

IMPACT OF SUSTAINABLE HRM PRACTICES ON PERFORMANCE OF WOMEN EMPLOYEES

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Abstract

To learn how sustainable HRM practices might benefit a company, this research looks into the connection between these strategies and the productivity of their employees. Using a convenience sample, 185 participants representative of the target demographic were enlisted for the study. Cronbach's alpha was chosen as the reliability statistic to be used in this analysis. Employee performance was found to be affected by HRM procedures, with the effect being mitigated by the presence of a focus on gender equity. Human resource management strategies including hiring the right people, providing them with the right education, and promoting gender equality all have a positive effect on productivity, as proven by a regression analysis. Human resource management (HRM) strategies were found to have a substantial effect on worker output, but the study also found that training had a significant moderating role in this connection, as did the approaches' ability to endure over time.

Keyword: *Sustainable, HRM Practices, employee's performance*

Introduction

Human resource management (HRM) refers to the processes and responsibilities undertaken by managers to create and maintain an effective workforce. Human resource management analyses how well personnel mesh with the overall goals of a firm. Human resource management, as defined by Senyucel, is "a blend of people-centered management methods that see employees as assets and those that are targeted at developing and maintaining a trained and dedicated workforce for reaching organisational goals."

Each company uses its own unique combination of HRM strategies to achieve its goals. The success of a business depends on the management of its human resources, which includes things like giving employees constructive criticism, holding an awards ceremony for exceptional performance, giving workers significant autonomy, and offering both extrinsic and intrinsic motivational rewards like bonuses and incentives. Human resource management encompasses the entire management process. Practices have a major bearing on the outcome of the hiring procedure. That's why HRM processes are essential for bringing on board new employees. During their time at work, employees need to be socialised and trained within the organisational framework. After this step is complete, HRM is assessed based on how well it fosters employee growth and how effectively it motivates workers through compensation and other forms of reward. When it comes to hiring, coaching, evaluating, talking to, and paying staff, businesses face a plethora of difficulties and concerns. Management of staff members is

a challenging endeavour. If the people problem isn't fixed properly, the organisation will lose out on valuable resources.

Human resource sustainability can be defined as "the adaptation of HRM methods and techniques that enable them to meet the financial, ecological, and social goals of the company over a long-term horizon, while managing for negative feedback and unforeseen side effects." HRM and environmental responsibility are linked by the Paradox theory of Enhert and Herry. According to these scholars, sustainability is defined as "reproduced resources and balance consumed, bringing about paradoxical choice situations and pressure for performance in sustainable HRM that need to be keenly dealt with and that can serve as a source of transformational and innovative ideas." Many studies have examined the correlation between HRM and productivity in the workplace. A number of their inquiries have been chronicled in books and other media. Refined human resources practises are a boon to high-performing personnel, allowing them to reach their full potential. Any organization's prosperity is largely attributable to competent management practises.

2. Literature review

Training is the process of transferring knowledge, expertise, and practical abilities to a trainee so that they may carry out a specified task competently. Training, according to Mahony, is "the ongoing process of trying to get a better job done," and it's the same with employees (2001). The impact of training on the productivity of international civil officials in Somalia was studied by Githinji (2014). From the 144 UNAMIS support staff members, he was able to compile primary data. According to the results of his research, training has a positive impact on staff motivation and productivity. The motivation of workers is increased by additional training. In a nutshell, there is a strong and favourable correlation between employee training and work performance.

In his study of the Lahore, Pakistan hotel business, Hanif (2013) looked at how training affected staff productivity. According to the results of his research, providing workers with formal training boosts both their competence and motivation. Training, in a nutshell, is an educational experience that boosts productivity by expanding one's knowledge and honing one's abilities. Just like sustainability training, encouraging conversation about sustainability in the workplace can help a company's employees learn more about the topic and develop their expertise. Therefore, it is likely, based on the aforementioned literature, that training has a considerable impact in work performance.

Maintaining sustainable human resource management, as outlined by Ehnert (2008), entails more than just attracting and maintaining motivated and talented people; it also entails providing them with a safe and supportive workplace and ample room for professional growth. Because the terms have various connotations, it is essential to describe the qualities of sustainable HRM practises in addition to sustainable HRM. The context, such as the possible negative effects of HRM practises on workers, is of utmost importance in sustainable HRM. Flexible high-performance work arrangements, such as tele-working and the compressed working week, may have a negative effect on organisational performance, according to researchers who examined sustainable HRM based on the synthesis and simultaneous effects of high-performance work systems on organisational performance and employee harm. Specific Human Resource Management policies that are part of a high-performance work

arrangement should be highlighted, and their effects on the bottom line and morale should be analysed (2014). An further intriguing study looks at the paradoxes of sustainable HRM and considers the strategic possibilities of sustainability as a concept for HRM. This research demonstrates the need for active management of paradoxical decision circumstances and tensions resulting from the pursuit of HRM systems that are both efficient and effective over the long term (2014).

Sharma & Sharma observed a negative link between gender equality expectations and burnout (2015). However, employers and peers still have a skewed view of women based on stereotypes, making it difficult to put these guidelines into effect and rendering them meaningless (Eagly and Carli, 2007). This suggests that if given equal opportunities in the workplace, women should be able to successfully juggle their professional and personal lives. Procedures that allow workers to take time off to care for loved ones and return to work when they are ready are essential to reconciling work and caregiving (Burgess et al., 2007).

Research objectives

- To identify the sustainable HRM in the organization.
- To examine relation between sustainable human resource management practices and performance.

Hypothesis:

HRM practices significantly influence performance of women employees.

H1: Recruitment & selection practices significantly influence performance of women employees.

H2: Training & development practices significantly influence performance of women employees.

3. Research methodology

Sample: Participants were selected using a stratified random sampling strategy. The topic of the study was explained to human resources departments before they gave their permission to collect data. Companies from the banking and financial services, IT/ITeS, Telecom, consulting, and fast-moving consumer goods sectors were chosen. In terms of company ethos, personnel demographics, and overall output, all of the businesses were virtually identical. Because of the delicate nature of the topic of gender equality, the participating organisations only agreed to take part in the survey on the condition of anonymity. To ensure the trust of HR managers, we used a customised survey approach to collect our data. We used a random sampling technique to collect information from a large pool of women working in the Bangalore area, and their responses were used to generalise to the entire region. Structured questionnaires were used to collect the data; one section contained questions about the demographics of women in the workplace, while the other section contained questions concerning the theoretical underpinnings of the research. The final tally of questionnaires received was 210; after data cleaning (the elimination of any responses with missing or irrelevant information), 185 were chosen for further examination. Standardized measures were utilised in the study, and their reliability and validity were tested on the sample.

Measures: On the basis of a thorough analysis of the existing literature, we created measures to operationalize the concepts. Measures of HRM practices (recruitment, selection, training,

development) were adapted from the work of Manzoor et al. (2019) and Pawirosumarto et al (2020). From Abdulkadir's research, we generated and altered the items used to measure the dependent variable (women's workplace performance) (2018). All responses were given on a scale from 1 to 7, with 1 representing a strong disagree and 7 a strong agree.

4. RESULTS

4.1 Demographic details: The demographic details of the women employees were presented in the following table using descriptive statistics of the information including education, age, and years of experience.

Table 1: Demographic details of the respondents (N=185)

Measures	Items	Frequency	Percentage
Age	Below 24	78	42
	25-30	15	9
	30-35	18	9
	35-40	19	10
	40 & above	55	30
Education	Secondary	4	2
	Undergraduate	19	10
	Postgraduate	159	87
	Others	3	1
Experience	1-5 years	60	33
	5-10 years	80	43
	10-15 years	34	18
	Above 15 years	11	6

Source: Primary data

4.2 Exploratory factor analysis;

Prior to any formal analysis, the study utilised exploratory factor analysis. The researchers used principal component analysis with the Varimax method of factor analysis. According to the

results of the Kaiser-Meyer-Olkin (KMO) test, the sample size is sufficient for the research being conducted. The KMO statistic comes in at 0.918. The importance of the Bartlett test of sphericity at the 1% level also lends credence to the sufficiency. Finally, the study's three factors were determined using factor extraction with an Eigen value greater than 1, with each item's factor loading greater than 0.7.

Cronbach's alpha was used to determine the dependability of the proposed scale components. Table 2 displays the values of the study variables. Inferred from the data, the alpha values lie between 0.852 and 0.910, all of which are greater than the cutoff value of 0.70. "(Hair et al., 2010)"

Table 2: Scale Items, Factor Loadings and Alpha Values

Items	Factor Loadings	Mean	Cronbach's alpha
RS1	.865	5.0649	0.852
RS2	.854	5.2000	
RS3	.853	5.2541	
RS4	.844	5.3027	
TD1	.839	5.0865	0.910
TD2	.810	5.3027	
TD3	.782	5.1027	
TD4	.758	5.3135	
P1	.815	4.6919	0.895
P2	.845	5.0378	
P3	.864	5.0162	

Source: Primary data

Table 3: Descriptive statistics & Correlation of the Constructs

	RS	TD	P
Mean	5.2054	5.2014	4.9153
Standard deviation	1.53460	1.36869	1.44986
Recruitment and selection (RS)	1	0.664**	0.566**
Training and development (TD)	0.664**	1	0.585**
Performance (P)	0.566**	0.585**	1

Source: Primary data

4.3 Structural equation Modelling (SEM) for hypothesis testing:

Linear regressions are used to connect the structural model's predictors and outcome variables. The present study used the available data to test the SEM model for examining the effect of long-term HRM strategies on the productivity of female workers.

The effects of sustainable human resource practices on the determinant variable (women's employee performance) were shown in Table 4.). The standardized coefficient weights (β),

critical ratios and p values are used for testing the hypotheses. The criteria for acceptance are based on critical ratio (CR) above 1.96 and p value should be less than 0.05 at 5% level of significance. It can be inferred from the results that the path from recruitment & selection practices to women employee performance is positive and significant with β value =0.377, $p=0.000$. Since, p value less than 0.05, hypothesis H1 was accepted.

The impact of training & development on performance is strong with β value =0.454, $p=0.000$ ($p<0.05$), supporting hypothesis H2.

The study also found that the two sustainable HRM practices included in this research account for 0.348 of the total variances (R2) in women's performance in the workplace.

The following findings were used to make projections about the model's goodness-of-fit index: CMIN/DF = 2.024; CFI= 0.934; GFI= 0.842; AGFI= 0.806; NFI= 0.904; TLI= 0.898; and RMSEA= 0.070. All these parameters' values are as per threshold confirmed the good fit of measurement model.

Table 4: Results of structural model:

Hypo. No	Path	β	CR	P value	Decision
H1	Recruitment and selection practices → Performance	0.377	5.250	0.000	Accepted
H2	Training & development practices → Performance	0.454	5.949	0.000	Accepted

The impact of sustainable HRM practices i.e., recruitment & selection and training & development (considered in present study) on women employee performance is stronger for high perceived gender equality respondents than low perceived gender equality respondents, and the group difference is significant. The customer experience significantly affects customer loyalty for female customers, and the group difference is also significant. Therefore, perceived gender equality plays a significant moderating role in the relationship of sustainable human resource management practices (RS and TD) on women employee performance.

5. Discussion and Implications

This study examines how sustainable HRM practises, such as recruiting, selection, and training and development, affect the performance of female employees. Findings from this study are consistent with those from Manzoor et al. (2019) and Pawirosumarto et al. (2020), both of which found that sustainable HRM practises have a major impact on worker productivity.

Managers can use this information to their advantage by bolstering their recruitment, selection, and training and development strategies for female employees. In order to implement more long-term HRM practises, the company's leadership should assess the problems employees face, acknowledge them, and do something about the inequality they face. In order to properly acknowledge and reward an employee's effort, the recognition process must be kicked off.

This study's other main addition is that it looks at how respondents' levels of belief in gender equality at work affect their productivity. A positive effect on women's performance at work was found to result from sustainable HRM practises. It singled out the women workers who

are doing very well in the company when measured against HRM sustainability. As a result, it mandates that businesses plan and take action to promote equality in their settings, workplaces, and policies and procedures.

Limitations and Future research directions

As with any research, there are limitations to this one. Because it is a cross-sectional study, the initial data for this study came from working women. Next time around, researchers should try something different, like a longitudinal study.

Researchers in the future can broaden this study by investigating other aspects of workforce development like hiring and selection. Other Human Resource (HRM) techniques that can be studied alongside the performance evaluation are the performance promotion evaluation system and employee empowerment.

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