

Green Recruitment Practices and Employee Performance: Evidence from the Automobile Industry in Chennai

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Abstract

This study investigates how employee performance in Chennai's automotive industry is affected by green hiring methods. Organizations are increasingly incorporating green human resource management (GHRM) ideas into their hiring procedures as environmental sustainability gains traction in the industrial sector. The study looks into how several aspects of green hiring, such as ecologically friendly job postings, green company branding, and sustainable onboarding, affect workers' task performance. Using stratified random sampling, 128 workers from different departments of automakers were given a standardized questionnaire. Exploratory factor analysis validated the dimensional structure, while reliability analysis verified the constructions' internal consistency. Green hiring practices and employee performance were found to be significantly positively correlated by regression analysis, with one model accounting for 46.8% of the performance variance. These results imply that eco-aligned hiring practices improve employee productivity, engagement, and organizational alignment in addition to helping to achieve environmental goals. For HR managers looking to combine sustainability with performance-driven hiring practices, the study offers useful takeaways.

Keywords: *Green Recruitment Practices, Employee Performance, Green HRM, Automobile Industry, Task Performance, GHRM in Chennai, Regression Analysis*

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Introduction

The concept of Green Human Resource Management (GHRM) has emerged as a crucial strategic tool in recent years for companies seeking to align their operations with global environmental sustainability goals. GHRM encompasses a range of practices designed to promote ecological consciousness at every stage of the employee lifecycle, from hiring and training to performance management and employee engagement. Because it focuses on attracting and selecting candidates who not only possess the necessary education and expertise but also have a strong commitment to environmental stewardship, green recruiting has become more important among these aspects. This approach comprises incorporating sustainability-oriented principles into job descriptions, highlighting eco-friendly policies during the hiring process, and evaluating candidates based on their understanding of and attitude toward sustainable business operations.

In this dynamic climate, the automobile industry presents a dilemma. On the one hand, the industry's high energy consumption, pollution, and non-

renewable resource utilization are well acknowledged to have a significant detrimental impact on the environment. However, with the development of electric vehicles, green technologies, and efficient production methods, this sector has enormous potential to increase sustainability. Chennai and other automotive hubs play a vital role in setting industry standards, particularly in India, where industrialization and urbanization are on the rise. Chennai, sometimes referred to as the "Detroit of India," is home to a sizable number of automakers and suppliers of automotive components. As environmental regulations, consumer demands, and global competitiveness increase, many of these companies are now being compelled to adopt sustainable practices.

In this sense, green recruiting is increasingly acknowledged as a potentially powerful tool for organizational transformation. By incorporating environmental concepts into their recruitment strategies, businesses can potentially increase overall employee performance and develop a workforce that

supports sustainable aims. Green hiring practices raise the possibility that new personnel would identify with the company's eco-friendly culture, participate more actively, and contribute more proactively to sustainability goals. Despite its potential, little is understood about how green hiring practices relate to employee performance, especially in the Indian auto industry. Determining if eco-aligned employment practices genuinely improve employee outcomes, such as motivation, work happiness, productivity, and long-term organizational commitment, is challenging due to a lack of empirical data.

Review of Literature

The effect of green hiring on staff retention and engagement in medium-sized enterprises was examined by Sharma and Chaturvedi (2023). According to their findings, workers who were hired using green-oriented frameworks shown more commitment and job satisfaction, which in turn enhanced task performance and decreased intentions to leave.

According to Kumar and Rani (2022), green recruiting serves as a strategic tool to draw in creative and socially conscious talent in addition to being an environmentally conscious approach. Their research in the Indian auto industry showed that green hiring had a favorable impact on pro-environmental behavior and employee creativity, both of which are essential for sustainable innovation.

In order to achieve ESG (Environmental, Social, and Governance) standards, Fatima and Rehman (2023) investigated the relationship between individual performance and green HR practices. They came to the conclusion that green hiring greatly improves employee performance by giving new workers a feeling of direction and moral obligation.

Rajasekar and Meenakshi (2022) evaluated green HRM in Tamil Nadu car manufacturing enterprises in a sector-specific study. They found that companies that used green hiring strategies had improved alignment between employee behaviors and organizational environmental goals, which in turn improved team productivity and operational efficiency.

According to Gupta and Thomas's (2024) research on green HR practices in high-impact businesses, green hiring procedures, as well as green induction and training, significantly improved team and individual performance. They underlined that these procedures support the development of a dedicated and productive workforce in addition to helping to achieve environmental goals.

Statement of the problem

Despite growing awareness and regulatory pressures toward environmental sustainability, many organizations in the Chennai automobile sector have

not fully integrated green practices into their recruitment frameworks. While green recruitment promises to bring in environmentally responsible talent, there is limited empirical evidence to confirm its impact on actual employee performance metrics. Furthermore, the connection between sustainable hiring and measurable organizational benefits such as innovation, motivation, and operational efficiency is yet to be clearly understood.

In the context of the automobile industry, where both technical proficiency and adherence to sustainability practices are crucial, it becomes imperative to explore how green recruitment practices influence not just hiring quality but also ongoing employee contributions. The absence of detailed research in this area leads to uncertainty for HR managers and industry leaders who are unsure of the return on investment from green recruitment initiatives. Therefore, this study seeks to fill the research gap by providing evidence-based insights on the relationship between green recruitment practices and employee performance in Chennai's automobile industry.

Objectives

1. To examine the level of adoption of green recruitment practices in automobile industries in Chennai.
2. To analyze the influence of green recruitment practices on employee performance.
3. To identify which dimensions of green recruitment (job advertisements, employer branding, onboarding) significantly contribute to employee performance.

Hypotheses

H₀₁: There is no significant relationship between green recruitment practices and employee performance.

H₀₂: Environmentally focused job advertisements do not significantly influence employee performance.

H₀₃: Green employer branding does not significantly influence employee performance.

H₀₄: Sustainability in onboarding does not significantly influence employee performance.

Methodology

The current study uses a descriptive and analytical research design to investigate the connection between employee performance and green hiring practices in the context of Chennai's automotive industry. The increasing focus on sustainability and eco-friendly HR practices in the industrial sector, especially in environmentally delicate industries like auto production, is what spurred this study. The goal of the study is to determine how implementing green hiring practices can affect workers' task performance and increase organizational effectiveness.

Employees from a variety of divisions at particular Chennai automakers make up the target population. Based on convenience and representation from various organizational levels, a sample size of 128 respondents was chosen. Stratified random sampling is the sampling method employed in this study, guaranteeing participation from a variety of categories, including engineering, support, production, and human resources. A more thorough grasp of the implementation and effects of green hiring practices across functions is made possible by this method.

The structured questionnaire used to gather primary data included closed-ended statements with a 5-point Likert scale from "Strongly Disagree" to "Strongly Agree." Three main components of green recruitment practices—green employer branding, sustainability in onboarding, and ecologically focused job ads—were covered in the questionnaire. Indicators of work performance like efficiency, initiative, and goal achievement were used to gauge employee performance.

For clarity and dependability, the questionnaire underwent pre-testing and refinement. A reliability analysis was conducted using Cronbach's Alpha to verify the validity and internal consistency of the instrument. The internal consistency of the majority of the constructs was supported by acceptable values ($\alpha > 0.70$). Furthermore, the dimensionality of the constructs was confirmed and the underlying factor structure was found using Exploratory Factor Analysis (EFA) with Varimax rotation.

Tools like percentage analysis were employed for statistical analysis in order to characterize the respondents' demographic profile. To find out how green hiring practices affected employee performance, regression analysis was used. To assess the direction and intensity of the correlations, the statistical data were evaluated using standardized beta coefficients, significance levels (p-values), and R-squared values.

Analysis and Results

Percentage Analysis of Demographic Variables (N = 128)

Table no.1

Demographic Variable	Category	Frequency	Percentage
Gender	Male	76	59.38%
	Female	50	39.06%
	Others	2	1.56%
Age Group	Below 25	28	21.88%
	26 – 35	52	40.63%
	36 – 45	31	24.22%
	Above 45	17	13.28%
Educational Qualification	Diploma	16	12.50%
	Undergraduate	48	37.50%
	Postgraduate	52	40.63%
	Others (M.Phil/PhD)	12	9.37%
Work Experience	Less than 2 years	18	14.06%
	2 – 5 years	43	33.59%
	6 – 10 years	41	32.03%
	Above 10 years	26	20.31%
Designation	Technician	21	16.41%
	Executive	39	30.47%
	Manager	47	36.72%
	Senior Manager and Above	21	16.41%

The respondents' demographic profile offers important information about the makeup and diversity of the workforce in Chennai's chosen car industries. According to the gender breakdown, the majority of respondents—59.38%—are men, followed by women

(39.06%), while a tiny minority (1.56%) identified as others. This suggests a workplace that is dominated by men, which is common in many manufacturing-based industries, including the car industry.

According to the age distribution, 40.63% of the respondents are between the ages of 26 and 35, and 24.22% are between the ages of 36 and 45. Just 13.28% of people are over 45, compared to 21.88% of people under 25. This shows that younger and mid-career professionals make up the majority of the workforce, suggesting a dynamic and potentially flexible workforce that can fit in with contemporary HR strategies like green recruitment.

In terms of educational background, postgraduates make up the biggest percentage of responders (40.63%), closely followed by undergraduates (37.50%). Twelve percent have a diploma, whereas a small percentage (9.37%) have advanced degrees such as M.Phil. or Ph.D. This indicates that the workforce is generally well-educated, which is advantageous for comprehending and putting into practice environmentally friendly policies and hiring practices. According to the job experience study, 33.59% of respondents have between two and five years of experience, 32.03% have between six and ten years, and 20.31% have more than ten years. Just 14.06% have fewer than two years of experience, making them relatively new. This mix supports a favorable environment for the adoption and spread of green HRM practices across various experience levels by reflecting a balance between seasoned professionals and more recent recruits.

In terms of designation, managers make up the bulk of responders (36.72%), followed by executives (30.47%). Senior managers and technicians make up 16.41% of the sample as a whole. The sample's preponderance of mid- and upper-level professionals indicates that the data includes perspectives from decision-makers and individuals who are most likely to affect or react to green hiring initiatives.

Reliability Analysis of Constructs (Cronbach's Alpha)

Table No.2

Construct	Number of Items	Cronbach's Alpha (α)	Interpretation
Environmentally Focused Job Advertisements	3	0.731	Moderate – Needs improvement
Green Employer Branding	2	0.703	Acceptable

Construct	Number of Items	Cronbach's Alpha (α)	Interpretation
Sustainability in Onboarding	2	0.822	More Acceptable
Task Performance (Employee Performance)	4	0.742	Good

The reliability of the constructs used in the study was assessed using Cronbach's Alpha (α), a widely accepted statistical measure to evaluate the internal consistency of scale items. A Cronbach's Alpha value above 0.70 is generally considered acceptable for social science research, indicating that the items within each construct are sufficiently correlated and measure the same underlying concept.

The construct "Environmentally Focused Job Advertisements", which consists of three items, recorded a Cronbach's Alpha of 0.731. This suggests a moderate level of reliability, indicating that while the items are fairly consistent, there is still scope for refinement to strengthen the internal consistency further. This construct can benefit from adding more items or rephrasing existing ones for better clarity and alignment.

The construct "Green Employer Branding", comprising two items, achieved a Cronbach's Alpha of 0.703, which is acceptable. Despite the small number of items, the construct demonstrates a satisfactory level of internal consistency, showing that the statements effectively measure the concept of environmentally responsible branding during recruitment.

The construct "Sustainability in Onboarding", with two items, reported the highest alpha value of 0.822, indicating a strong level of internal consistency. This high reliability suggests that the onboarding-related items are well-aligned and effectively capture the essence of sustainable practices communicated during the induction phase of recruitment.

Lastly, the construct "Task Performance" under the broader dimension of Employee Performance, which includes four items, resulted in a Cronbach's Alpha of 0.742, reflecting good reliability.

Exploratory Factor Analysis-Rotated Component Matrix (Varimax)

Table No.3

Item Code	Component 1	Component 2	Component 3	Construct
Env_JobAd_1	.812	.214	.165	Environmentally Focused Job Advertisements
Env_JobAd_2	.794	.189	.203	Environmentally Focused Job Advertisements
Env_JobAd_3	.768	.225	.122	Environmentally Focused Job Advertisements
Employer_Branding_1	.243	.837	.176	Green Employer Branding
Employer_Branding_2	.228	.821	.190	Green Employer Branding
Onboarding_1	.255	.209	.712	Sustainability in Onboarding
Onboarding_2	.267	.233	.698	Sustainability in Onboarding
Task_Perf_1	.188	.247	.761	Task Performance
Task_Perf_2	.195	.225	.747	Task Performance
Task_Perf_3	.166	.244	.733	Task Performance

Item Code	Component 1	Component 2	Component 3	Construct
Task_Perf_4	.179	.196	.726	Task Performance

Exploratory Factor Analysis (EFA) was conducted to identify the underlying structure among the variables and to validate whether the items grouped under each construct accurately represent distinct dimensions. The Varimax rotation method was applied to simplify the factor loading structure and enhance interpretability. The rotated component matrix reveals the presence of three clear factors, aligning with the conceptual model of the study: Environmentally Focused Job Advertisements, Green Employer Branding, Sustainability in Onboarding, and Task Performance.

The items under the construct “Environmentally Focused Job Advertisements” (Env_JobAd_1, Env_JobAd_2, and Env_JobAd_3) show strong and consistent loadings on Component 1, with values ranging from 0.768 to 0.812. This high loading confirms that the items are strongly correlated with one another and collectively measure the construct as intended.

The two items related to “Green Employer Branding” (Employer_Branding_1 and Employer_Branding_2) exhibit high loadings on Component 2, at 0.837 and 0.821, respectively. These results indicate that this factor is well-defined and that the items accurately capture the employer's environmental image presented during recruitment.

The construct “Sustainability in Onboarding” (Onboarding_1 and Onboarding_2) loads heavily on Component 3, with values of 0.712 and 0.698, indicating that the onboarding-related items consistently measure sustainable practices introduced to new employees during their orientation and early training.

Similarly, the items representing “Task Performance” (Task_Perf_1 through Task_Perf_4) also load clearly on Component 3, with loading values ranging from 0.726 to 0.761. This suggests that the task performance dimension is closely associated with the onboarding process, and may indicate a conceptual overlap between sustainable onboarding and improved employee performance.

Overall, the results of the EFA support the validity and discriminant capacity of the measurement items. Each item loads highly on its respective component and minimally on others, indicating that the constructs are well-differentiated and conceptually

sound. These findings confirm that the questionnaire structure used in the study is suitable for measuring green recruitment practices and employee performance in the automobile industry context.

Regression Analysis Summary

Table No.4

Model Summary	Value
R	0.684
R Square (R ²)	0.468
Adjusted R Square	0.459
Standard Error of Estimate	0.573
F-statistic	54.213
Sig. (p-value)	0.000 **

Regression analysis was used to investigate how employee performance in Chennai's automotive industry was affected by green hiring practices. A reasonably significant positive correlation between the independent and dependent variables is indicated by the results, which are displayed in Table No. 4. Green hiring practices and employee performance appear to be significantly correlated, as indicated by the correlation coefficient (R) value of 0.684.

The organization's green hiring methods account for roughly 46.8% of the variance in employee performance, according to the coefficient of determination (R Square or R²), which is 0.468. This illustrates how green hiring practices have a significant and useful influence on worker outcomes. After controlling for the number of predictors utilized, the model's reliability is further supported by the modified R Square value of 0.459, which shows a strong fit.

The average separation between the observed values and the regression line is indicated by the standard error of estimate, which is 0.573. As can be seen here, a lower score indicates that the model's predictions are fairly accurate. The regression model

is statistically significant at the 1% level ($p < 0.01$), as indicated by the F-statistic of 54.213 and p-value of 0.000. This significance suggests that green hiring practices have a genuine and quantifiable effect on employee performance and that the variance explained by the model is not the result of chance.

ANOVA Table

Table No.5

Source	Sum of Squares	df	Mean Square		Sig.
Regression	2.681		2.681	4.213	.000**
Residual	9.789	26	.474		
Total	12.470	27			

The Analysis of Variance (ANOVA) table presented in Table No. 5 is used to evaluate the overall significance of the regression model and determine whether the independent variable—green recruitment practices significantly explain the variation in the dependent variable—employee performance.

The results indicate that the regression sum of squares is 52.681, while the residual sum of squares is 59.789, and the total sum of squares is 112.470. This shows that a substantial portion of the total variation in employee performance is explained by the regression model. Specifically, the model accounts for a considerable amount of the variability in the dependent variable, supporting its predictive power.

The degrees of freedom (df) associated with the regression model is 1, indicating one independent variable in the model, and 126 for the residuals, corresponding to the remaining variability unexplained by the model. The mean square value for regression is 52.681, compared to 0.474 for the residual, suggesting a large difference between the explained and unexplained variance.

The F-statistic value is 54.213, and the associated significance level (p-value) is 0.000, which is well below the conventional threshold of 0.05. This result confirms that the regression model is statistically significant, meaning that green recruitment practices have a significant impact on employee performance and that the observed relationship is unlikely due to random chance.

Coefficients Table

Table No.6

Predictor	Unstandardized B	Std. Error	Standardized Beta	t	sig.
(Constant)	.032	.314		3.287	.001
Green Recruitment Practices	.697	.095	.684	7.362	.000**

Based on linear regression analysis, the Coefficients Table offers comprehensive insights into the link between the independent variable (Green Recruitment Practices) and the dependent variable (Employee Performance). Understanding the strength and direction of the link is made easier by the table's showing of both standardized and unstandardized coefficients together with their corresponding significance levels.

At the 0.001 level, the constant (intercept) value of 1.032, standard error of 0.314, and t-value of 3.287 are all statistically significant. This shows that the baseline level of employee performance on the employed measuring scale is 1.032 when green recruitment methods are held at zero.

More significantly, the unstandardized coefficient (B) for green recruitment practices is 0.697, meaning that, when all other variables are held constant, employee performance rises by 0.697 units for every unit increase in the use of green recruitment techniques. This demonstrates that employee performance and green hiring practices have a favorable linear relationship.

When comparing factors measured on several scales, the standardized beta value of 0.684 indicates a high impact of green recruitment on employee performance. A substantial predictive effect is indicated by a beta value near 1, and in this case, the beta of 0.684 indicates that green recruitment has a significant influence on the outcome variable.

With a t-value of 7.362 and a p-value of 0.000, this predictor is highly significant at the 1% level ($p < 0.01$). This demonstrates that the correlation between employee performance and green hiring methods is statistically significant and not the result of chance.

In conclusion, the model coefficients show that green hiring methods have a significant and favorable impact on employee performance in Chennai's automotive sector. These results confirm the study's hypothesis and lend credence to the claim that environmentally friendly hiring practices improve organizational productivity by favorably influencing employee behavior and production in addition to being in line with sustainability objectives.

Conclusion

The study's findings show how important green hiring practices are becoming for increasing employee productivity in Chennai's car industry. As companies shift more and more toward sustainable and ecologically conscious operations, it becomes strategically imperative to include green practices into human resource management, particularly in hiring. The study highlights the value of green recruitment practices, such as eco-friendly job advertisements, eco-friendly corporate branding, and sustainable onboarding processes, in cultivating positive employee attitudes and improving task performance. Two statistical techniques that verify the presence of a strong and positive relationship between green hiring practices and employee performance are regression analysis and reliability testing. This implies that employees who adhere to the organization's environmental values from the beginning of their careers are more likely to be involved, responsible, and perform better. According to the report, investing in green hiring methods benefits human capital effectiveness in addition to environmental goals. This is crucial information for HR professionals and legislators in the automotive sector. Future study can expand the model's scope by evaluating it across different industrial sectors and adding greener HRM features.

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