

The possessions of Corporate Image concerning Green Human Resource Practices: The Mediating Roles of Psychological Contract

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ABSTRACT

The emergent demand corporate image leads to the application of management tools of Green Human Resource Management. The observation of generating a corporate image by business entities is explored in this paper. The rising demand for Corporate Image leads to the application of management tools of green human resource management. The awareness of having green surroundings by the human resource department is an essential development that moves the events of green selection and recruitment, performance appraisal method, the reward and pay system and an understanding green culture. Different firms in sustaining a workable situation accentuate the significance of green environment in the research paper as well as the determinations. The predictable effects of Green Human Resource Management

(GHRM) are calculated and the obstacles anticipated when trying to accomplish a corporate image. The determination of this study is to analyse, the possessions of Corporate Image concerning Green Human Resource Practices: The Mediating Roles of Psychological Contract. For experimental analysis, tool was improved and spread among 273 employees of green organizations. This research paper will support supervisors to develop organizational performance and accomplish the targeted aims. The constraint challenged in this study was deficiency of data and consciousness approximately the issue and limited number of organizations was applying GHRM in its processes.

Keywords: *Green HRM, Psychological Contract, Corporate Image*

1. INTRODUCTION

The recent era represents awareness in all the anxieties on the environment in a worldwide viewpoint to all the arenas in corporate. Nature of unused resources and industrial pollution such as poisonous chemicals are expanses of emphasis that need the invention of strategies and procedures and its belongings to the humanity. With the present state, organizations are on the appearance to discovery the techniques and ways to moderate the environmental footprints in accumulation to conduct the compelling monetary matters (**Renwick, Redman, & Maguire, 2013**). To achieve an organization's determinations of establishment proceeds and misusing the investor's wealth, skills attain the accomplishment by seeing and determined on environmental and social aspects. Leaders of different organizations are prioritizing sustainability issues by integrating the green environment corporate strategies to generate effective ways in the business (**Cherian & Jacob, 2012**). Green Human Resource is

conceptualized as the practice of the individual Human Resource Management (HRM) policies in endorsing the sustainable expenditure of resources in a corporate and with the main aim of encouraging the cause of a sustainable environment **(Cheema, Pasha, & Javed, 2015)**. The basic essentials GHRM are preserving and evolving knowledge wealth and the submission of HR practices that are environmental-friendly. Through an eco-focus effort, the HR function is the essence of environmental sustainability in an organization via the position of its strategies and performs with the course sustainability areas **(Jabbour & de Sousa Jabbour, 2016)**.

Hypothetically, this study contributed to previous research by several phases. Exactly, the earlier literature improved to the green human resource management through empirical recruitment, selection, performance and appraisal and rewards systems that improve corporate social responsibility. Also, this research also contributes to the sustainable environment literature that is reliant to the green human resource management practices regarding employees. Almost, consequences of this research provide significant knowledge and guidelines to green practitioners that how managers can be involve in greening HR practices to account for multiple levels of sustainable environmental developments. The research question was established on the Ability-Motivation-Theory, what are the HR departments in changed organization of textile sector doing to ensure corporate social responsibility? Accordingly, this study has two objectives. First objective was to analyze the increased need for HRM skills in green practices including selection, recruitment, rewards and training implementation. The second objective was to examine the relationship of

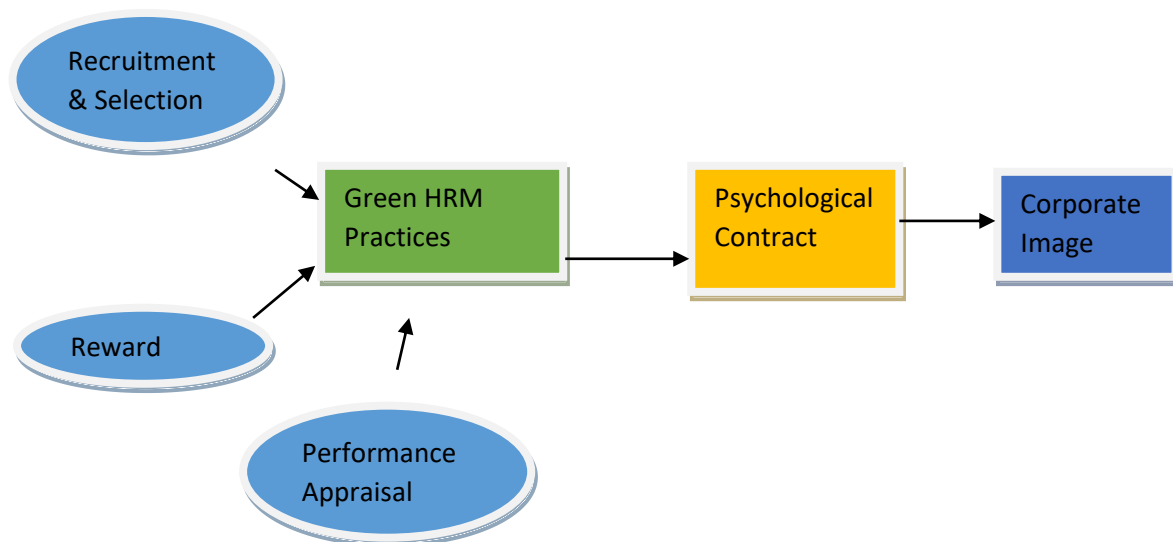
sustainable environment by testing the mediation between green human resource management and corporate social responsibility. **Model Representing Organizations With and Without Green HRM structures:**



Represents the General Consequences of Usually Established HRM Practices in

Organizations, Sources: Vij. P et al (2013)

2. THEORETICAL FRAMEWORK



3. RESEARCH OBJECTIVE

- To examine the strength of the association between the Green HRM practices with Corporate Image.
- To examine the strength of the association between the mediating variable Psychological Contract with dependent variable Corporate Image.

4. HYPOTHESIS

H1: Green HRM is positively associated with Psychological Contract

H2: Green HRM is positively associated with Corporate Image

H3: Psychological Contract mediates the relationship between Green HRM and corporate social responsibility.

5. METHODOLOGY

As data collection instrument, the questionnaire circulated among four IT sectors, India. The sample size was comprised of 273 respondents for further study. The questionnaire was designed into five-point Likert scale from one, strongly disagree to five, strongly agree. The data were analysed through SPSS 24 for descriptive statistics and measurement reliability for the adopted instruments. AMOS 24 was used to analyse the validity of this study model and variables relationship through confirmatory factor analysis to obtain experimental results.

RESULT & INTERPRETATION

RESPONDENTS PROFILE

Parameter		Frequency	Percentage
Gender		160	58.6
	Female	113	41.39
	OthersB	0	0
Age	23 - 30 yrs	173	63.37
	30 – 40 yrs	100	36.63
Education Qualification	B-Tech/BCA/B.Sc	140	51.28
	M-Tech/MBA/M.Sc	93	34.06
	Diploma	40	14.65
Hierarchical Position	Junior	185	67.76
	Middle	70	25.64
	Senior	18	6.59
Marital Status	Unmarried	210	76.92
	Married	63	23.08
Organization	Software (IT)	273	100

RELIABILITY STATISTICS

Construct	Cronbach's α	Cronbach's α based on	No. of items
		standardized items	
Green HRM	.834	.829	17
Selection & recruitment	.826	.821	13
Rewards & Compensation	.876	.832	13
Performance & appraisal	.842	.832	12
Psychological Contract	.824	.866	8
Corporate Image	.826	.822	12

Alpha reliability coefficients of composite scales. Reliability statistics

Overall Reliability Statistics

<u>Cronbach's Alpha</u>	<u>Number of Items</u>
.886	75

Cronbach's alpha is designed as a measure of internal consistency; that whether all items within the instrument measure the same thing. Alpha is measured on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. The closer the alpha is to 1.00, the greater the internal consistency of items in the instrument being assessed. In our study, the value of alpha is .986 which is highly desirable.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	51086.922
	df	1431
	Sig.	.000

To analyze the linear relationship between all variables, firstly PCA test was conducted to check the sampling adequacy. KMO showed the .921 with significance of .000. The degree of freedom showed 1431 with χ^2 of 51086.922 that is acceptable for further study.

Regression weights:

	Estimate	P.C	C.I.	p-value	Label
CI ← Selection_R	.037	.019	2.226	.025	Sig.
CI ← Rewards_P	.932	.015	74.232	.000	Sig.
CI ← Performance_A	.047	.017	2.741	.000	Sig.

The impact of selection rewards and performance tested at corporate Image. The results showed the R² of .90 on CSR while the regression weight were also significant to support this study .04, .93, and .05, respectively. For selection rewards, the results showed a positive influence on corporate image with β of .037. Further, rewards showed the significant and positive influence on corporate image with .93 of β estimate. In the last, performance also showed a positive influence on corporate image with .047 β , $p = .000$.

	Estimate	P.C.	C.I.	p-value	Result
Psychological Contract ← GHRM	.875	.024	35.100	.000	Sig.
CI ← GHRM	.362	.078	4.785	.000	Sig.
CI ← Psychological Contract	.494	.076	6.345	.002	Sig.

This study supports the Hypothesis 3, stating, “Psychological Contract” mediates the relationship between green human resource management and Corporate Image”. Therefore, the impact of independent variable on dependent variable was checked in the absence of mediator and β showed .800. Now it is proved that before entering the mediating variable sustainable environment, the β estimate showed .800 with p value of 0.000 that showed the significance of study.

After analysis of mediator, the β estimate reduced from .800 to .365 and the p-value was .000. Thus, the results showed that the mediation is partial and green human resource management has a significant effect on corporate social responsibility. Analysis explores that H1, H2, and H3 support the research and get significant study.

DISCUSSION

The purpose of this study was to observe the connection between green human resource management, psychological contract, and corporate image. The mediating affiliation of the psychological contract between GHRM and CI focused to express consistent effects. Three

hypotheses were established that recommended three significant conclusions. Firstly, the findings explored that green human resource management sets the excellent psychological contract between employer-employees. The managerial role, selection & recruitment, rewards and pay systems, performance and appraisal were found to have a positive influence on the corporate image. Secondly, green human resource management, in contrast, was analysed to have a more powerful effect on the corporate image. Under rewards and pay systems improvements, selection and recruitment, performance and appraisal, constancy and sustainability with high environmental implications in organizations were found in every level of managerial practices. The more corporate image was found where these green human resource management practices were applied significantly. Thirdly, managers in the lower, middle and upper level that indulged in psychological contract mediated the relationship between green human resource management and corporate image. Thus, the outcomes exposed that more the executive performs of greening by increasing their human resource suggestions, the more managers are elaborate to knowledge the effort accountability as managerial concerns and purposes within sustainability.

CONCLUSION

The study exposed the consequences on the immoral of green human resource management as the significant factor of corporate image. To examine the impact of the independent variable with corporate image as a dependent and psychological contract as a mediator, there was accompanied primary research with experimental data from IT Sector, India. Scholastically this research recognized the consequence of study by giving in two dissimilar

approaches. On one hand, it practical a combination of agenda to do in advance corporate image with other overriding variables. Additional, respondent's productivity from receiving recruitment, rewards, and appraisal systems and because of green practices. GHRM practices displayed most organizations that require survival, sustainability, and the creation of a good positive image. As the consequences displayed that most companies stimulated a green approach as a way of acting socially responsible and creating a corporate image. Organizations to engage employees, senior management and the organization as a whole, to motivate a sustainable environment. The consequences exposed the fractional mediation between green human resource management and corporate image. In adding, H1 and H2 displayed strong sustenance to this study. The covariance enduring was subordinate and adjacent to nil and the complete consequences shown in this model. The outcome of age, gender, education, and employment situation discovered the influential impact on research. Commendations for additional studies are as follows: (a) to strengthen corporate image in the association especially in IT sectors, organizations should introduce green practices, which will progress and assistances to build strong impression of corporate image in all sectors. (b) For greening practices purpose, appropriate instruction should be specified to the employees to increase knowledge level in the organizations, which eventually improve global corporate image.

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