

INDIAN AUTOMOBILE INDUSTRY AND GREEN HRM PRACTICES**Vikrant Vilas Lande***Research Scholar, Shri Jagdishprasad Jhabarmal Tibrewala University
shubhangisawant2022@gmail.com***Prof. Dr. Kritika Singh***Professor, Shri Jagdishprasad Jhabarmal Tibrewala University***Abstract**

India is among the most polluted countries in the world. India as a country is struggling with strict enforcement of emission norms for the manufacturing sector and the Indian automobile industry is no exception. Rapid economic growth coupled with an increase in the middle-class population has led to an ever-increasing demand for two- and four-wheelers. Pollution from cars is choking Indian cities. In fact, air pollution has been identified as the fifth leading cause of death in India. Hence, it becomes imperative for Indian automobile organizations to adopt eco-friendly strategies to minimize their negative impact on the natural environment and prevent its further damage. The positive association of GHRM practices with green employee behavior has significant implications for practicing managers in the automotive industry in terms of providing incentives to integrate HRM practices with environmental management systems in the organization. This paper recommends key GHRM practices for the Indian Automobile Industry.

Keywords: Automobile Industry; Green HRM; Environment; GHRM practices

Introduction

India is among the most polluted countries in the world. India as a country is struggling with strict enforcement of emission norms for the manufacturing sector and the Indian automobile industry is no exception. Rapid economic growth coupled with an increase in the middle-class population has led to an ever-increasing demand for two- and four-wheelers. Pollution from cars is choking Indian cities. In fact, air pollution has been identified as the fifth leading cause of death in India. Hence, it becomes imperative for Indian automobile organizations to adopt eco-friendly strategies to minimize their negative impact on the natural environment and prevent its further damage. When implementing a corporate strategy, the role of organizational human resources cannot be neglected. However, most research in HRM and environmental management is isolated. In this direction, green human resource management (GHRM), which is defined as the HRM aspect of green management, has been proposed as one of the effective implementation tools. For the successful implementation of an environmental sustainability strategy, it is important that organizations support the development of green attitudes and behaviors among employees in line with the organization's environmental goals. GHRM has been theorized to play an important role in environmental management by enabling employees to engage in appropriate work-related and discretionary behaviors. It has been suggested that GHRM promotes the adoption of pro-environmental behavior through capacity building and the creation of a supportive culture. This paper recommends key GHRM practices for the Indian Automobile Industry.

Green HRM practices suitable for Automobile Industries**1. Green recruitment and selection**

Green recruitment and selection practices focus on attracting and hiring an environmentally responsible workforce that can assist in the implementation of an organizational green strategy leading to the successful achievement of the organization's environmental goals (Renwick et al., 2013). It involves arranging the organization's selection process in such a way as to ensure that employees have environmental values and beliefs similar to those of the organization (Jackson and Seo, 2010). Only if employees understand the organization's green recruitment and selection Green recruitment and selection practices focus on attracting and hiring an environmentally responsible workforce that can help implement the organization's green strategy leading to the successful achievement of the organization's environmental goals (Renwick et al., 2013). It involves organizing the organization's selection process in such a way as to ensure that employees have environmental values and beliefs similar to those of the organization (Jackson and Seo, 2010) only if employees understand the organization's goals.

2. Green Training and Development

Green training and development practices focus on enhancing employees' environmental awareness, knowledge, skills and attitudes (Renwick et al., 2013). It includes raising employees' environmental awareness, inculcating green values, and upskilling them in implementing green work practices (Zoogah, 2011). It enables them to understand the connection between their activity and its impact on

the environment. It equips them with the necessary competencies to identify environmental problems and take the required measures to minimize the problem (Zoogah, 2011). According to AMO theory, organizational performance is a function of individual ability, motivation, and opportunity to contribute (Appelbaum et al., 2000; Jackson et al., 2014). According to capability (A) in AMO theory, it is likely that green training and development will teach employees to solve environmental problems, making them more psychologically available, leading to behaviors that support organizational goals. The ability to identify and address an organization's environmental problems is also likely to make employees find their work meaningful, leading to better environmental work-related behaviors and discretion. In support of a study among National Health Service (NHS) organizations in England, Pinzone et al. (2006) reported a positive relationship between green competence building practices and collective organizational behavior towards the environment. Authors demonstrated a positive relationship between perceived GHRM, measured using six items, two of which focused on green training, and employees' in-role and extra-role green behaviors in a study conducted among the Chinese branch of an Australian MNC.

3. Green performance management

Green performance management practices include setting green performance standards for individual employees and evaluating their progress against those standards (Ahmad, 2015). It focuses primarily on motivating employees to exhibit performance behaviors that support the organization's environmental goals. Merging environmental management with the performance appraisal process aligns employee performance behaviors with the organization's sustainability goals. According to the motivational component (M) of AMO theory, continuous evaluation and feedback on employees' performance toward the achievement of the organization's green goals motivates employees to engage in task-related green behaviors and voluntary green behaviors that support the organization's environmental performance. Pinzone et al. (2006) provided empirical evidence of a positive relationship between green performance management and an organization's collective environmental behavior.

4. Green reward and reward management

Green reward and reward management represents an important set of GHRM practices aimed at recognizing employees' contribution to the achievement of the organization's environmental goals. Employee engagement in responsible

environmental activities can be valued through intrinsic and extrinsic rewards, such as profit-sharing programs, salary increases, fringe benefits, awards and referrals (Atwater and Bass, 1994; Patton and Daley, 1998). By providing the necessary motivation (M) to engage in green behaviors, green compensation and rewards encourage employees to exhibit both task-related and voluntary behaviors that support the organization's environmental goals. Dumont et al. (2017) found support for a positive relationship between GHRM focused on green training and green performance and reward management and green employee in-role and extra-role behaviors.

5. Green employee engagement

Green engagement practices provide opportunities for employees to participate in greening the organization. It involves creating a participatory culture where employees can voice their thoughts on important environmental issues and suggest ways to creatively address these issues. Involving employees in environmental strategy formulation and implementation is also likely to increase their knowledge and ability to deal with environmental issues, which ultimately contribute to environmental management (Boiral and Paille, 2012). At the same time, employee participation empowers employees and creates green entrepreneurs who support the organization's green initiatives (Mandip, 2012). By empowering employees (A) to deal responsibly with environmental issues and providing them with opportunities (O) to contribute to environmental goals, green employee engagement practices are likely to induce employees to engage in task-related green behaviors, as well as at its own discretion. In support of Pinzone et al. (2006) reported a positive relationship between green employee engagement practices and collective organizational behavior towards the environment.

Conclusion

A review of GHRM research suggests that organizations do not use the full range of GHRM practices. Some GHRM practices receive more attention than others. Specifically, the impact of individual GHRM practices on environmental performance remains unexplored. The literature conceptually suggests that GHRM practices can influence environmental performance by promoting employee green behavior (EGB) in the workplace. However, the above claim has rarely been empirically tested in the literature, and the nature of the above relationships remains largely unknown. Specifically, knowledge about the status of GHRM implementation and its impact on achieving green performance goals in the context of Indian

organizations is limited. Authors have confirmed the above by acknowledging the lack of systematic research on GHRM and its contribution to environmental sustainability in India. Although organizations may have GHRM policies in place, it is important to collect baseline data on implemented policies and practices. The impact of different GHRM practices on enabling employees to engage in task-related and voluntary environmental behaviors is also unknown. Although a conceptual framework linking a network of GHRM practices to desirable green employee behaviors has been presented, empirical investigation of the above claim is seriously lacking.

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