evaluation. The green performance

appraisal needs to be implemented through proper standards for evaluation of the employees' performance

1.7 Green Behaviour through Green Employee Engagement

Another name is pro-environmental behaviour. Green behaviour in organizations is less consumption of energy, switching the electric components when not in use, more walking within the premises, more awareness of eco-friendly products, avoiding the usage of plastics within the office premises, and developing positive attitudes among employees. These green HRM practices will help to develop commitment among employees towards organizations. Green behaviour can be combined through new concepts. As we have been seeing that organizations are ready to invest in new concepts. The latest concepts are human resource management practices, employee engagement, innovative behaviour, etc. the reasons for such investments are to look out for better results that help the firms to better brand image, lead to better applicants for recruitment, improve workforce, and progress talent management. (Ababneh, 2021) proved through their research that goal identification, task performance, and positive emotions are the outcomes when the employee engagement construct was developed. According to (Norton et al., 2015) green behaviour in employee engagement highlights on engaging employees with properly defined green tasks.

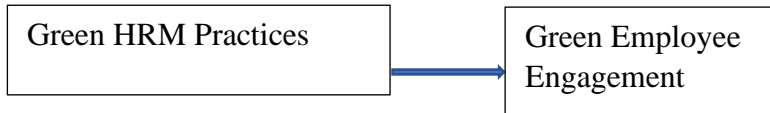
1.8 Issues with Green Employee Engagement

According to the literature studies, personality traits, attributes and perceptions of individuals play a vital role in employee engagement. Very specifically to highlight employee engagement and conscientiousness have a positive correlation with each other (Bakker et al., 2012). It is important to connect organizational theories to have better clarity. Implementing employee engagement is quite challenging in Bangladeshi banks (Sudhalakshmi & Chinnadorai, 2014). Several kinds of literature can be quoted in this regard. Theories help to provide solutions to an extent.

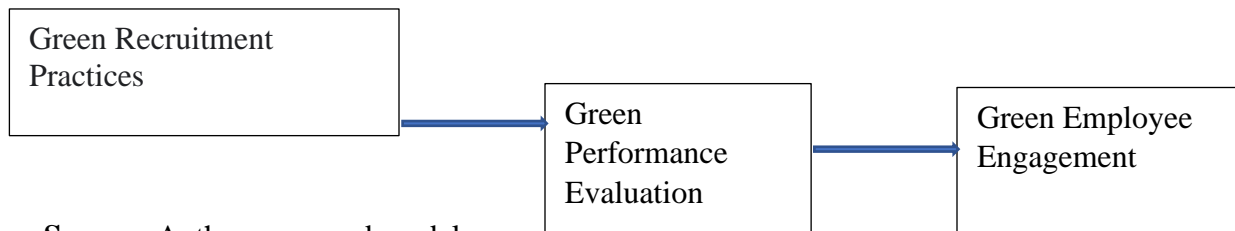
Organizational Theories provide better guidance for employee engagement issues. In this regard, social exchange theory can be utilised to understand the social behaviour of employees. Person-organization (P-O) fit is another theory that refers to how aligned a person's core values, beliefs, ethics and purpose fit with the organizations they are working for. This theory provides a supportive base for employee engagement as it has benefits relating to the reduction of bias and helps to improve employee retention. Organizations find

it too difficult to retain talented employees due to various reasons which increase recruitment costs which is the major issue.

Model 1. Green HRM Practices



Model 2. Green Recruitment Practices



Source: Author proposed models

The research questions are 1. Do green human resource management practices impact green employee engagement? 2. Do green recruitment practices positively impact green employee engagement through green performance evaluation?

2. Methods and Materials

2.1 Research Design

The research has undertaken a Quantitative research design, applying the defined research methods. Data was collected through a structured questionnaire using the Likert Scale. The perceptions of the employees of the Automobile industry were collected from the participants of the study. The perceptions of the awareness of HRM, Green Recruitment Practices, Green Training and Development, Green performance evaluation, and Green Employee Engagement.

2.2 Research Procedures and Research Participants

The questionnaire was distributed to the employees interested in participating convenience sampling was applied in the questionnaire shared through google forms to the interested participants.

2.3 Research Participants

The participants were 201 for the research study and were selected upon the willingness of the employees interested in participating. Convenience sampling proven was applied.

2.4 Research Instrument

For the research study, structured questionnaires were used to collect the data. The questions about Green HRM Practices and Employee Engagement from the review of literature through the Likert scale were used to collect data from the respondents. The 5-Point Linkert scale is designed to know the responses in the categories of strongly agree-5, Agree-4, Neutral opinion -3, Disagree-2, and Strongly Disagree-1.

2.5 Data Analysis and Interpretation

The responses collected were coded accordingly from 1 to 5 to the software mentioned. The relationship's overall reliability of the data was calculated first. Then the Exploratory factor Analysis was performed for sampling adequacy and to explore the constructs of the variables which are above the threshold of 0.6 was identified and was moved to the next stage of Analysis.

3. Results and Discussions

The reliability analysis of the structured questionnaire used for the data is 0.897 which means meets the standards above the threshold of 0.6 (Peterson, 2000) through Table 1.

Table 1. The reliability of the variables of the study

Name of the test	Cronbach's Alpha value	Number of Items
Cronbach's Alpha	0.897	6

The KMO tests show that the collected sample is adequate for the research study which is depicted in Table 2.

Table 2. The KMO and Bartlett's Test of the variables of the study

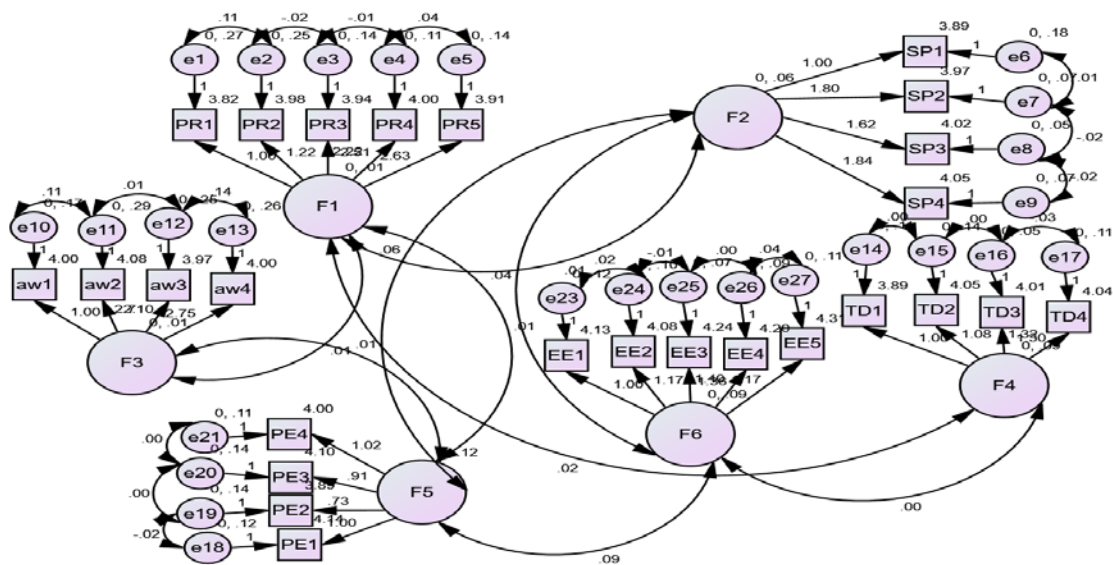
Variable of the study	KMO and Bartlett's Test values
Awareness level of green practices by the employees	0.513
Green recruitment practices	0.659
Green selection practices	0.785
Green training and development	0.780
Green performance evaluation	0.757
Green employee engagement	0.808

Research question 1: Do green human resource management practices impact green employee engagement?

The research study has taken green human resource practices for study to address the challenge of green employee engagement. Even though the reliability tests show a good score the KMO tests prove that one of the variables of the study called awareness of green human resource practices has shown 0.513 which is below the threshold of 0.6.

To prove the model the second step is to confirm the factors stated in the study, the researcher has carried out a Confirmatory factor analysis.

Table 3. Confirmatory factor analysis of the variables used in the study



The variables in the above image show F1 as green recruitment practices, F2 as green selection practices, F3 as awareness of green human resource practices among employees, F4 as green training and development, F5 as green performance evaluation and F6 as green employee engagement.

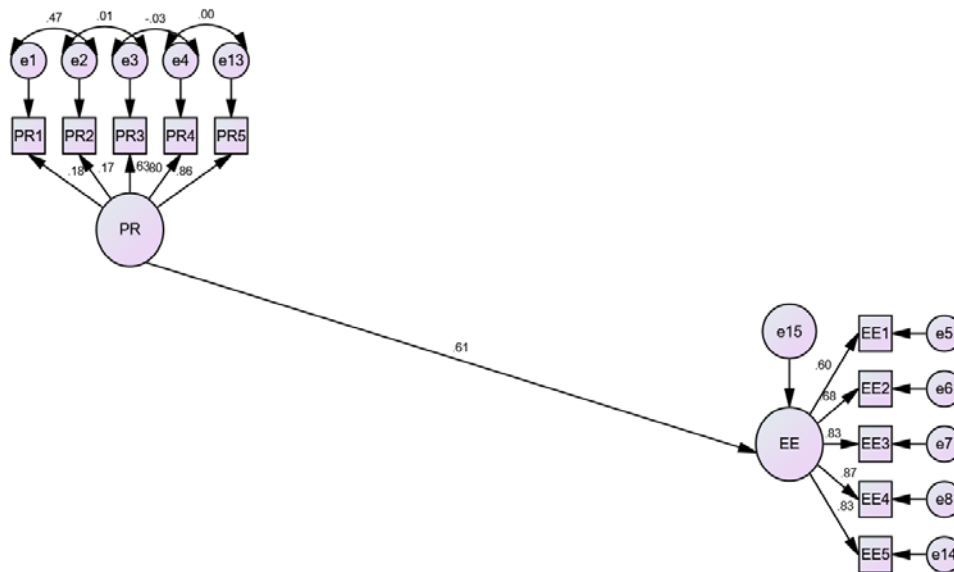
It is further inferred from Confirmatory factor analysis that green selection practices, such as awareness of green human resource practices among employees, and green training and development did not confirm and show a positive relationship with green employee engagement. The values are below 0.20 which is the threshold among the values of

confirmatory factor analysis. The confirmatory factor value between green recruitment practices and green employee engagement and green performance evaluation and green employee engagement alone is confirmed and taken to the next level. Hence awareness of green human resource practices, green selection practices, green training and development was dropped from further calculations due to values below the threshold. Hence among the green human resource practices only green recruitment, green performance evaluation and green employee engagement moved to the next level of analysis. Model 1 shown by the researcher could not be proceeded due to no positive relationship among the variables.

Research question 2: Do green recruitment practices positively impact green employee engagement through green performance evaluation?

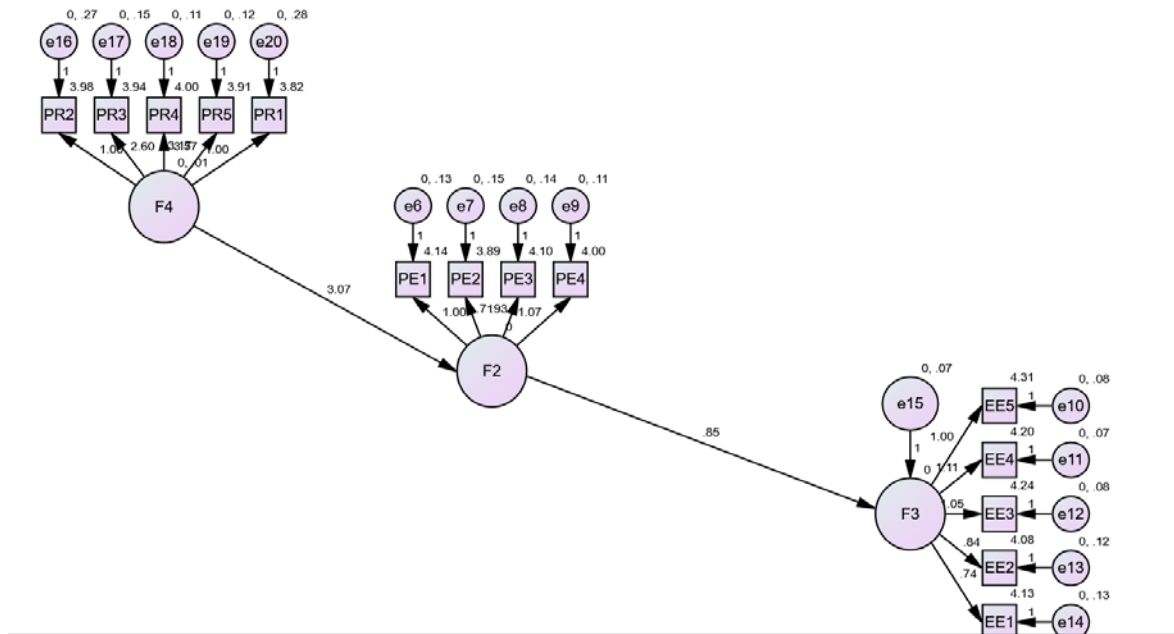
The researcher tries to prove the second model through structural equation modelling and mediation analysis. As per the rules of mediation analysis, the first step is to look into the direct relationship between green recruitment practices and green employee engagement.

Table 4. The structural equation model between green recruitment practices and green employee engagement.



From the above Structural equation model, the value which assesses the direct relationship between green recruitment practices and green employee engagement is 0.61 which is above the threshold of 0.2. Hence there exists a positive relationship between the two variables.

Table 5. The structural equation model and mediation analysis of the proposed model



The relationship after mediation is as follows

Name of the variable	Relationship between the variables
green recruitment practices and green employee engagement	Significant
green recruitment practices and green employee engagement mediating through green performance appraisal	Significant
Type of mediation	Partial mediation

The research question: Do green recruitment practices positively impact green employee engagement through green performance evaluation is statistically proven?

The green human resource practices comprising all the human resource practices did not influence much in the MODEL 1 defined. But in MODEL 2 specific practices alone were selected. Among them are green recruitment and selection practices, green performance evaluation and green employee engagement. The green recruitment practices constructs include making green recruitment and selection practices of the organization and highlighting this in the recruiting messages viewed as a positive response. The constructs that are

statistically significant were, green performance in recruiting messages, employers' concern about the environment and have taken efforts about it and reflecting environment policies in recruitment strategy have welcomed positive responses among the respondents. The validity of the particular variable has yielded a 0.659 value in the KMO test.

The research study carried out (Pham & Paillé, 2020) in their discussion have highlighted on the signals and messages displayed by organizations play a vital role. But the present research study has received positive responses from the applicants. Signalling theory is applicable to this result. Applicants look for organizational, job features, descriptions and environmental concerns, which is proved in this study.

Analysing the constructs of green performance evaluation received a KMO value of 0.757. In these constructs, evaluating the work based on green criteria, evaluating the setting of green targets, goals and responsibilities and checking green job performance were the main these. Integrating green performance in the job, setting goals and targets, and providing regular feedback after evaluation of the employee performance in jobs were the primary constructs which received positive constructs.

The green performance results are similar to studies conducted by (Renwick et al., 2013) which highlight that green goals and targets of jobs should be aligned with environmental management.

The KMO value for the variable is 0.808. The variable comprises engaging and involving employees through green initiatives, employees get autonomy and freedom to express and test their ideas. Employees are free to provide consultancy services in addressing environmental issues, creating strong commitment among employees through green initiatives where the constructs received positive responses from the respondents. needs to be accepted as a part of existing HRM practices. The trend is creating a lot of buzz, hope organizations will align themselves with the trend.

The Structural Equation Model highlights the role of green human resource functions ie green recruitment and selection practices and green performance evaluation towards employee engagement. Here there is partial mediation existing between the variables on green performance evaluation resulting in employee engagement. Green engagement tries employees to be fully mindful about the jobs in the work place. It highlights on engaging employees on green circles and providing solutions. Employees in organizations are given more freedom. Organizations giving space to employees in addressing the issues through green practices. The research study narrates the relationship between green appraisal

management and employee performance (Ardiza et al., 2021) but in this research, employee engagement and green performance management is a new and innovative variable studied in green human resource practices.

4. Conclusion and Future Implications

The study concludes that there is wide scope in implementing green human resource practices for organizations which are concerned about the environment. They are powerful and best practices for the organizations. Organization should design HRM operations and they should be part of organizational culture. The Green HRM practices should be the part of human resources policies and procedures. Organization should equip employees and seek candidates who have thought and attitude about these practices. Allowing employees to address through green solutions will make them feel more engaged. It provides employees a sense of autonomy and achievement. Hence it is suggested to shape and implemented the best human resource practices along with green practices for the future growth of the organizations. Organizations need to do identify suitable and practical green factors and ways that will make employees learn, perform and implement for better performance and outcomes. More related studies pertaining to GHRM can be carried out in other sectors too.

5. Recommendations

According to research, there is a positive relationship between green employee engagement and green human resource practises. Since it is positive in nature, it means that employees in the automotive business enjoy to use green human resource practises. It produces a optimistic result and keeps employees and workers interested in their jobs. The investigation also discovered green hiring and selection procedures, as well as green performance evaluation, are regarded as the industry's best practises. The best practises encourage employees to engage in environmentally friendly behaviours. The study's focussed on the automobile sector only.

Research ideas for the future include researching the same subject in several industries using various variables as mediators and moderators.

Acknowledgments

The authors have no conflict of interest.

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