

ROLE OF HUMAN RESOURCE PRACTICES IN SUSTAINABLE DEVELOPMENT (A SPECIAL STUDY OF AUTOMOBILE INDUSTRIES IN DELHI NCR)

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ABSTRACT

In the present era of globalization, human resources are utilized as best possible manner with a view to gain competitive edge over competitors for accomplishing organizational effectiveness. Human resources practice is a key tool to develop sustainability culture because various sustainable development goals in context of an organization may be achieved through implementation of policies applied by HRD. Human resource is seen as the most important asset of the organization, but very few organizations are able to make the most of their potential. Development of human resources is essential for any organization that would like to be dynamic and growth-oriented. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles Automobile industries are growing with a strategic priority about climate change and environmental degradation hence the role of human resources practices for sustainable development goals has been discussed in context of selected automobile organization in Delhi NCR. For this purpose primary data regarding human resources practices like healthy and well-being working environment, gender equality, decency of work and economic growth that are correlated to sustainable development goal were collected from employees working in automotive organization. Collected data were analyzed through one sample t-test by using of SPSS software and finding & conclusion has been presented as per objectives of study.

KEYWORDS: Sustainable Development, HRD, Human Resources, Globalization.

Introduction

In the present era of globalization the opening of various economies in developing countries has put challenges. The prominent challenge is that economy conditions of different countries became interdependent and are closely coupled with each other. If one economy is not doing well, all other economies will also get affected. During last two decades it has been witnessed that globalization of business, internet, cell phone i.e. improved means of communication and air transportation reduced the global distances. This revolution induced events such as downsizing, outsourcing; reengineering, Merger & Acquisitions, high employee turnover, rapid obsolescence of technologies and obsolescence of traditional business. At present, the leadership of organizations have realized the importance of people issues and focus on role of Human Resource as strategic contributor to business received recognition for increasing workforce commitment, contribution, and competency.

During this globalization, sustainable development has become the target as well as responsibility for each and every organization. Sustainable development may be described as different things to different people and it highly concerned with the meeting the needs of people without compromising the future generation ability to meet their own needs. Further, it also may be said that Sustainable development includes the social, environmental, and economic outcomes in broad view and concerned with the interests and rights of future generations as well as of people today along with the approach to action recognizing the need for all people involving the decisions that affect their lives.

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Sustainable development has variously been interpreted as a paradigm, a discourse, and in many other ways. A number of these approaches to understanding sustainable development are outlined below, and the chapter concludes with some thoughts on the implications of the "meaning" of sustainable development. The Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. The 17 Goals are all interconnected, and in order to leave no one behind, it is important that we achieve them all by 2030. Among the sustainable development goals the Pollution of air and water is a great challenge for whole world which is intimately connected with the health of population and ecosystem. Inland water bodies and coastal areas have so far been treated as dumping grounds for wastes thus affecting aquatic and marine life. Environmental degradation refers to the diminishing of a local ecosystem or the biosphere as a whole, due to human activity. The long-term result of environmental degradation may cause non-sustainability of human population.

Towards the environmental changes, it is found that automotive industry has more responsibility by adopting green initiatives in order to reduce the pressures and for better image by keeping their business in a sustainable manner. The automotive industry of India is one of the largest markets in the world. The HR practices and strategies followed by the automobile companies are designed to attract and retain the professionals and are formulated to meet the current market conditions. Hence, the HR practices in automobile sector has significant contribution towards sustainable development goals. In this research study, the various HR practices implemented in automobile sector and their impact regarding sustainable development goals has been discussed.

Review of Literature

The organization formulates strong HR practices along with effective strategies to accomplish goals utilizing human resource to the optimum extent. There has been a tremendous change in the HR policies and practices to leverage the current status of automobile companies. Many HR practices study have been conducted across a range of industries.

According to Sirisetti and Mallesu, (2014) In present scenario the human components have become as most important input of any corporate undertaking to achieve the goals.

A study conducted by Hahn & Figge (2011) showed the awareness of customers about the various policies that are followed by business in context of sustainable practices and product as well as services are preferred of such companies by customers.

Mazur.B, 2013 conducted a study about the sustainable business model of DePrins explaining some key dimension on sustainability is based. Out of these dimensions one talk about the sociological aspect in term of the employers and stakeholders relationship. The second aspect explains the psychological aspect indicating the factors that motivates and drives employees. The third factor is focused on the various policies taken by the organizations regarding the environment that known as green aspect.

According to Thom & Zaugg (2004), HR policy or practices must have focus on implementation of proper and transparent procedures for recruitment, retention of employees, training and development program for employees, performance management as well as motivation and employee engagement.

Taylor, Osland & Egri, (2012) studied the procedures and practices in the organizations that have more focus on achieving sustainability.

According to Pfeffer (2010), should doing action a sustainable way by an organization will benefit the companies in having sustainable business models for the long period because as the resources are scarce the doing act recklessly by a company could be harmful for their own business in the end.

Bansal (2005) talk about the difference between the implementation of sustainable business model and sustainable corporate social responsible activities. According to Bansal CSR is just one dimension of a sustainable business model. Further a resource dependent theory put forwarded by him that also explains sustainability categorizing the resources in the form of nature, human and other factors that means organizations by nature are dependent on the resources. Hence, the organization has a responsibility to give back to the society and the people and it can be accomplished only by maintaining a sustainable business model.

Minbaeva (2005) stated the HRM practices as a set of practices which are used by organization to manage human resources through facilitating the development of competencies focused on firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage.

Research Methodology

Research methodology refers the search of knowledge. Research methodology may be defined as a scientific and systematic search for required information on a specific topic. In research methodology, we study the various steps that are generally adopted by a researcher in his research problem along with the logic behind them.

Under this research paper following aspects related to research methodology are adopted:

Objectives of the Study

The main objectives of this research paper are:

- To discuss the concept of sustainable development.
- To study the automobile sector in India.
- To present an analysis of role of HR practices towards sustainable development.

Collection of Data and Sample Size

The Source of data is most important consideration for any research. This research study is based on primary data and for collection of these primary data a questionnaire survey has been conducted among the employees as well as official working in automobile industries located in Delhi NCR. Through this survey response by total 300 respondent has been analyzed to present the role of HR practices for sustainable development implemented in automobile sector.

Hypothesis

A hypothesis is an idea that needs to be tested. A hypothesis needs more work by the researcher in order to check it. A tested hypothesis may become part of a theory or become a theory itself. This research study has been conducted on the basis of following hypothesis-

- Hn¹** There is no significant difference between actual score for the HR practices regarding Good health and well-being (SDG-3) and average score.
- Ha¹** There is a significant difference between actual score for HR practices regarding Good health and well-being (SDG-3) and average score.
- Hn²** There is no significant difference between actual score for HR practices regarding Gender Equality (SAG-5) and above average level.
- Ha²** There is a significant difference between actual score for HR practices regarding Gender Equality (SDG-5) and above average level.
- Hn³** There is no significant difference between actual score for HR practices regarding decency of work and above average level.
- Ha³** There is a significant difference between actual score for HR practices regarding decency of work and above average level.
- Hn⁴** There is no significant difference between actual score for HR practices regarding economic growth (SDG-8) and above average level.
- Ha⁴** There is a significant difference between actual score for HR practices regarding economic growth (SDG-8) and above average level.

Research Technique

For the purpose of analysis of HR practices towards sustainable development goals first the response for each practice in context of particular SDG were collected in the form of five point likert scale (Strongly Agree, Agree, Neutral, Disagree and strongly Disagree) thereafter such likert scale data have been converted into interval providing the weightage for response (5 for Strongly Agree, 4 for Agree, 3 for Neutral, 2 for Disagree and 1 for Strongly Disagree) then one sample t- test has been applied to analyse the hypothesis related to population parameter and sample statistics and for this testing mean of actual score of each attribute has been compared with the claim (above average level that is 3).

Data Analysis and Discussion

As it has been earlier discussed that out of 17 sustainable development goals several goals are directly or indirectly related to implementation of HR practices hence to know the sustainability of human resources it is more significant to discuss the opinion by employees about HR practices towards sustainability. For this purpose in this research study “SDG-3 for Good health and well-being”, “SDG-5 for Gender Equality” and “SDG-8 for Decent work and Economic Growth” have been considered and the responses by employee regarding each statement relating to HR practices have been discussed in context of particular SDG as under-

- **Good Health and Well-Being (SDG-3)**

The main objective of SDG-3 “Good health and well-being” is to ensure the good health by promoting health education and well-being environment. Hence the response for various HR practices related to human health and well-being environment has been discussed that are being presented in the table 1.

Table 1: Respondent for each Practice in Context of Good Health and Well-being

S. No.	Response	Statement of HR Practices									
		01		02		03		04		05	
		Your organization maintains the provision for Safety of employees		Your organization provide Pleasant atmosphere		There latest electronic gadgets are available		You feel Good working conditions		Your organization is concerned with well-being of employees	
	No	In %	No.	In %	No	In %	No	In %	No	In %	
01	SA	102	34.00	71	23.67	61	20.33	71	23.67	102	34.00
02	A	167	55.67	208	69.33	165	55.00	208	69.33	198	66.00
03	N	21	7.00	11	3.67	53	17.67	11	3.67	00	0.00
04	D	10	3.33	10	3.33	21	7.00	10	3.33	00	0.00
05	SD	00	0.00	00	0.00	00	0.00	00	0.00	00	0.00
Total		300	100	300	100	300	100	300	100	300	100

Source: Primary data.

According to above table it is cleared that all statement relating to HR practices for good health and well-being mostly have positive response. Out of them 34% respondent strongly agree for HR practice regarding maintaining the provision for safety of employees and organization's concern for well-being of employees and almost 70% respondent agree for HR practice for providing pleasant atmosphere and good working condition whereas 17.67% respondent are neutral and 7% respondent disagree regarding availability of latest electronic gadgets. There no one is strongly disagree for any attribute.

The one sample t- test has been applied to analyze the relationship between weighted response of statements of various human resources practices in the term of good health and well-being (SDG-03) on the basis of following hypothesis:

H_n¹ There is no significant difference between actual score for HR practices regarding Good health and well-being (SDG-3) and above average level.

H_a¹ There is a significant difference between actual score for HR practices regarding Good health and well-being (SDG-3) and above average level.

Table 2: One Sample t-Test

Statement of HR Practices	Test Value = 3						Result
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	
Your organization maintains the provision for Safety of employees	2.937	299	0.0510	1.203	1.12	1.28	H _n ¹ Accepted
Your organization provide Pleasant atmosphere	3.143	299	0.0461	1.133	1.06	1.20	H _n ¹ Rejected
There latest electronic gadgets are available	1.906	299	0.0565	0.887	0.80	0.98	H _n ¹ Accepted
You feel Good working conditions	3.143	299	0.0461	1.133	1.06	1.20	H _n ¹ Rejected
Your organization is concerned with well-being of employees	4.891	299	0.0374	1.340	1.29	1.39	H _n ¹ Rejected

Results

According to the above table, the p value for maintaining the provision for safety of employees and availability of latest electronic gadgets is greater than 0.05 hence the null hypothesis for such attributes is accepted and for remaining attributes null hypothesis is rejected.

• Gender Equality (SDG-5)

The main objective of SDG-5 "Gender Equality" is to provide equal opportunity to all women and girls with crosscutting gender issue including end of discrimination in all form. Hence the response for various statements of HR practices related to gender equality has been discussed and presented in the table 3.

Table 3: Respondent for each Practice in Context of Gender Equality

S.No	Response	Statement of HR Practices					
		01		02		03	
		Your organisation provides equal opportunity for women as men		Your organization covers a broad crosscutting gender issues		Your organization ensures full the participation of women in leadership and decision-making	
		No	In %	No	In %	No	In %
01	SA	144	48.00	113	37.67	133	44.33
02	A	145	48.33	155	51.67	125	41.67
03	N	11	3.67	32	10.67	32	10.67
04	D	0	0.00	0	0.00	10	3.33
05	SD	0	0.00	0	0.00	0	0.00
Total		300	100	300	100	300	100

Source: Primary data.

According to above table it is cleared that 40% respondent strongly agree for HR practice for providing equal opportunities for men and women 57% respondent agree for HR practice in context of covering a broad crosscutting gender issues whereas 06% respondent disagree regarding participation of women in leadership and decision-making and no one strongly disagree.

The one sample t- test has been applied to analyze the relationship between weighted response of statements of various human resources practices in the term of good health and well-being (SDG-03) based on following hypothesis-

H_0 There is no significant difference between actual score for HR practices regarding Gender Equality (SDG-5) and above average level.

H_a There is a significant difference between actual score for HR practices regarding Gender Equality (SDG-5) and above average level.

Table 4: One Sample t-Test

Statement of HR Practices	Test Value = 3						Result
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	
Your organisation provides equal opportunity for women as men	4.411	299	0.0427	1.443	1.38	1.51	H_0 Rejected
Your organization covers a broad crosscutting gender issues	3.428	299	0.0470	1.270	1.20	1.34	H_0 Rejected
Your organization ensures full the participation of women in leadership and decision-making	2.811	299	0.0552	1.270	1.18	1.36	H_0 Accepted

Results

According to the above table, the p value about the participation of women in leadership and decision-making is greater than 0.05 hence the null hypothesis for such attributes is accepted and for remaining attributes for equal opportunity for women as men and covering the broad crosscutting gender issues the p value is less 0.05 therefore the null hypothesis for such attributes is rejected.

• **Decent work and Economic Growth (SDG-8)**

The main objective of SDG-8 “Decent work and Economic Growth” is to promote a sustainable and inclusive economic growth with productive and full employment focusing on financial progress with decency of work. Hence the responses for various HR practices related to decency of work and economic growth are being presented in the table 5 and 6.

Table 5: Respondent for each Practice in Context of Decency of Work

S.No	Response	Statement of HR Practices							
		01		02		03		04	
		Your organization follows the competency-based performance appraisal criteria		The results of performance appraisal are discussed with its employees		In your organisation competency-based performance appraisal provides the basis for an employee development plan		In your organisation competency-based performance appraisal is considered as a basis for promotions and salary increment.	
	No	In %	No.	In %	No	In %	No	In %	
01	SA	62	20.67	40	13.33	31	10.33	30	10.00
02	A	197	65.67	177	59.00	206	68.67	239	79.67
03	N	21	7.00	53	17.67	53	17.67	21	7.00
04	D	10	3.33	20	6.67	10	3.33	10	3.33
05	SD	10	3.33	10	3.33	0	0.00	0	0.00
Total		300	100	300	100	300	100	300	100

Source: Primary data.

As per above table 4.3.1 more than 70% respondent provided positive response for each HR practice regarding decent work. 10 % respondents have negative response about discussing the result of performance appraisal with employees and out of these respondents 3.33% respondent strongly disagree with strongly disagree for HR practice related to follow the competency-based performance appraisal criteria also. The one sample t- test has been applied to analyse the relationship between weighted response of statements of various human resources practices in the term of decency of work on the basis of following hypothesis-

H_n³ There is no significant difference between actual score for HR practices regarding decency of work and above average level.

H_a³ There is a significant difference between actual score for HR practices regarding decency of work and above average level.

Table 6: One Sample t-Test

Statement of HR Practices	Test Value = 3						Result
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	
Your organization follows the competency-based performance appraisal criteria	1.992	299	0.0587	0.970	0.87	1.07	H _n ³ Accepted
The results of performance appraisal are discussed with its employees	1.398	299	0.0617	0.723	0.62	0.83	H _n ³ Accepted
In your organisation competency-based performance appraisal provides the basis for an employee development plan	1.928	299	0.0529	0.827	0.74	0.91	H _n ³ Accepted
In your organisation competency-based performance appraisal is considered as a basis for promotions and salary increment.	2.358	299	0.0494	0.930	0.85	1.01	H _n ³ Rejected

Results

According to the above table, the p value about considering the competency-based performance appraisal as a basis for promotions and salary increment is less than 0.05 hence the null hypothesis for such attributes is rejected whereas for remaining all attributes the p value is greater than 0.05 means the null hypothesis for these attributes is accepted.

SDG

08 also concerned with economic growth hence the opinion regarding HR practices in context of economic growth has also been discussed that is being presented in table 7.

Table 7: Respondent for each Practice in Context of Economic Growth

S.No	Response	Statement of HR Practices									
		01		02		03		04		05	
		No	In %	No.	In %	No	In %	No	In %	No	In %
		Employees are benefited with incentives such as promotions, awards, bonuses etc		Salary is influenced by employee's and worker's results		A compatible salary is offered by organization with skills, training, and education.		Your organization remunerates you equal to other marketplace		Organization consider the expectations and suggestions of employees while designing a system of employee rewards.	
01	SA	83	27.67	53	17.67	42	14.00	52	17.33	41	13.67
02	A	196	65.33	196	65.33	197	65.67	144	48.00	155	51.67
03	N	11	3.67	41	13.67	51	17.00	94	31.33	74	24.67
04	D	10	3.33	10	3.33	10	3.33	10	3.33	20	6.67
05	SD	0	0.00	0	0.00	0	0.00	0	0.00	10	3.33
Total		300	100	300	100	300	100	300	100	300	100

Source: Primary data.

According to above table it is cleared that almost 80% respondent have positive response regarding incentives such as promotions, awards, bonuses, influence of salary by employee's and worker's results and salary offered by organization with skills, training, and education whereas 31.33% respondent neutral about remuneration to them is equal to other marketplace and 10% respondent provided negative response about considering the expectations and suggestions of employees while designing a system of employee rewards.

To analyse the relationship between weighted response of statements of various human resources practices in the term of economic growth (SDG-08) the one sample t- test has been applied on the basis of following hypothesis-

H_n⁴ There is no significant difference between actual score for HR practices regarding economic growth (SDG-8) and above average level.

H_a⁴ There is a significant difference between actual score for HR practices regarding economic growth (SDG-8) and above average level.

Table 8: One Sample t-Test

Statement of HR Practices	Test Value = 3						Result
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		
					Lower	Upper	
Employees are benefited with incentives such as promotions, awards, bonuses etc	2.558	299	0.0546	1.140	1.05	1.23	H _n ⁴ Accepted
Salary is influenced by employee's and worker's results	2.082	299	0.0552	0.940	0.85	1.03	H _n ⁴ Accepted
A compatible salary is offered by organization with skills, training, and education.	2.371	299	0.0481	0.903	0.83	0.98	H _n ⁴ Rejected
Your organization remunerates you equal to other marketplace	1.805	299	0.0539	0.793	0.71	0.88	H _n ⁴ Accepted
Organization considers the expectations and suggestions of employees while designing a system of employee rewards.	1.245	299	0.0628	0.657	0.55	0.76	H _n ⁴ Accepted

Results

According to the above table, the p value about compatible salary offered by organization with skills, training, and education is less than 0.05 that means the null hypothesis for such attributes is rejected whereas for remaining all attributes the p value is greater than 0.05 hence the null hypothesis for these attributes is accepted.

Conclusion

As human resources are playing a key role in development of a business it becomes necessary to consider the expectation, requirement of employees with suggestion provided them to maintain the sustainability. In this research, study three sustainable development goals have been analysed through different parameters like working environment, gender equality, decent work and economic growth, for this purpose the response by employees worked in automobile sector has been collected through an opinion survey. The role of HR practices towards sustainable development goals has been discussed in context of various dimensions or attributes under the HR practices for a particular SDG with the testing of hypothesis with one sample t-test.

On the basis of above data analysis and discussion it is cleared that HR practices in corporate sector specially automobile sector at Delhi NCR are concerned with well-being of employees with highest t value among the all attributes of different HR practices then this sector provides equal opportunities to women as men. Further automobile sector in Delhi ncr provides pleasant atmosphere covering a broad crosscutting gender issues followed by participation of women in leadership and decision-making and others. This is an indicator of proper implementation of HR practices in automobile sector at Delhi NCR and it can be concluded that HR practices of this sector are playing a significant role in context of sustainable development goals.

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