Effect of sustainable HRM practices on the performance of female employees

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Abstract

This study examines the relationship between sustainable human resource management (HRM) practices and employee job performance. A randomly selected sample of 185 participants was chosen based on demographic criteria. The reliability of the study's measurements was assessed using Cronbach's Alpha. Findings indicate that HRM practices have a significant impact on job performance, with gender equity serving as a moderating factor. Regression analysis highlights the influence of key HRM strategies—such as recruitment, selection, training, and gender equality initiatives—on overall productivity. Notably, training emerged as a crucial moderating variable, reinforcing its role in the long-term sustainability of HRM practices. The results validate the proposed hypotheses, affirming that sustainable HRM practices play a vital role in improving workplace performance.

Keyword: Sustainable HRM Practices, Gender equity, employee's performance

Introduction:

Human Resource Management (HRM) involves the strategic implementation of policies and practices designed to build and sustain an efficient workforce. HRM integrates people-centric management approaches that regard employees as valuable assets, prioritizing the development of a committed and skilled workforce to achieve organizational goals. Businesses adopt various HRM strategies, including feedback mechanisms, recognition programs, employee empowerment initiatives, and both intrinsic and extrinsic rewards such as bonuses and incentives.

Effective HRM plays a critical role throughout the management process, particularly in recruitment, onboarding, and continuous learning. Its success is often measured by its ability to enhance employee development and motivation through well-structured compensation and incentive programs. However, managing human resources presents challenges, especially in recruitment, training, communication, and compensation. Failure to address these issues can hinder organizational growth and performance. Sustainable HRM extends these principles into a long-term framework, aligning HR strategies with financial, environmental, and social objectives. Enhert and Herry's Paradox Theory highlights the tension between resource consumption and sustainability, emphasizing the need to balance these competing demands to drive innovation in HRM. Research consistently demonstrates the link between HRM practices and organizational productivity, underscoring the importance of strengthening HR strategies to enable high-performing employees to thrive. Companies that excel in

HRM often credit their success to superior management practices, which are essential for achieving long-term sustainability goals.

2. Literature review

Patel & Verma (2024): This study examines the evolving role of HPWS in fostering a resilient workforce, highlighting the intersection between digital transformation and employee engagement. It underscores those technological advancements, when integrated into HRM, can improve job satisfaction and reduce workplace stress. The findings suggest that organizations should leverage digital tools to enhance employee well-being while maintaining high performance.

Chowdhury & Gupta (2023): Their research focuses on the impact of HPWS on employee burnout in knowledge-intensive industries. They argue that while HPWS practices boost efficiency, excessive performance pressures can lead to health-related issues. The study calls for a restructured HPWS model that includes mental health support and flexible work arrangements to mitigate negative effects.

Bharat Chilakuri (2022): This study empirically examines the impact of HPWS on negative health outcomes (HH), with a focus on Perceived Organizational Support (POS) and its indirect effect on labor intensity (WI). It highlights the necessity for businesses to prioritize worker health and safety while ensuring high performance. HRM must design strategies that balance resource allocation between performance maximization and employee well-being to maintain sustainable development.

Jeronimo (2020): Examining sustainable HRM through the lens of the ability-motivation-opportunity framework, this study highlights the mediating role of sustainable HRM in enhancing worker productivity. It underscores the importance of aligning HR policies with employee motivation and corporate sustainability goals to foster long-term organizational commitment.

Manzoor (2019): Focused on HRM practices in Pakistan's higher education sector, this study confirms the positive correlation between training and employee productivity. Regression analysis demonstrates that training amplifies the effectiveness of HRM practices, making it a crucial component for institutional success.

Githinji (2014) & Hanif (2013): Research in the government and hospitality sectors reveals that training significantly enhances employee motivation and job performance. The findings emphasize the role of continuous learning in fostering an adaptable and efficient workforce.

Ehnert (2008): Ehnert's study lays the foundation for sustainable HRM, advocating for HR policies that not only enhance business outcomes but also mitigate adverse employee impacts. The research calls for a strategic alignment between organizational goals and workforce well-being.

Mariappanadar (2014): This research highlights the paradoxes in sustainable HRM, addressing the tensions between efficiency and long-term sustainability. It suggests strategies for managing these paradoxes to develop HRM systems that are both productive and employee-centric.

Sharma & Sharma (2015): Their study finds an inverse relationship between gender equality and workplace burnout, reinforcing the need for policies that promote work-life balance, caregiving support, and inclusivity to enhance job satisfaction.

Research objectives:

- To identify different factors affecting sustainable HRM practices
- To identify the influence of sustainable HRM practices on performance of women employees.

Hypothesis:

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

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

3. Research methodology:

Sample:

A stratified random sampling method was used to choose the study's sample of participants. Human resources departments were contacted to request permission to gather data and were given background information about the research. These organizations were handpicked from the service sector, specifically the banking and financial services, IT/ITeS, Telecom, consulting, and quick-turnover consumer goods sectors. The company atmospheres and staff makeups were all very similar. The groups only consented to take part in the study if their responses would be anonymous, as gender equality was seen as a delicate topic. Data was gathered through a personal survey approach with the approval of HR management. Data was collected from a statistically significant sample (working women in various industries) using a random sampling technique. The data collection was performed using structured questionnaire which constitute of two section one section contains information about demographic details of women employee and another section consists of questions related to constructs of the study. Finally, 210 questionnaire was received and after data cleaning (discarding incomplete data response) 185 responses was selected for data analysis. The study used standardized measures, and all of the measures were verified for reliability and validity on the sample.

Measures: Sustainable human resources practices items were adapted from the study of Manzoor et al., (2019) and Pawirosumarto et al., (2020). The items for measuring dependent variable (performance of women employees) were derived and adapted from the study of Abdulkadir (2018).The scale for the perceived gender equality (PGE) was first developed by Sharma Radha (2013), is comprised of 29 items. Later modified by Sharma and Sharma, (2015). All the items were measure on scale of 1 to 7 were 1-represent 'strongly disagree' and 7 indicates 'strongly 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	42.2
	25-30	15	8.1
	30-35	18	9.7
	35-40	19	10.3
	40 & above	55	29.7
Education	Secondary	4	2.2
	Undergraduate	19	10.3
	Postgraduate	159	85.9
	Others	3	1.6
Experience	1-5 years	60	32.6
	5-10 years	80	43.2
	10-15 years	34	18.4
	Above 15 years	11	5.8

Source: Primary data

4.2 Exploratory factor analysis;

The investigation in this study began with an exploratory factor analysis. Principal component analysis with Varimax factor extraction was used in the research. Kaiser-Meyer-Olkin (KMO) test sample size is enough for the research being conducted because the KMO statistic is 0.918. Bartlett's test of sphericity provides additional confirmation of sufficiency at the 1% level of significance. Lastly, the study's three factors, with factor loadings of at least 0.7 for each item, were determined using factor extraction based on an Eigen value over 1.

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

Cronbach's alpha was used to determine the dependability of the proposed scale components. Table 2 displays the values of the study variables. From the data in the table, we can deduce that the alpha values are generally between 0.852% and 0.910%. Reference: (Hair et al., 2010).

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:

Regression lines are created from predictors to outcome variables to create the structural model. Using the available data, the present study examined how sustainable HRM practices, including recruiting, selection, training, and development, affect the performance of female employees using a structural equation modelling (SEM) approach.

Figure 2: Structural Equation Model for Sustainable HRM practices and women employee performance
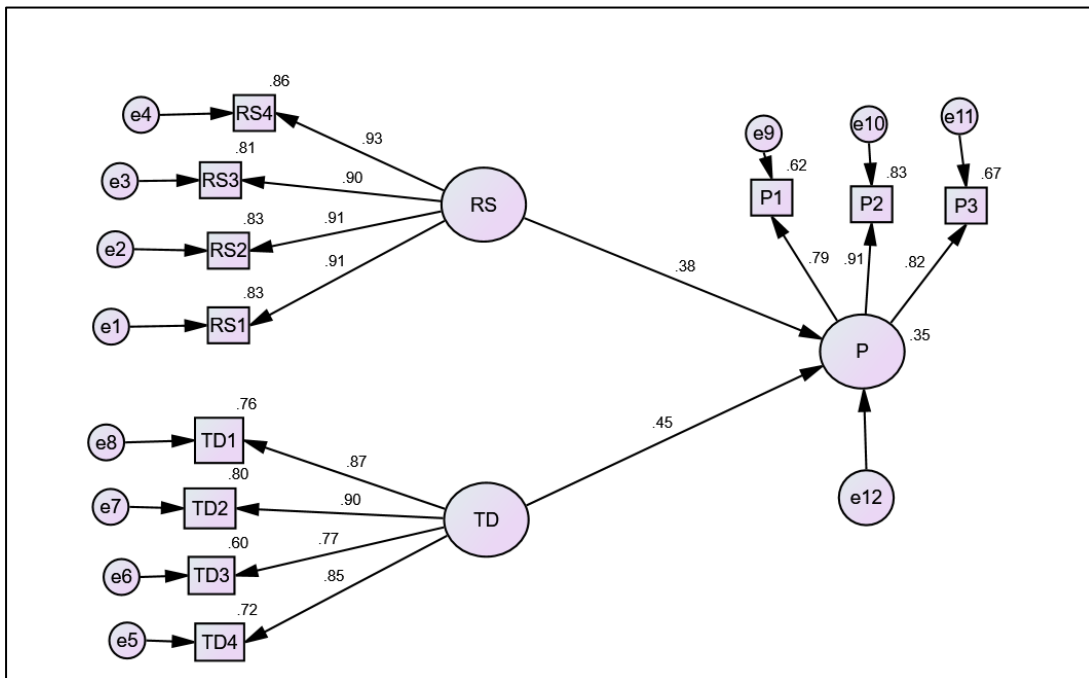
Figure 2 and Table 4 show that sustainable human resource management practices have a direct effect on the dependent variable (women's workplace performance). The standardized coefficient weights (β), critical ratios and p values are used for testing the hypotheses. The criteria for acceptance are based 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.

Further, the coefficient of variance (R^2) value is 0.348 indicating that the two sustainable HRM practices considered in this study is able to explain almost 35% of variance in women employee performance.

The model's goodness-of-fit index was predicted using the following results:

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	ß	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

5. Discussion and Implications:

This research looked at how sustainable HRM practices, such as hiring and promoting from within and providing ongoing education and training for employees, affect female workers' productivity. The findings corroborate those of studies by two recent studies confirm the positive effect that sustainable HRM practices have on employee output (Manzoor et al., 2019; Pawirosumarto et al., 2020).

Managers can use this data to their advantage by adjusting their approaches to hiring, screening, and promoting female workers.Management is urged to implement more long-term HRM strategies by assessing employee concerns, acknowledging those concerns, and doing something about the resulting inequities. For an employee's efforts to be properly acknowledged and rewarded, the recognition process must first be launched.

This study's other major contribution is that it looked at how respondents' perceptions of gender equality in the workplace (high/low) affected their productivity. That's why it's important that businesses be thinking and acting in ways that promote equality in the workplace.

Limitations and Future research directions:

There are obviously several caveats to the present study. The study is a cross-sectional analysis of the experiences of working women. Longitudinal research should replace the current research model in the future. Employee performance can be the primary topic of research, but other human resource management techniques, such as performance appraisal, promotion, evaluation system, and empowerment, can also be examined.

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