



Upshots of sustainable HRM practices in building employee fulfilment fostering towards Intrapreneurship

A.Poomagal¹ , Velmurugan P.S.²  and
S.Lakshmi Devi³

¹ Assistant Professor, Sri Ramachandra Faculty of Management Sciences, Chennai.

² Associate Professor, Central University of Tamilnadu, Thiruvavur.

³ Assistant Professor, Hindustan Institute of Technology & Science, Chennai.

jppoomagal0606@gmail.com

ABSTRACT. Sustainability in HRM practices is gradually fetching its attention as a consequence of World's to do list is gearing up. In turn, it is also wired up to make certain an effectual and proficient HRM functions for ¹firm competitiveness. Components such as ²training, partaking, and appraisal based on result and in-house career scopes constitute strategic human resource management practices (S-HRM) impacts on the performances of product, service and finance. ³Research indicated that, innovation and customer satisfaction found significantly dependent on sustainable HR practices. Sustainable HR practices pave way for calibre and performance of the hotels to innovate which will eventually help to attain the customer satisfaction. It is explicable that, like hotels, sustainability in HR practices help in innovation and customer satisfaction and in due course, it helps in attaining competitive advantage and firm competitiveness in any service industry.

Objectives: This article aims to explore the dimensions of Sustainable HRM and its impact on the Employee fulfilment (wellbeing, work life balance, performance) and its counter- effect to promote Intrapreneurship. The researcher explored: a) To understand the various dimensions of the sustainable HRM, b) To examine the correlation between Type of Industry and Green HRM and c) To propose a conceptual framework model for sustainable HRM foster Corporate Entrepreneurship through attaining Employee fulfilment.

Methodology: In this article, we present the understanding of Sustainability HRM, followed by a thorough review of literatures are meticulously exhibited. It is proposed for a framework on Sustainable HRM leading to Intrapreneurship and the same will be analyzed statistically. Statistical Tools such as Reliability Test, Correlation and Analysis of Variance (ANOVA) are proposed to execute to analyze 326 samples across service (IT/Educational/Logistics & operations/Banking/ and Hospital) industries. Convenient Sampling is the proposed sampling technique. The article concludes with findings, recommendations and scopes for future research.

Keywords: Sustainable HRM, Intrapreneurship, Green HRM, Employee Fulfilment, Performance, Work life Balance.

© The Author(s) 2024

M. Rani Nimmagadda et al. (eds.), *Proceedings of the 3rd International Conference on Reinventing Business Practices, Start-ups and Sustainability (ICRBSS 2023)*, Advances in Economics, Business and Management Research 277,

https://doi.org/10.2991/978-94-6463-374-0_66

1 Introduction

Sustainability in HRM practices is gradually fetching its attention as a consequence of World's to do list is gearing up. In turn, it is also wired up to make certain an effectual and proficient HRM functions for firm competitiveness. Components such as training, partaking, and appraisal based on result and in-house career scopes constitute strategic human resource management practices (S-HRM) impacts on the performances of product, service and finance. Research indicated that, innovation and customer satisfaction found significantly dependent on sustainable HR practices. Sustainable HR practices pave way for calibre and performance of the hotel's to innovate which will eventually help to attain the customer satisfaction. It is explicable that, like hotels, sustainability in HR practices help in innovation and customer satisfaction and in due course, it helps in attaining competitive advantage and firm competitiveness in any service industry.

It is equally crucial to understand the contribution of Sustainable HRM practices towards employees. The effect of sustainable HRM practices consisting of 4 entities (Social responsibility HRM, Green HRM, TBL (Triple Bottom Line) HRM and Common good HRM) is positively significant with the employee job outcome. Every organization is focusing towards integrating sustainability in day to day operations and in strategic plans of the business. Human Resource Management is crucial in attaining sustainability. A smooth functioning of HRM process within the organization leads in optimized utilization of HR tools and embraces in setting up sustainable strategy in the firm. The association between organizational trust and wellbeing of employees lead to efficacious operations of an organization and it cut the first turf for establishing positive, optimistic and trustworthy organizational culture which lead to fabricate sustainability attitude.

2 Review of Literature

[2] found that when a company communicates effectively, it can make people see the company as more valuable and strengthen their relationship with it, especially if the company provides good things to the people. It's all about talking well and making people happy with what the company offers which creates a work friendly environment for the employees. [7] attempted to find out if giving employees the chance to learn and grow in their jobs makes them happier at work and whether this is good for both the employees and the company. So, the findings would tell us whether investing in employee development benefits everyone by making the workplace a more fulfilling and satisfying place [11]. During the Covid- 19, it created impact on psychological contract fulfilment on work attitude and behaviour, which has been elaborated in this research study. Especially when the companies showed support and kept their promises to the employees, it kept them engaged and committed specifically when they had to work from home. Ultimately it just all about how the company treats its employees and how it is affecting the employees feel about their work in order to achieve the fulfilment of the employees. [4] believed that for the academic medicine to flourish in the upcoming years, utmost attention has to be given to the factors that contribute to the upgradation

of the quality of the work that we do. If it functions with clear understandings of the concept of professional or employee fulfilment, it can give rise to passionate sense of fulfilment among the employees. [10] determined the mentality of workers when the safety factor is assured by the employer, they work better and happier when they trust the employer, that trust develops when the employee gets what he wants (i.e) safety assurance from the employer. So ultimately the employer contributes or has a fair share in the fulfilment of the employee. [5] emphasized the fact that when there is a healthy and consistent support from the organization, there is a better psychological contract among the employees and the employer, employees work to their fullest potential in such environment. Which leads to the personal growth of the employee and that invariably boosts the growth of an organization.

[4] argued that “Intrapreneurship” is an exceptional skill that majorly contributes to the growth of the company as they are actively involved in coming up with new innovative ideas and has the courage to take risks inside and outside the organization. This research shows that intrapreneurship and support from the higher level of organization goes hand in hand as they reward them for the inputs given by the employees through compensation, promotions, appreciation, approval, and fringe benefits etc. Provision of such facilities stimulates the interests of employees and motivates them thus bringing their full potential which leads to employee fulfilment. It creates a great environment for the employees to work and flourish in greater scale. And when they do well the whole company does better.

3 Research Methodology

The study is Descriptive in nature, adopted Convenience sampling technique. 326 samples were collected through a structured questionnaire and Correlation and ANOVA were executed.

3.1 Objectives of the Study

- a) To understand the various dimensions of the sustainable HRM,
- b) To examine the correlation between Type of Industry and Green HRM
- c) To propose a conceptual framework model for sustainable HRM foster Corporate Entrepreneurship through attaining Employee fulfilment.

3.2 Proposed Framework for sustainable HRM fostering Corporate Entrepreneurship through Employee fulfilment

As per the GRI, the benefits of sustainable HRM practices are found to be more advantageous in many components such as social, economic, ecological and HR itself. The researcher is proposing the research gap of association between sustainable HRM and Corporate Entrepreneurship which is through Employee fulfilment. “Intrapreneurship or Corporate Entrepreneurship” is a strategy that enables the internal employee to realize and put into effect to attain entrepreneurial vision. The researcher perceive that,

Sustainable HRM leads to employee fulfilment (wellbeing, work life balance and performance) which in turn positively pushes the organization towards creating robust Intrapreneurial culture which embraces the organizational growth.

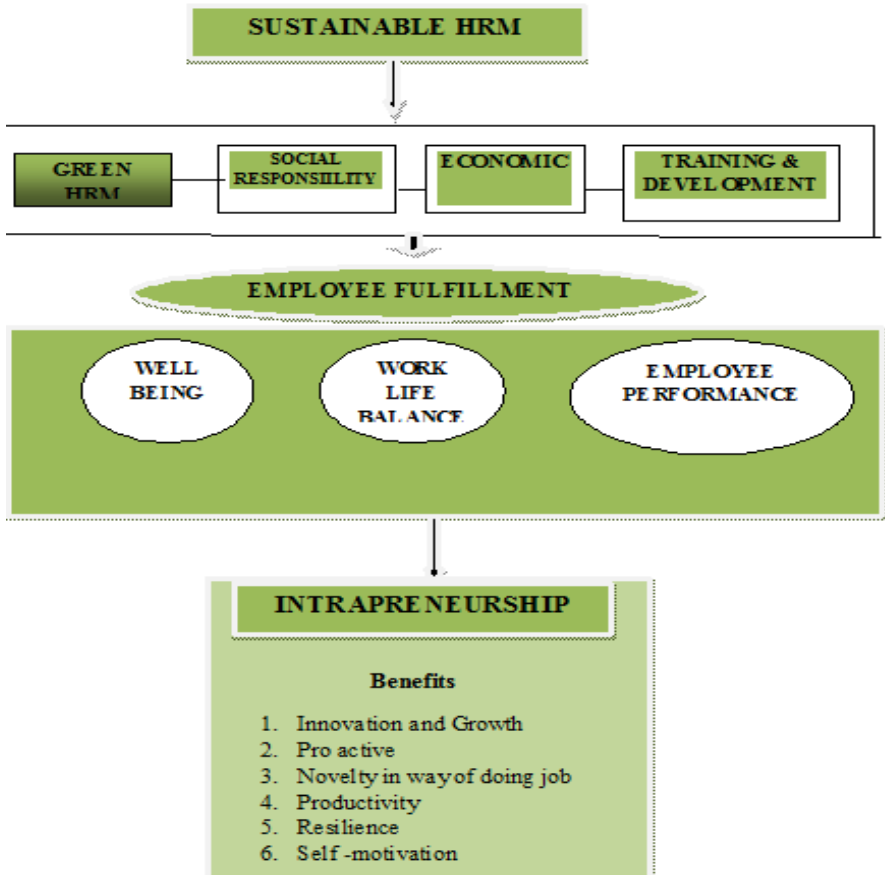


Fig. 1. Conceptual Framework for sustainable HRM fostering Corporate Entrepreneurship through Employee fulfilment

The given framework is the proposed model of Sustainable HRM practices in building the employee fulfilment and it fosters the nature of corporate entrepreneurship among the employees which will results in innovation & growth, Pro-active behaviour among the employees, novelty in doing the job, increased productivity, Resilience and self-motivation.

4 Data Analysis & Discussions

4.1 Correlation

The study executed Correlation test to find the association between Type of Industry and Green HRM practices.

Table 1. Correlation between type of Industry and Green HRM Practices

		Type of Industry	My or- gani- sation pro- vides plat- form for E- Learn- ing /E - Work- ing	My or- gani- sation sup- ports in re- duced travel tim- ing	My or- gani- sa- tion func- tions with envi- ron- men- tal aware- ness	My or- gani- sation work s in pa- per- less mod- e	My or- gani- sation has Gree- n fresh envi- ron- ment
Type of Industry	Pearson Correlation	1	- .043	.030	- .104	- .425*	- .425*
	Sig. (2-tailed)		.443	.596	.062	<.001	<.001
	Sum of Squares and Cross-products	1722 .837	- 26.742	22.451	- 61.181	- 334.436	- 334.436
	Covariance	5.301	- .082	.069	- .188	- 1.029	- 1.029

	N	326	32	326	32	32	32
			6		6	6	6
My organisation provides platform for E-Learning /E – Working	Pearson Correlation	-.043	.1	.361**	.326**	.225**	.225**
	Sig. (2-tailed)	.443		<.001	<.001	<.001	<.001
	Sum of Squares and Cross-products	26.742	8.233	99.908	70.098	64.558	64.558
	Covariance	-.082	.702	.307	.216	.199	.199
	N	326	32	326	32	32	32
			6		6	6	6
My organisation supports in reduced travel timing	Pearson Correlation	.030	.361**	.1	.421**	.213**	.213**
	Sig. (2-tailed)	.596	<.001		<.001	<.001	<.001
	Sum of Squares and Cross-products	22.451	99.908	336.089	109.672	74.227	74.227
	Covariance	.069	.307	1.034	.337	.228	.228
	N	326	32	326	32	32	32
			6		6	6	6
My organisation functions	Pearson Correlation	-.104	.326**	.421**	.141**	.541**	.541**
	Sig. (2-tailed)	.062	<.001	<.001		<.001	<.001

with environmental awareness	Sum of Squares and Cross-products	- 61.181	70.098	109.672	20 2.383	14 6.025	14 6.025
	Covariance	- .188	.216	.337	.623	.449	.449
	N	326	326	326	326	326	326
My organisation works in paperless mode	Pearson Correlation	.107	.125*	.365**	.441**	.307**	.307**
	Sig. (2-tailed)	.054	.024	<.001	<.001	<.001	<.001
	Sum of Squares and Cross-products	93.801	39.939	141.893	13 2.948	12 3.485	12 3.485
	Covariance	.289	.123	.437	.409	.380	.380
	N	326	326	326	326	326	326
My organisation has Greeny fresh environment	Pearson Correlation	- .425**	.225**	.213**	.541**	1	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		
	Sum of Squares and Cross-products	- 334.436	64.558	74.227	14 6.025	35 9.890	35 9.890
	Covariance					1.107	1.107
	N					326	326

Inference: The above table shows the Correlation work out for Type of Industry and Green HRM (Organisation supports: Platform for E-Learning, Reduced Travel Timings, Functions with environmental awareness, Works in Paperless mode, Green & Fresh Environment). It is found from the test that, the Pearson Correlation for the above variables is 1 and hence, there is a positive and significant relationship between Type of Industry and Green HRM. The Pearson's correlation between Type of Industry and items in Green HRM are as follows: Type of Industry with E-Learning has -0.043 which is negative correlation, reduced travel timings is 0.030, Functions with environmental awareness is -0.104 which is negatively correlated, Paperless mode and Green & Fresh Environment is found be -0.425 which is negatively correlated.

Pearson's Correlation value between E-Learning with reduce travel timing is 0.361, E-Learning with Environmental awareness is found to be 0.326, paperless mode and green & fresh environment is found to be 0.225. Reduced travel timing with Functions with environmental awareness is correlated positively with 0.421, paperless mode & Green Environment is found to be 0.213. Organisation with Environment awareness and Paperless mode & Green Environment are positively correlated (0.541). Paperless mode and Green & fresh environment are positively correlated (0.307).

4.2 Analysis of Variance (ANOVA):

ANOVA test is executed to find out the variations among the variables Type of Industry and Green HRM

- Hypothesis:

H0: There is no significant difference between Type of Industry and Green HRM.

Table 2. ANOVA analysis between Type of Industry and Green HRM.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
My organisation provides platform for E-Learning /E – Working	Between Groups	17.589	6	2.932	4.4 40	<.001
	Within Groups	210.644	31 9	.660		
	Total	228.233	32 5			
My organisation supports	Between Groups	43.055	6	7.176	7.8 12	<.001
	Within Groups	293.034	31 9	.919		

ports in reduced travel timing	Total	336.089	32 5			
My organisation functions with environmental awareness	Between Groups	13.441	6	2.240	3.782	.001
	Within Groups	188.942	31 9	.592		
	Total	202.383	32 5			
My organisation works in paperless mode	Between Groups	45.746	6	7.624	6.030	<.001
	Within Groups	403.349	31 9	1.264		
	Total	449.095	32 5			
My organisation has Greeny fresh environment	Between Groups	134.035	6	22.339	31.552	<.001
	Within Groups	225.854	31 9	.708		
	Total	359.890	32 5			

Inference: The above table shows that the p-value of all variables are lesser than 0.001. Hence we reject the null hypothesis and conclude that there is a significant difference between Type of Industry and Green HRM which infers Green HRM is not implemented in all the industries.

5 Findings & Recommendations:

Demographic profile of the respondents shows that 46.1% of the respondents are in the age group between 21 – 30, which is the highest and 2.7% lowest counts of respondents are in the age >60. Out of 326 respondents, 50.3% respondents are from education industry, 15.3% of the respondents are from IT/ITES industry, 8.5% of the respondents are from Logistics industry, 4.9% respondents are from Hospital Industry. The result of correlation depicts Type of Industry with E-Learning has **-0.043** which is negative correlation, reduced travel timings is 0.030, Functions with environmental awareness is -

0.104 which is negatively correlated, Paperless mode and Green & Fresh Environment is found to be **-0.425** which is negatively correlated.

Pearson's Correlation value between E-Learning with reduce travel timing is 0.361, E-Learning with Environmental awareness is found to be 0.326, paperless mode and green & fresh environment is found to be 0.225. Reduced travel timing with Functions with environmental awareness is correlated positively with 0.421, paperless mode & Green Environment is found to be 0.213. Organisation with Environment awareness and Paperless mode & Green Environment are positively correlated (0.541). Paperless mode and Green & fresh environment are positively correlated (0.307). Green HRM is not implemented in all the industries. Green HRM practices alone do not make employee fulfilment, the other factors of Sustainable HRM also paves way for building employee fulfilment.

6 Conclusion

The researcher aimed to study the impact of sustainable HRM on employee fulfilment and its counter effect on Intrapreneurship. The study found the various dimensions of Sustainability in HRM such as Green HRM, Social Responsibility, Economics and Training & Development. It is also found from the study is that, Green HRM and Type of Industry has significant variations between each other and it is conclude that, Green HRM is not practiced in all the organizations. A framework on sustainable HRM on employee fulfilment and its fostering towards Intrapreneurship is formulated theoretically as a proposed model. However, the researcher's future direction is to statistically find the association and impact of sustainable HRM on employee fulfilment and its counter effect on fostering towards Intrapreneurship.

Reference

1. Akhtar, S., Ding, D.Z. and Ge, G.L. (2008), Strategic HRM practices and their impact on company performance in Chinese enterprises. *Hum. Resour. Manage.*, 47: 15-32. <https://doi.org/10.1002/hrm.20195>
2. Al-Abbadi, L.H. (2021). The effect of sustainable hrm practices on employee job outcomes of service industry in Jordan. *Journal of Management Information and Decision Sciences*, 24(S6), 1-15.
3. Alvaro Lopez-Cabrales, Ramon Valle-Cabrera, Sustainable HRM strategies and employment relationships as drivers of the triple bottom line, *Human Resource Management Review*, Volume 30, Issue 3,2020,100689, ISSN 1053-4822.
4. Brown, S., &Gunderman, R. B. (2006). : Enhancing the Professional Fulfillment of Physicians. *Academic Medicine*, 81(6), 577-582.
5. Elsouk, S., Elsubbagh, S., Ayoun, B., &Radwan, A. (2021). The mediating role of psychological contract fulfillment in the relationship between organizational support and employee performance. *Psychol. Behav. Sci*, 10(25), 10-1017.

6. Hronová, Š., & Špaček, M. (2021). Sustainable HRM Practices in Corporate Reporting. *Economies*, 9(2), 75. MDPI AG. Retrieved from <http://dx.doi.org/10.3390/economies9020075>
7. Jacobson, T. (2020). Incorporating staff development opportunities to enhance employee fulfillment (Doctoral dissertation, California State University, Northridge).
8. Relationship between integrated communication effectiveness and employee-based brand equity—mediating role of psychological contract fulfillment. *Journal of Product & Brand Management*, 30(6), 883-897
9. WajdaWikhamn, Innovation, sustainable HRM and customer satisfaction, *International Journal of Hospitality Management*, Volume 76, Part A, 2019, Pages 102-110, ISSN 0278-4319, <https://doi.org/10.1016/j.ijhm.2018.04.009>.
10. Walker, A. (2013). Outcomes associated with breach and fulfillment of the psychological contract of safety. *Journal of safety research*, 47, 31-37
11. Yu, J. (2022). Impacts of psychological contract fulfillment on work attitudes and behaviors during the COVID-19 pandemic: mediating role of perceived organizational support. *Current Psychology*, 1-10.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

