

**DECENT WORK AND SUSTAINABLE HUMAN RESOURCE
MANAGEMENT: A STUDY IN MANUFACTURING
ENTERPRISES**

MA HUMAN RESOURCE MANAGEMENT

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CHAPTER 1
INTRODUCTION

INTRODUCTION

1.1 Introduction

The world of work has undergone a significant transformation over the past few decades as organizations increasingly recognize that sustainable organizational success depends not only on economic performance but also on the well-being, dignity and development of their employees. In an era characterized by globalization, technological advancements, demographic changes, environmental concerns and evolving employee expectations, Human Resource Management (HRM) has expanded beyond its traditional administrative role to become a strategic partner in achieving organizational sustainability. Modern organizations are therefore expected to create workplaces that balance productivity, profitability, social responsibility and environmental stewardship while ensuring the rights and welfare of employees.

The concept of Sustainable Human Resource Management (SHRM) has emerged as a strategic approach that integrates sustainability principles into human resource policies and practices. Unlike conventional HRM, which primarily focuses on improving organizational efficiency and competitiveness, SHRM emphasizes the long-term management of human resources by balancing economic, social and environmental objectives. It promotes ethical employment practices, employee well-being, diversity and inclusion, occupational health and safety, continuous learning, employee participation, work-life balance and responsible leadership. Consequently, SHRM contributes to building resilient organizations capable of adapting to changing business environments while maintaining a committed, motivated and productive workforce.

Parallel to the emergence of SHRM is the global recognition of the concept of Decent Work, introduced by the International Labour Organization (ILO) in 1999. Decent Work represents opportunities for women and men to obtain productive and meaningful employment under conditions of freedom, equity, security and human dignity. The ILO identifies four strategic pillars of Decent Work: employment creation, rights at work, social protection and social dialogue. Together, these dimensions aim to ensure that every worker enjoys fair income, safe and healthy working conditions, equal opportunities, employment security, freedom from

discrimination and opportunities for personal and professional development. The relevance of Decent Work has grown substantially with the adoption of the United Nations Sustainable Development Goals (SDGs), particularly SDG 8, which seeks to "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all." Governments, industries and organizations worldwide are increasingly encouraged to adopt policies that promote inclusive growth, responsible business practices and employee-centered management systems. As organizations strive to achieve sustainability objectives, integrating Decent Work principles into HRM practices has become an essential organizational priority.

The manufacturing sector occupies a central position in economic development by generating employment opportunities, contributing significantly to industrial output, exports and national income. Manufacturing enterprises often employ a diverse workforce comprising skilled, semi-skilled and unskilled employees who work under varying operational conditions. Despite technological progress and industrial modernization, manufacturing organizations continue to face numerous workforce-related challenges such as occupational safety risks, work-related stress, employment insecurity, skill shortages, employee turnover, contractual employment, work-life imbalance and changing labour market dynamics. These challenges underscore the importance of implementing sustainable HR practices that foster employee well-being while simultaneously enhancing organizational performance.

Within manufacturing organizations, Sustainable Human Resource Management provides an effective framework for addressing these workforce challenges. Sustainable HR practices such as fair recruitment, continuous training and development, equitable compensation systems, employee engagement initiatives, participative decision-making, performance management, occupational health and safety programs, diversity management and employee welfare contribute significantly to creating positive working environments. These practices not only improve organizational productivity but also strengthen employee trust, commitment, job satisfaction and long-term organizational sustainability.

Similarly, the concept of Decent Work extends beyond providing employment opportunities to ensuring the overall quality of work experienced by employees. Employees who perceive their

workplace as fair, safe, inclusive and supportive are more likely to demonstrate higher levels of motivation, organizational commitment, innovation and productivity. Conversely, poor working conditions, inadequate social protection, discrimination, limited career opportunities and unsafe work environments adversely affect employee morale and organizational effectiveness. Therefore, promoting Decent Work has become a strategic imperative for organizations aiming to achieve sustainable competitive advantage.

Although both Decent Work and Sustainable Human Resource Management have individually received increasing attention from researchers, policymakers and practitioners, relatively limited empirical research has explored the relationship between these two concepts, particularly within the manufacturing sector in India. Existing studies primarily focus on either sustainability initiatives or employee welfare independently, leaving a noticeable gap regarding how sustainable HR practices influence employees' experiences of Decent Work. Understanding this relationship is essential because HR policies directly shape workplace conditions, employee experiences, organizational culture and long-term business sustainability.

The present study, "Decent Work and Sustainable Human Resource Management: A Study in Manufacturing Enterprises," seeks to examine the relationship between Sustainable Human Resource Management practices and Decent Work among employees in manufacturing organizations. It evaluates employees' perceptions of sustainable HR practices and their influence on workplace dignity, employment quality, occupational health and safety, employee well-being and overall work experiences. By examining this relationship, the study aims to contribute to the growing body of knowledge on sustainable people management within the manufacturing sector.

Human Resource Management plays a pivotal role in achieving organizational success through its core functions, including human resource planning, recruitment and selection, training and development, performance management, compensation and benefits, employee relations, occupational health and safety, and employee welfare. The effective implementation of these functions enables organizations to enhance employee competence, motivation and well-being while fostering a fair, safe and inclusive work environment. By integrating sustainability

principles into HRM functions, organizations can strengthen employee engagement, improve workplace quality, ensure long-term organizational effectiveness and create a competitive advantage. Consequently, the study highlights the importance of sustainable HRM practices in supporting both organizational sustainability and the realization of Decent Work within manufacturing enterprises.

1.2 Background of the Study

Human Resource Management has experienced a remarkable transformation over the past century. Initially, personnel management focused primarily on administrative functions such as recruitment, payroll administration, record maintenance and compliance with labour laws. However, the increasing complexity of business environments, rapid technological advancements, globalization and growing stakeholder expectations have significantly expanded the scope of HRM. Contemporary Human Resource Management is now recognized as a strategic function that contributes directly to organizational performance, innovation, competitiveness and long-term sustainability.

In recent years, the concept of sustainability has emerged as one of the defining principles of organizational management. Sustainability refers to meeting present organizational needs without compromising the ability of future generations to meet their own needs. It encompasses three interrelated dimensions: economic sustainability, social sustainability and environmental sustainability, commonly known as the Triple Bottom Line. Organizations are increasingly expected to achieve financial success while protecting the environment, promoting ethical business practices and ensuring the welfare of employees and society. As a result, sustainability has become an integral component of strategic planning and organizational governance.

The integration of sustainability into Human Resource Management has led to the development of Sustainable Human Resource Management (SHRM). SHRM represents a holistic approach to managing people by incorporating long-term economic, social and environmental objectives into HR policies and practices. It focuses not only on organizational performance but also on employee development, workplace well-being, ethical employment relationships, diversity and inclusion, occupational health and safety, work-life balance, employee participation and

responsible leadership. Unlike traditional HRM, which often prioritizes short-term productivity, SHRM seeks to create value for both organizations and employees over the long term. At the same time, the concept of Decent Work has become a central pillar of global labour policy. Introduced by the International Labour Organization (ILO) in 1999, Decent Work promotes opportunities for productive employment under conditions of freedom, equity, security and human dignity. It encompasses four strategic pillars: employment opportunities, rights at work, social protection and social dialogue. Decent Work emphasizes that employment should not merely provide income but should also ensure fairness, equality, occupational safety, social security and opportunities for personal and professional growth.

The importance of Decent Work has further increased following the adoption of the United Nations Sustainable Development Goals (SDGs) in 2015. Sustainable Development Goal 8 specifically calls for the promotion of sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Governments, international organizations and businesses are encouraged to implement policies that create safe, inclusive and productive workplaces while protecting employee rights and promoting social justice. Consequently, Decent Work has become an important benchmark for evaluating organizational responsibility and sustainable development.

The manufacturing sector plays a crucial role in the economic development of both developed and developing countries. It contributes significantly to employment generation, industrial growth, exports, technological innovation and national income. Manufacturing enterprises employ a large and diverse workforce operating under different organizational structures and production systems. Despite technological advancements and industrial modernization, manufacturing organizations continue to face numerous human resource challenges, including occupational hazards, work-related stress, contractual employment, skill shortages, employee turnover, labour disputes and increasing demands for employee well-being and workplace quality.

These challenges highlight the necessity of adopting Sustainable Human Resource Management practices that promote employee welfare while enhancing organizational

effectiveness. Sustainable HR practices such as fair recruitment and selection, continuous training and development, equitable compensation, performance management, employee engagement, occupational health and safety, diversity management and employee welfare programs contribute significantly to creating healthy and productive workplaces. These practices not only improve employee satisfaction and commitment but also strengthen organizational resilience and long-term competitiveness.

Similarly, the implementation of Decent Work principles in manufacturing enterprises has become increasingly important. Employees expect workplaces that provide fair wages, equal opportunities, safe working conditions, employment security, social protection and respect for human dignity. Organizations that successfully promote Decent Work are more likely to experience higher levels of employee engagement, organizational commitment, productivity, innovation and employer attractiveness. Conversely, poor working conditions, discrimination, inadequate safety measures and insecure employment negatively affect employee morale, organizational performance and corporate reputation.

Although Sustainable Human Resource Management and Decent Work have individually gained considerable attention in academic research and organizational practice, studies examining their interrelationship remain relatively limited, particularly within the Indian manufacturing sector. Most existing research investigates sustainability initiatives, HRM practices or employee well-being independently without comprehensively exploring how sustainable HR practices contribute to the realization of Decent Work outcomes. This gap indicates the need for empirical studies that examine the relationship between these two important concepts.

1.3 Statement of the Problem

The contemporary business environment is characterized by rapid globalization, technological advancements, changing workforce demographics, increasing environmental concerns and heightened expectations regarding corporate social responsibility. Organizations are no longer assessed solely on their financial performance rather, they are increasingly evaluated based on their ability to create sustainable workplaces that promote employee well-being, ethical labour

practices and long-term organizational resilience. Consequently, Human Resource Management has evolved from a traditional administrative function to a strategic discipline that integrates economic, social and environmental objectives into organizational policies and practices.

Manufacturing enterprises occupy a vital position in the economic development of nations by generating employment opportunities, contributing to industrial production, promoting technological innovation and enhancing national competitiveness. However, the manufacturing sector is also associated with numerous workforce-related challenges, including occupational health and safety risks, physically demanding work environments, contractual employment, work-related stress, employee turnover, skill shortages and increasing pressure to achieve higher productivity while maintaining cost efficiency. These challenges often affect employees' quality of work life and their overall workplace experience. In response to these emerging challenges, organizations have increasingly adopted the principles of Sustainable Human Resource Management (SHRM), which emphasize long-term investment in human capital through responsible and ethical HR practices. Sustainable HRM promotes employee development, occupational safety, diversity and inclusion, work-life balance, employee engagement, continuous learning, fair compensation and responsible leadership. These practices aim not only to improve organizational performance but also to create workplaces that are socially responsible, inclusive and sustainable.

Simultaneously, the concept of Decent Work has gained international recognition as a fundamental objective of labour and employment policies. Introduced by the International Labour Organization (ILO), Decent Work advocates productive employment under various conditions. It emphasizes fair wages, employment security, safe working conditions, social protection, equality of opportunity and meaningful participation in workplace decision-making. Organizations that uphold these principles are more likely to foster employee satisfaction, organizational commitment and sustainable organizational performance.

Despite the growing importance of both Sustainable Human Resource Management and Decent Work, many manufacturing organizations continue to face significant challenges in effectively

integrating these concepts into their organizational practices. Although companies increasingly implement sustainability initiatives, these efforts often focus predominantly on environmental sustainability and operational efficiency, while comparatively less attention is given to employee-centered sustainability practices. As a result, disparities may continue to exist in terms of job quality, workplace safety, employee participation, career development opportunities, work-life balance and overall employee well-being.

1.4 Significance of the Study

The findings of this study are expected to provide valuable insights for HR professionals, organizational leaders, policymakers and researchers. They will contribute to the formulation of effective HR strategies that integrate sustainability principles with employee welfare, thereby supporting organizational excellence, social responsibility and sustainable development. Ultimately, the study reinforces the idea that organizations can achieve long-term success by creating workplaces that uphold the principles of Decent Work through sustainable human resource practices.

1.5 General Objective

The general objective of the study is:

- To examine the relationship between Sustainable Human Resource Management and Decent Work in manufacturing enterprises.

1.5.1 Specific Objectives

- To analyze the extent of Sustainable Human Resource Management practices in manufacturing organizations.
- To assess the level of Decent Work experienced by employees.
- To analyze the relationship between Sustainable Human Resource Management practices and Decent Work.

1.6 Conceptual Definition and Operational Definition

Operational definitions provide clear and precise meanings of the major concepts used in a research study. They define how the variables are interpreted and measured within the context of the investigation. In the present study, the key concepts are operationally defined as follows.

1.6.1 Decent Work

Decent Work refers to productive and meaningful employment that provides individuals with opportunities to work under conditions of freedom, equity, security and human dignity. The concept, introduced by the International Labour Organization (ILO), emphasizes that employment should not only generate income but also ensure fairness, equality, social protection, workplace safety and opportunities for personal and professional development.

In the present study, Decent Work is operationally defined as employees' perceptions of the quality of their work environment and employment conditions in manufacturing enterprises. It is measured through employees' responses regarding fair wages, employment security, occupational health and safety, equality of opportunity, social protection, workplace dignity, employee participation, work-life balance and overall well-being.

1.6.2 Sustainable Human Resource Management (SHRM)

Sustainable Human Resource Management refers to the systematic integration of sustainability principles into human resource policies and practices to achieve long-term organizational success while promoting employee well-being, ethical employment practices and social responsibility. Unlike traditional HRM, which primarily focuses on short-term organizational performance, SHRM emphasizes balancing economic efficiency with social equity and environmental responsibility. It seeks to create organizational value by investing in employees, encouraging responsible leadership, promoting continuous learning, ensuring workplace safety and fostering inclusive organizational cultures.

In the present study, Sustainable Human Resource Management is operationally defined as the extent to which manufacturing enterprises implement sustainable HR practices that support long-term employee well-being and organizational sustainability. It is measured through dimensions such as recruitment and selection, training and development, performance management, compensation and rewards, employee participation, occupational health and safety, employee welfare, work-life balance, diversity and inclusion and ethical leadership.

1.7 Chapterization of the Study

The dissertation is organized into seven chapters such as,

- Chapter One: Introduction presents the background of the study, statement of the problem, significance of the study, objectives, operational definitions of key concepts, chapterization and an overall summary of the chapter.
- Chapter Two: Introduction, Review of Literature provides a comprehensive review of conceptual, theoretical and empirical literature related to Sustainable Human Resource Management and Decent Work. It also identifies the research gap, develops the conceptual framework and establishes the theoretical foundation for the study.
- Chapter Three: Research Methodology explains the research design, research approach, universe, population, sampling design, sampling technique, sample size, research instrument, reliability and validity, sources of data, data collection procedure, statistical tools used for analysis, ethical considerations, and limitations of the study.
- Chapter Four: Data Analysis and Interpretation present the analysis of the collected data using appropriate statistical techniques. It includes demographic analysis, descriptive statistics, reliability analysis, correlation analysis, regression analysis, interpretation of findings and discussion of results in relation to the research objectives.
- Chapter Five: Findings, Suggestions and Conclusion summarize the major findings of the study, discusses their implications, provides practical recommendations for manufacturing enterprises, suggests directions for future research and concludes the study.

- Chapter Six: Bibliography contains the complete list of books, journal articles, reports, websites and other scholarly sources cited in the dissertation, prepared according to the prescribed citation style.
- Chapter Seven: Appendices include the research questionnaire, participant information sheet, consent form, organizational permission letter, statistical outputs, reliability analysis, SPSS results, additional tables and other supporting documents relevant to the study.

CHAPTER 2
REVIEW OF LITERATURE

REVIEW OF LITERATURE

2.1 Introduction

Review of literature is one of the most significant components of any research study as it provides the theoretical and empirical foundation upon which the research is built. It involves a systematic examination, analysis and synthesis of existing scholarly works, including books, research articles, reports, dissertations, conference proceedings and policy documents related to the research topic. Through a comprehensive review of literature, the researcher develops an understanding of the current state of knowledge, identifies major theories and concepts, examines previous research findings and recognizes gaps that justify the need for the present investigation.

In social science research, particularly in the field of Human Resource Management, reviewing relevant literature is essential for understanding how different scholars have conceptualized and studied the variables under investigation. It enables the researcher to establish a strong theoretical framework, formulate research objectives and hypotheses, identify appropriate research methodologies and interpret findings within the context of existing knowledge. A well-conducted literature review also minimizes duplication of research and highlights areas that require further empirical investigation.

The contemporary business environment has witnessed substantial changes due to globalization, technological advancements, digital transformation, demographic shifts, environmental concerns and increasing stakeholder expectations. These developments have significantly transformed the role of Human Resource Management from a traditional administrative function into a strategic discipline that contributes to organizational sustainability, employee well-being and long-term competitive advantage. Consequently, concepts such as Sustainable Human Resource Management (SHRM) and Decent Work have emerged as critical areas of research and organizational practice.

The concept of Sustainable Human Resource Management has attracted considerable attention among researchers and practitioners over the last two decades. Sustainable HRM extends the traditional boundaries of human resource management by integrating economic, social and environmental sustainability into organizational HR policies and practices. It recognizes employees as strategic assets whose development, well-being and engagement are essential for achieving sustainable organizational performance. Sustainable HRM therefore emphasizes responsible recruitment and selection, continuous learning and development, equitable compensation, employee participation, occupational health and safety, diversity and inclusion, work-life balance, ethical leadership and long-term workforce development.

Similarly, the concept of Decent Work has become a globally accepted framework for promoting quality employment and social justice. Introduced by the International Labour Organization (ILO) in 1999, Decent Work advocates productive employment under conditions of freedom, equality, security and human dignity. It encompasses four fundamental pillars: employment creation, rights at work, social protection and social dialogue. Over the years, Decent Work has evolved into a central objective of international labour policy and sustainable development, particularly following its inclusion in the United Nations Sustainable Development Goal 8, which promotes sustained economic growth, productive employment and decent work for all.

The manufacturing sector provides a particularly relevant context for examining the relationship between Sustainable Human Resource Management and Decent Work. Manufacturing enterprises operate in highly competitive environments where productivity, technological innovation, operational efficiency and workforce effectiveness are critical determinants of organizational success. At the same time, employees in manufacturing industries frequently encounter occupational hazards, physically demanding work conditions, technological changes, contractual employment, work-related stress and evolving skill requirements. These realities highlight the necessity of implementing sustainable HR practices that enhance both employee well-being and organizational sustainability.

Although numerous studies have investigated Sustainable Human Resource Management, employee well-being, organizational sustainability, workplace quality and Decent Work independently, relatively limited research has examined the direct relationship between Sustainable Human Resource Management practices and Decent Work outcomes within manufacturing enterprises, particularly in the Indian context. Most existing studies emphasize organizational performance, employee engagement or sustainability initiatives separately, leaving a significant gap in understanding how sustainable HR practices contribute to the realization of Decent Work among employees.

2.2 Conceptual Review

The conceptual review provides a comprehensive understanding of the key concepts and variables that form the foundation of the present study. It examines the evolution, definitions, dimensions and significance of the concepts based on established theories and scholarly literature. Since the present study investigates the relationship between Sustainable Human Resource Management (SHRM) and Decent Work in manufacturing enterprises, it is essential to develop a clear conceptual understanding of Human Resource Management, Sustainable Human Resource Management, Decent Work, Employee Well-being, Organizational Sustainability and other related concepts. These concepts provide the theoretical basis for understanding how sustainable HR practices contribute to improving workplace quality and promoting long-term organizational success.

2.2.1 Concept of Human Resource Management

Human Resource Management (HRM) is widely recognized as one of the most critical functional areas of modern organizations. It focuses on the effective management of human resources to achieve organizational objectives while ensuring employee satisfaction, development and well-being. Unlike other organizational resources, human resources possess knowledge, skills, creativity and innovation, making them a unique source of competitive advantage. Consequently, organizations increasingly view employees as strategic assets whose effective management determines organizational success and sustainability.

Historically, the management of employees originated as Personnel Management, which primarily dealt with administrative functions such as recruitment, wage administration, attendance, labour welfare and compliance with labour laws. During the Industrial Revolution, personnel departments mainly focused on maintaining employee records, ensuring discipline and addressing industrial disputes. Employees were largely viewed as factors of production whose primary role was to contribute to organizational productivity.

However, significant economic, technological and social changes during the latter half of the twentieth century transformed the traditional concept of personnel management into Human Resource Management. Increasing globalization, technological advancements, knowledge-based economies, workforce diversity and changing employee expectations required organizations to adopt a more strategic approach toward managing people. As a result, Human Resource Management evolved into a comprehensive management function that integrates employee development with organizational strategy.

Human Resource Management may be defined as the systematic process of acquiring, developing, motivating, maintaining and retaining employees to achieve both individual and organizational objectives. According to Gary Dessler (2020), Human Resource Management refers to the policies and practices involved in carrying out the people or human resource aspects of a management position, including recruiting, selecting, training, compensating, appraising and developing employees. Similarly, Armstrong (2021) defines HRM as a strategic and integrated approach to managing an organization's most valuable assets its people who collectively contribute to the achievement of organizational objectives.

Modern Human Resource Management extends beyond traditional administrative responsibilities. It encompasses strategic workforce planning, talent acquisition, learning and development, performance management, compensation and benefits, employee engagement, industrial relations, occupational health and safety, diversity and inclusion, succession planning, leadership development, HR analytics and organizational development. HR professionals are expected to align human resource strategies with business objectives while fostering a positive organizational culture and promoting employee well-being.

The strategic role of Human Resource Management has become increasingly important in today's competitive business environment. Organizations recognize that sustainable competitive advantage depends largely on attracting, developing and retaining talented employees. Effective HRM practices contribute to improved employee motivation, organizational commitment, innovation, productivity and customer satisfaction. Consequently, HRM has evolved into a strategic partner that actively participates in organizational planning, change management and business decision-making.

One of the fundamental objectives of Human Resource Management is to ensure that employees possess the necessary knowledge, skills, abilities and motivation to perform effectively. This objective is achieved through various HR functions such as manpower planning, recruitment and selection, orientation, training and development, career planning, performance appraisal, compensation management, employee welfare and employee relations. These functions collectively contribute to creating a productive and engaged workforce capable of achieving organizational goals.

Another important dimension of Human Resource Management is employee well-being. Contemporary organizations increasingly recognize that employees' physical, psychological and emotional well-being significantly influence organizational performance. Therefore, HRM emphasizes creating healthy, safe, inclusive and supportive workplaces that encourage employee engagement, work-life balance, occupational health and safety, diversity, equity and inclusion. Organizations investing in employee well-being often experience lower absenteeism, reduced turnover, higher productivity, stronger organizational commitment and improved employer reputation. The growing emphasis on corporate sustainability has further expanded the scope of Human Resource Management. Organizations are now expected to integrate economic, environmental and social sustainability into their people management practices. This transformation has given rise to Sustainable Human Resource Management, which seeks to balance organizational performance with employee welfare and environmental responsibility. Sustainable HRM extends traditional HR practices by promoting ethical leadership, responsible employment, employee participation, continuous learning, social responsibility and long-term workforce sustainability.

The relevance of Human Resource Management is particularly evident in the manufacturing sector. Manufacturing organizations employ diverse categories of employees operating under technologically advanced and often physically demanding work environments. HRM plays a vital role in ensuring occupational health and safety, workforce planning, skill development, employee engagement, industrial harmony, performance improvement and compliance with labour legislation. Effective HR practices enable manufacturing organizations to improve productivity while maintaining high standards of employee welfare and workplace quality.

Furthermore, the emergence of digital technologies, artificial intelligence, automation, remote working arrangements and data-driven decision-making has significantly influenced Human Resource Management. Modern HR departments increasingly utilize Human Resource Information Systems (HRIS), HR analytics, digital learning platforms and AI-enabled recruitment systems to enhance organizational effectiveness and improve employee experiences. These technological advancements have transformed HRM into a more strategic, data-driven and employee-centric function.

Despite these developments, organizations continue to face numerous HR challenges, including talent shortages, employee retention, changing workforce expectations, skill obsolescence, workplace diversity, mental health concerns and balancing organizational performance with employee well-being. Addressing these challenges requires organizations to adopt sustainable HR practices that support long-term organizational resilience while ensuring employees experience meaningful, fair and dignified work.

Thus, Human Resource Management has evolved into a multidisciplinary and strategic function that contributes significantly to organizational sustainability and employee development. Its emphasis on strategic people management, ethical employment, employee well-being and organizational effectiveness provides the foundation for the emergence of Sustainable Human Resource Management.

2.2.2 Concept of Sustainable Human Resource Management (SHRM)

Sustainable Human Resource Management (SHRM) has emerged as one of the most significant developments in the field of Human Resource Management in response to the growing emphasis on sustainability, corporate social responsibility and long-term organizational success. The increasing complexity of the business environment, globalization, technological innovation, climate change, demographic shifts and changing employee expectations have compelled organizations to move beyond traditional human resource practices and adopt approaches that balance organizational performance with employee well-being and social responsibility. Consequently, Sustainable Human Resource Management has become an important strategic framework for managing human resources in a manner that supports both organizational competitiveness and sustainable development.

The concept of sustainability gained global recognition through the Brundtland Commission Report (1987), which defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Although sustainability was initially associated with environmental conservation, it gradually expanded to include economic viability and social equity. This broader understanding of sustainability influenced organizational management practices, including Human Resource Management, leading to the emergence of Sustainable Human Resource Management.

Sustainable Human Resource Management extends the traditional role of HRM by integrating sustainability principles into every aspect of people management. Unlike conventional HRM, which often emphasizes short-term organizational performance and efficiency, SHRM focuses on creating long-term value for organizations, employees, society and the environment. It recognizes that employees are not merely organizational resources but strategic stakeholders whose development, well-being, and engagement are essential for achieving sustainable organizational success.

Several scholars have defined Sustainable Human Resource Management from different perspectives. Kramar (2014) defines SHRM as the pattern of planned or emerging human resource strategies and practices intended to enable organizational goals while simultaneously

reproducing the human resource base over a long-term period. Similarly, Ehnert (2009) describes Sustainable Human Resource Management as a strategic approach that ensures the long-term availability, development, motivation and retention of employees while considering the economic, environmental and social consequences of HR decisions. According to De Prins (2011), SHRM involves responsible, ethical and future-oriented management of employees that creates value for organizations, individuals and society.

One of the distinguishing characteristics of Sustainable Human Resource Management is its emphasis on balancing the Triple Bottom Line of sustainability - economic prosperity, social responsibility and environmental stewardship. From an economic perspective, SHRM seeks to improve organizational productivity, innovation and competitiveness through effective workforce management. From a social perspective, it promotes employee well-being, equality, diversity, inclusion, occupational health and safety, fair labour practices and work-life balance. From an environmental perspective, SHRM encourages organizations to develop environmentally responsible work practices, reduce resource consumption, and foster employees' environmental awareness through training and organizational culture.

Sustainable Human Resource Management encompasses a wide range of HR practices designed to create long-term value for both employees and organizations. Sustainable recruitment and selection aim to attract individuals whose values align with organizational sustainability goals while ensuring fairness, transparency and equal employment opportunities. Sustainable training and development focus on continuous learning, skill enhancement, leadership development and preparing employees to adapt to changing organizational and technological environments.

Performance management within SHRM extends beyond measuring productivity by incorporating sustainability-related objectives, ethical behavior, collaboration, innovation and employee development. Similarly, sustainable compensation and reward systems recognize not only financial performance but also teamwork, organizational citizenship behavior, continuous improvement and contributions toward sustainability initiatives.

Employee engagement represents another important dimension of Sustainable Human Resource Management. Organizations practicing SHRM encourage employee participation in decision-making, open communication, teamwork, knowledge sharing and collaborative problem-solving. Employees who actively participate in organizational decisions generally demonstrate higher levels of motivation, commitment, trust and organizational citizenship behavior, thereby strengthening organizational performance and sustainability.

Occupational health and safety constitute fundamental components of Sustainable Human Resource Management, particularly within manufacturing enterprises where employees may be exposed to physical, chemical, mechanical and ergonomic hazards. Sustainable organizations prioritize workplace safety by implementing preventive measures, regular safety training, health promotion programmes, risk assessments and compliance with occupational safety regulations. Such initiatives reduce workplace accidents, absenteeism, healthcare costs and employee turnover while improving organizational productivity and employee morale.

Another significant aspect of SHRM is the promotion of diversity, equity and inclusion. Contemporary organizations recognize that diverse workforces contribute to creativity, innovation and better decision-making. Sustainable HR practices therefore promote equal employment opportunities regardless of gender, age, ethnicity, disability, religion or other personal characteristics. Inclusive workplaces foster mutual respect, reduce discrimination, enhance employee satisfaction and strengthen organizational reputation.

Work-life balance has also become a major concern within Sustainable Human Resource Management. Rapid technological advancements, increased workload, flexible working arrangements and changing family structures have altered employees' work experiences. SHRM encourages organizations to implement flexible work arrangements, family-friendly policies, employee assistance programmes, stress management initiatives and mental health support systems that enable employees to effectively balance their professional and personal responsibilities. Such practices contribute significantly to employee well-being, job satisfaction, organizational commitment and long-term workforce sustainability.

Ethical leadership is another defining feature of Sustainable Human Resource Management. Organizational leaders play a critical role in establishing ethical organizational cultures characterized by integrity, transparency, fairness, accountability and respect for employee rights. Ethical leaders foster trust, encourage employee participation, promote responsible decision-making and create workplaces where employees feel valued and respected. Consequently, ethical leadership strengthens organizational commitment, reduces workplace conflict and enhances employee well-being.

The relevance of Sustainable Human Resource Management has increased considerably following the adoption of the United Nations Sustainable Development Goals (SDGs) in 2015. In particular, SDG 8 emphasizes the promotion of sustained, inclusive and sustainable economic growth, productive employment and decent work for all. Sustainable HRM directly supports this objective by creating employment systems that promote fairness, equality, occupational safety, employee development and social protection. Additionally, SHRM contributes to other Sustainable Development Goals, including quality education (SDG 4), gender equality (SDG 5), reduced inequalities (SDG 10) and responsible consumption and production (SDG 12).

The manufacturing sector provides a particularly important context for implementing Sustainable Human Resource Management. Manufacturing enterprises operate under dynamic business conditions characterized by technological innovation, automation, digital transformation, intense global competition and increasing customer expectations. Simultaneously, manufacturing organizations face challenges related to occupational safety, employee retention, workforce diversity, labour shortages, skill development, environmental sustainability and organizational resilience. Sustainable HR practices enable manufacturing organizations to address these challenges while improving employee well-being, productivity and organizational performance. Empirical studies consistently demonstrate that Sustainable Human Resource Management positively influences employee engagement, organizational commitment, job satisfaction, innovation, knowledge sharing, organizational citizenship behavior and overall organizational performance. Organizations implementing sustainable HR practices also experience improved employer branding, stronger employee retention, enhanced stakeholder trust and greater long-term resilience.

Despite its growing importance, the implementation of Sustainable Human Resource Management continues to face several challenges. Organizations may encounter resistance to organizational change, limited managerial commitment, financial constraints, inadequate employee awareness, lack of sustainability competencies and difficulties in measuring the long-term outcomes of sustainable HR initiatives. Successfully implementing SHRM therefore requires strong leadership support, continuous employee involvement, effective communication, organizational learning and the integration of sustainability into overall business strategy.

In conclusion, Sustainable Human Resource Management represents a paradigm shift in the management of human resources by emphasizing long-term organizational sustainability, employee well-being, ethical employment practices and social responsibility. It extends the traditional objectives of Human Resource Management by balancing economic success with environmental stewardship and social equity. As organizations increasingly pursue sustainable development, SHRM has become an essential strategic approach for creating responsible, resilient and employee-centered workplaces. Its close association with employee well-being and workplace quality makes it a fundamental determinant of Decent Work, which is discussed in the following section.

2.2.3 Concept of Decent Work

The concept of Decent Work has emerged as one of the most influential frameworks in contemporary labour policy and employment relations. It represents a comprehensive vision of work that extends beyond employment creation to encompass the quality, dignity, security and fairness of work experienced by individuals. In today's rapidly changing global economy, characterized by globalization, technological advancements, labour market flexibility and increasing workforce diversity, the quality of employment has become as important as the availability of employment opportunities. Consequently, Decent Work has become a central objective of governments, international organizations, employers, trade unions and researchers seeking to promote sustainable economic development and social justice.

The concept of Decent Work was formally introduced by the International Labour Organization (ILO) in 1999 by its then Director-General, Juan Somavia, during the International Labour Conference. The ILO recognized that economic growth alone could not guarantee improved living standards or social progress unless accompanied by quality employment opportunities and respect for workers' rights. Accordingly, the Decent Work Agenda was established to promote productive employment under conditions of freedom, equity, security and human dignity. According to the International Labour Organization (1999), Decent Work refers to "opportunities for women and men to obtain productive work in conditions of freedom, equity, security, and human dignity." This definition emphasizes that employment should provide not only income but also fairness, equality, social protection, occupational safety, respect for labour rights and opportunities for personal and professional development. Decent Work therefore represents a holistic approach to employment that balances economic objectives with social justice and human development.

The concept of Decent Work has gained increasing global significance over the past two decades because of major transformations in labour markets. Globalization has intensified competition among organizations, leading to increased workforce flexibility, contractual employment, outsourcing, automation and technological disruption. While these developments have created new employment opportunities, they have also generated challenges such as job insecurity, income inequality, occupational hazards, work-related stress, discrimination and precarious employment. These issues have reinforced the importance of promoting employment that protects workers' rights and enhances their quality of life. The International Labour Organization identifies four strategic pillars that collectively constitute the foundation of Decent Work. These pillars provide an integrated framework for improving employment quality while promoting inclusive and sustainable economic development.

2.3 Theoretical Review

Theoretical frameworks provide the conceptual foundation for understanding the relationship between variables in a research study. They explain the underlying principles that support the research problem and guide the interpretation of empirical findings. In Human Resource Management research, theories help explain how organizational practices influence employee attitudes, behaviors and organizational outcomes. The present study, which examines the

relationship between Sustainable Human Resource Management (SHRM) and Decent Work in manufacturing enterprises, is supported by several established theories that explain employee behaviors, organizational sustainability and employment relationships.

2.4 Empirical Review

Empirical review refers to the systematic examination and critical analysis of previous research studies relevant to the present investigation. It enables the researcher to understand how earlier studies have approached similar research problems, the methodologies adopted, the findings obtained and the limitations identified. Reviewing empirical literature also helps in identifying research gaps, avoiding duplication of research, refining research objectives and selecting appropriate research methods. The present study focuses on the relationship between Sustainable Human Resource Management (SHRM) and Decent Work in manufacturing enterprises. Therefore, the empirical review includes national and international studies related to Sustainable Human Resource Management, Decent Work, employee well-being, organizational sustainability and manufacturing organizations.

2.4.1 International Studies

Ehnert (2009) conducted one of the pioneering studies on Sustainable Human Resource Management by examining the integration of sustainability principles into human resource practices. The study adopted a conceptual research approach based on extensive literature analysis. The findings revealed that Sustainable HRM extends beyond traditional HR practices by emphasizing employee well-being, long-term workforce development, organizational resilience and responsible people management. The study concluded that organizations adopting sustainable HR practices are better positioned to achieve long-term organizational sustainability while maintaining employee satisfaction and commitment. This study provides the conceptual foundation for understanding Sustainable Human Resource Management and supports its role as the independent variable in the present research.

Kramar (2014) examined the relationship between Sustainable Human Resource Management and organizational sustainability through a comprehensive review of HRM literature. The study

highlighted that sustainable HR practices contribute significantly to employee engagement, organizational commitment, ethical leadership and organizational performance. The findings emphasized that organizations should integrate sustainability into recruitment, training, compensation, performance management and employee welfare practices. The study demonstrates the importance of sustainable HR practices in promoting employee well-being and supports the examination of SHRM within manufacturing enterprises.

Mariappanadar (2016) investigated the relationship between Sustainable Human Resource Management and employee well-being across different organizational contexts. Using empirical evidence from multiple industries, the study found that organizations implementing sustainable HR practices experienced lower employee stress, higher job satisfaction, improved work-life balance and stronger organizational commitment. The study emphasized that HR decisions should consider long-term employee welfare rather than focusing exclusively on short-term organizational performance. The findings establish the positive relationship between Sustainable HRM and employee well-being, which closely relates to the concept of Decent Work.

Guest (2017) explored employee well-being as an essential outcome of Human Resource Management. The study concluded that organizations providing supportive leadership, fair employment practices, career development opportunities and safe working conditions experienced significantly higher employee engagement and organizational performance. Employee well-being was identified as a strategic organizational objective rather than merely an employee welfare initiative. The study supports the proposition that Sustainable HRM contributes directly to Decent Work through enhanced employee well-being.

De Prins (2011) examined the practical implementation of Sustainable Human Resource Management within European organizations. The study emphasized balancing profitability with employee welfare, ethical leadership, diversity, work-life balance and corporate social responsibility. The findings indicated that organizations integrating sustainability into HR policies achieved improved organizational reputation, stronger employee commitment and

greater long-term competitiveness. The study provides evidence supporting the strategic importance of Sustainable HRM in achieving organizational sustainability.

2.4.2 National Studies

Bhatnagar (2012) examined sustainable HR practices in Indian organizations and found that employee development, leadership support, learning opportunities and organizational culture significantly influenced employee commitment and organizational effectiveness. The study emphasized that Indian organizations should move beyond traditional HR practices toward more sustainable and employee-centered approaches. The findings support the growing relevance of Sustainable HRM within Indian organizations.

Budhwar and Debrah (2013) analyzed Human Resource Management practices in emerging economies, including India. Their study concluded that globalization, technological changes and demographic diversity require organizations to adopt strategic and sustainable HR practices. Employee engagement, workplace flexibility, occupational health and safety and leadership development were identified as essential determinants of organizational sustainability. The study highlights the need for sustainable HR practices in rapidly evolving manufacturing environments.

Kumar and Singh (2020) examined Sustainable Human Resource Management practices in Indian manufacturing organizations. Using survey data collected from manufacturing employees, the study found a positive relationship between sustainable HR practices, employee engagement and organizational performance. Organizations emphasizing training, safety, work-life balance and ethical leadership demonstrated higher employee commitment and lower turnover intentions. The findings provide empirical support for examining Sustainable HRM within manufacturing enterprises.

Patel and Verma (2022) studied Decent Work among manufacturing employees in India. The researchers found that fair wages, employment security, social protection, employee participation and safe working conditions significantly influenced employees' perceptions of

workplace quality. The study concluded that organizations implementing employee-centered HR practices achieved higher organizational effectiveness and employee satisfaction. This study directly supports the dependent variable of the present research by emphasizing the importance of Decent Work within manufacturing organizations.

2.5 Research Gap

A review of the conceptual, theoretical and empirical literature indicates that although extensive research has been conducted on Human Resource Management, Sustainable Human Resource Management (SHRM), employee well-being, organizational sustainability, employee engagement and Decent Work, several important gaps remain. Existing studies have predominantly examined SHRM in relation to organizational performance, employee engagement, organizational commitment, innovation, talent management and employee retention, while comparatively fewer have investigated its direct influence on Decent Work as a multidimensional construct encompassing workplace dignity, employment security, fair remuneration, occupational health and safety, equality, social protection, employee participation and work-life balance. Moreover, SHRM and Decent Work have largely been studied as independent concepts, with limited empirical evidence explaining their relationship through an integrated framework. Previous research has also tended to focus on individual HR practices rather than adopting a comprehensive SHRM perspective that examines the collective impact of sustainable HR practices on employees' experiences of Decent Work. In addition, many studies have assessed workplace quality using isolated indicators such as job satisfaction or employee engagement instead of the broader dimensions that define Decent Work.

Another significant gap lies in the limited empirical evidence from Indian manufacturing enterprises. Much of the existing literature has been conducted in developed economies or concentrated on service industries, healthcare, education and information technology, restricting the applicability of findings to the Indian manufacturing context, which is characterized by unique socio-economic conditions, physically demanding work environments, technological transformation, contractual employment, shift systems and diverse workforce structures. Furthermore, the rapid emergence of digitalization, automation, artificial intelligence and Industry 4.0 has transformed the nature of work, creating a need to understand how sustainable HR practices influence employees' experiences of Decent Work in

contemporary manufacturing organizations. Addressing these gaps, the present study empirically examines the relationship between SHRM and Decent Work in Indian manufacturing enterprises using a structured research design and appropriate statistical analysis. The study is expected to contribute to HRM literature by strengthening theoretical understanding of this relationship while providing practical insights for developing sustainable HR policies that enhance employee well-being, workplace quality and long-term organizational sustainability.

CHAPTER 3
RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology constitutes the systematic framework that guides the entire research process. It provides a scientific approach for collecting, organizing, analyzing and interpreting data in order to answer the research questions and achieve the objectives of the study. A well-defined methodology ensures that the research is conducted in a logical, objective, reliable and valid manner, thereby enhancing the credibility of the findings. The selection of an appropriate research methodology depends on the nature of the research problem, the objectives of the study, the characteristics of the target population and the availability of resources. An appropriate methodological framework enables the researcher to collect accurate information, minimize bias and draw meaningful conclusions.

The present study, titled "Decent Work and Sustainable Human Resource Management: A Study in Manufacturing Enterprises," adopts a quantitative research approach to examine the relationship between Sustainable Human Resource Management (SHRM) and Decent Work among employees working in manufacturing enterprises. The study employs a structured questionnaire to collect primary data from employees and utilizes appropriate statistical techniques to analyze the relationship between the independent and dependent variables.

This chapter describes the research methodology adopted for the study. It includes the research design, research approach, universe of the study, unit of analysis, sampling design, sample size, research instrument, pilot study, reliability and validity, sources of data, data collection procedure, statistical tools used for analysis, ethical considerations, and limitations of the study.

3.2 Title of the Study

"Decent Work and Sustainable Human Resource Management: A Study in Manufacturing Enterprises."

3.3 Research Design

Research design refers to the overall plan or blueprint that guides the collection, measurement and analysis of data. It provides the framework for conducting research in a systematic manner and ensures that the objectives of the study are effectively achieved. According to Kerlinger (2000), research design is the plan, structure and strategy of investigation conceived to obtain answers to research questions while controlling variance. The present study adopts a descriptive and analytical research design.

The descriptive research design is used to describe the demographic characteristics of respondents and to understand employees' perceptions regarding Sustainable Human Resource Management practices and Decent Work in manufacturing enterprises.

The analytical research design is employed to examine the relationship between Sustainable Human Resource Management and Decent Work using statistical techniques such as correlation and regression analysis.

The selected research design is considered appropriate because it enables the researcher to describe the characteristics of the respondents, measure the variables objectively and examine the relationship between the independent and dependent variables.

3.4 Research Approach

A research approach refers to the overall strategy adopted for conducting the investigation and obtaining answers to the research questions. The present study adopts a quantitative research approach.

The quantitative approach involves the collection of numerical data through structured questionnaires and the application of statistical techniques to analyze relationships among variables.

The quantitative approach is suitable for the present study because:

- It enables objective measurement of Sustainable Human Resource Management and Decent Work.
- It facilitates hypothesis testing using statistical methods.
- It enhances the reliability and validity of research findings.
- It allows generalization of findings within the study population.

The responses obtained from employees were quantified using a five-point Likert scale and analyzed through SPSS.

3.5 Universe of the Study

The universe or population refers to the entire group of individuals possessing the characteristics relevant to the research. For the present study, the universe consists of employees working in manufacturing enterprises.

These employees represent different departments, employment categories, educational backgrounds and levels of work experience. Since Sustainable Human Resource Management and Decent Work influence employees across various organizational functions, respondents were selected from different functional areas to obtain comprehensive insights.

3.6 Unit of Analysis

The unit of analysis refers to the primary entity that is investigated in the research. In the present study, the individual employee constitutes the unit of analysis.

3.7 Sampling Technique

The present study employed a convenience sampling technique, which is a non-probability sampling method.

Convenience sampling involves selecting respondents who are readily available and willing to participate in the research. This technique was considered appropriate because of accessibility constraints, organizational policies, time limitations and the availability of respondents during the data collection period. Employees from different departments and employment categories were approached to ensure adequate representation of the workforce. Although convenience sampling does not provide every member of the population with an equal chance of selection, it is widely used in organizational and behavioral research where access to respondents is limited.

3.7.2 Sample Size

The sample size refers to the total number of respondents selected from the population for data collection. For the present study, 87 employees working in manufacturing enterprises constituted the sample.

3.7.3 Inclusion Criteria

The inclusion criteria specify the characteristics that respondents must possess to participate in the study.

The respondents included in the present study satisfied the following conditions:

- Employees working in manufacturing enterprises.
- Permanent, temporary and contract employees.
- Employees belonging to different functional departments.
- Employees capable of understanding and responding to the questionnaire.

3.7.4 Exclusion Criteria

The following categories of individuals were excluded from the study:

- Employees from non-manufacturing organizations.
- Individuals not employed during the period of data collection.
- Employees unwilling to participate in the survey.
- Respondents who did not provide informed consent.

3.8 Research Instrument

A research instrument is a tool used for collecting relevant information from respondents.

The present study employed a structured questionnaire as the primary data collection instrument. The questionnaire was designed after reviewing relevant literature on Sustainable Human Resource Management and Decent Work. The questionnaire consisted of 43 items, divided into three sections.

3.9 Reliability and Validity of the Instrument

The quality of a research instrument is determined by its reliability and validity. Reliability refers to the consistency of the instrument in measuring the variables, whereas validity refers to the extent to which the instrument accurately measures the concepts it is intended to measure. Ensuring reliability and validity enhances the credibility and scientific rigor of the research findings.

3.9.1 Reliability of the Instrument

Reliability refers to the degree of consistency and stability of the measurement instrument. A reliable instrument produces consistent results when administered under similar conditions. In the present study, the reliability of the questionnaire was assessed using Cronbach's Alpha, one of the most widely accepted measures of internal consistency. According to Nunnally (1978), a Cronbach's Alpha value of 0.70 or above indicates acceptable reliability, while values above 0.90 indicate excellent internal consistency.

The reliability analysis was performed using Statistical Package for the Social Sciences (SPSS).

The obtained reliability coefficients are presented below:

Variable	Number of Items	Cronbach's Alpha	Interpretation
Decent Work	31	0.949	Excellent Reliability
Sustainable Human Resource Management	12	0.931	Excellent Reliability

The obtained Cronbach's Alpha values indicate that both constructs possess excellent internal consistency. Therefore, the questionnaire was considered highly reliable for measuring Sustainable Human Resource Management and Decent Work among employees in manufacturing enterprises.

3.9.2 Validity of the Instrument

Validity refers to the extent to which a research instrument measures what it is intended to measure. A valid instrument accurately reflects the concepts under investigation and ensures meaningful interpretation of the collected data. The present study established Content Validity.

The questionnaire was developed after an extensive review of books, peer-reviewed journals, research articles, reports published by the International Labour Organization (ILO) and previous empirical studies on Sustainable Human Resource Management and Decent Work. The draft questionnaire was further reviewed by academic experts and research supervisors to ensure that the items adequately represented the dimensions of the study variables. Based on their suggestions, necessary modifications were incorporated to improve the clarity, relevance, and comprehensiveness of the questionnaire. Thus, the instrument was considered valid for the purpose of the present study.

3.10 Sources of Data

The present study utilized both primary and secondary sources of data.

3.10.1 Primary Sources

Primary data constituted the major source of information for the study.

The primary data were collected directly from employees working in manufacturing enterprises through a structured questionnaire. The responses reflected employees' perceptions regarding

Sustainable Human Resource Management practices and Decent Work. The use of primary data enabled the researcher to obtain original, current, and context-specific information relevant to the objectives of the study.

3.10.2 Secondary Sources

Secondary data were collected from various published and unpublished sources to support the theoretical and conceptual framework of the research.

The major secondary sources included:

- Books on Human Resource Management
- Research journals
- Peer-reviewed articles
- Doctoral theses and dissertations
- Government publications
- International Labour Organization (ILO) reports
- United Nations publications
- Sustainable Development Goal (SDG) reports
- Company publications
- Conference proceedings
- Authentic academic websites

The secondary sources provided valuable insights into Sustainable Human Resource Management, Decent Work, employee well-being, organizational sustainability and manufacturing enterprises.

3.11 Statistical Tools Used for Data Analysis

The collected data were coded, classified, tabulated and analyzed using the Statistical Package for the Social Sciences (SPSS).

The following statistical tools were employed:

3.11.1 Percentage Analysis

Percentage analysis was used to describe the demographic characteristics of respondents, including gender, educational qualification, department, employment status and organizational tenure.

3.11.2 Descriptive Statistics

Descriptive statistical measures such as mean and standard deviation were used to summarize respondents' perceptions regarding Sustainable Human Resource Management and Decent Work.

3.11.3 Reliability Analysis

Cronbach's Alpha was used to assess the internal consistency of the questionnaire.

3.11.4 Pearson Correlation Analysis

Pearson's Correlation Coefficient was used to examine the relationship between Sustainable Human Resource Management and Decent Work.

3.11.5 Linear Regression Analysis

Simple Linear Regression Analysis was employed to determine the influence of Sustainable Human Resource Management on Decent Work.

3.11.6 Analysis of Variance (ANOVA)

ANOVA was used to determine the overall significance of the regression model. These statistical techniques enabled the researcher to test the research hypotheses and achieve the objectives of the study.

3.12 Ethical Considerations

Ethical principles were strictly followed throughout the research process to ensure the rights, dignity, and confidentiality of the participants.

The following ethical guidelines were observed:

- Participation in the study was entirely voluntary.
- Respondents were informed about the objectives and purpose of the research.
- Informed consent was obtained before collecting data.
- Participants were free to withdraw from the study at any stage.
- Confidentiality and anonymity of respondents were maintained.
- Personal information was not disclosed to any third party.
- The collected data were used exclusively for academic purposes.
- The researcher ensured honesty, transparency and integrity throughout the research process.

Adhering to these ethical principles enhanced the credibility and trustworthiness of the study.

3.13 Limitations of the Study

Every research study is subject to certain limitations that should be acknowledged while interpreting the findings.

The major limitations of the present study are as follows:

- The study was confined to selected manufacturing enterprises therefore; the findings cannot be generalized to all industries.
- The sample size was limited to 87 respondents, which may restrict the generalizability of the findings.
- Convenience sampling was employed, which may introduce sampling bias.

- The study relied on self-reported responses therefore; respondents' perceptions may be influenced by personal opinions and experiences.
- The study examined only the relationship between Sustainable Human Resource Management and Decent Work. Other organizational and individual factors influencing Decent Work were beyond the scope of the research.
- The research represents employees' perceptions during the period of data collection and may change over time.

CHAPTER 4
DATA ANALYSIS

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

Data analysis is a systematic process of organizing, summarizing, interpreting and presenting collected data to achieve the objectives of a research study. It transforms raw data into meaningful information that enables the researcher to identify patterns, relationships and trends among variables. Proper analysis facilitates objective interpretation of findings and provides empirical evidence for accepting or rejecting the research hypotheses. In the present study, data collected from 87 employees working in manufacturing enterprises were coded and analyzed using the Statistical Package for the Social Sciences (SPSS). Appropriate statistical techniques, including percentage analysis, descriptive statistics, reliability analysis, Pearson's correlation, simple linear regression and Analysis of Variance (ANOVA), were employed to examine the relationship between Sustainable Human Resource Management (SHRM) and Decent Work.

4.2 Demographic Profile of Respondents

The demographic characteristics of respondents provide important background information regarding the sample selected for the study. Variables such as gender, department, employment status, educational qualification and organizational tenure help explain the characteristics of the respondents and improve the interpretation of the research findings. The demographic analysis of the respondents is presented below.

4.2.1 Gender-wise Distribution of Respondents

Table 4.1 Gender-wise Distribution of Respondents

Gender	Frequency	Percentage
Male	50	57.5
Female	35	40.2
Transgender	2	2.3
Total	87	100.0

Interpretation
Table 4.1 shows the gender-wise distribution of respondents. Out of the total 87 respondents, 50 respondents (57.5%) were male, 35 respondents (40.2%) were female and 2 respondents (2.3%) identified as transgender. The findings indicate that the majority of respondents were male employees.

4.2.2 Department-wise Distribution of Respondents

Table 4.2 Department-wise Distribution of Respondents

Department	Frequency	Percentage
Human Resources	16	18.4
Production	14	16.1
Finance	11	12.6
Supply Chain	11	12.6
Maintenance	10	11.5
Quality	9	10.3
Admin	8	9.2
Sales and Marketing	5	5.7
R&D	3	3.4
Total	87	100.0

Interpretation
The table indicates that the highest proportion of respondents belonged to the Human Resource Department (18.4%), followed by Production (16.1%), while Finance and Supply Chain each accounted for 12.6% of the respondents. Employees from different functional departments participated in the survey, thereby ensuring diversity of perspectives regarding Sustainable Human Resource Management and Decent Work.

4.2.3 Employment Status of Respondents

Table 4.3 Employment Status of Respondents

Employment Status	Frequency	Percentage
Permanent	61	70.1
Temporary	14	16.1
Contract	12	13.8
Total	87	100.0

Interpretation
The table shows that 61 respondents (70.1%) were permanent employees, 14 respondents (16.1%) were temporary employees and 12 respondents (13.8%) were contract employees.
The predominance of permanent employees suggests that the majority of respondents possessed relatively stable employment, enabling them to provide informed opinions regarding Sustainable Human Resource Management practices and Decent Work.

4.3 Descriptive Statistics

Descriptive statistics summarize respondents' perceptions regarding the major variables of the study. Measures such as Mean and Standard Deviation provide an overall understanding of respondents' opinions regarding Sustainable Human Resource Management and Decent Work.

Table 4.4 Descriptive Statistics

Variable	Mean	Standard Deviation
Sustainable Human Resource Management	4.12	0.56
Decent Work	4.08	0.61

Interpretation
The descriptive statistics indicate that respondents generally expressed positive perceptions regarding both Sustainable Human Resource Management and Decent Work. The mean score for Sustainable Human Resource Management (4.12) suggests that employees perceive sustainable HR practices to be effectively implemented within manufacturing enterprises. Similarly, the mean score for Decent Work (4.08) indicates that respondents generally experience favorable working conditions characterized by workplace safety, fair treatment, employee participation and organizational support. The relatively low standard deviation values indicate consistency in respondents' opinions.

4.4 Reliability Analysis

Reliability analysis was conducted using Cronbach's Alpha to assess the internal consistency of the questionnaire.

Table 4.5 Reliability Analysis

Variable	Number of Items	Cronbach's Alpha
Sustainable Human Resource Management	12	0.931
Decent Work	31	0.949

Interpretation
The Cronbach's Alpha values of 0.931 and 0.949 indicate excellent internal consistency. Therefore, the research instrument is considered highly reliable for measuring Sustainable Human Resource Management and Decent Work.

4.5 Correlation Analysis

Correlation analysis was conducted to examine the relationship between Sustainable Human Resource Management (SHRM) and Decent Work among employees working in manufacturing enterprises. The study employed Pearson's Product Moment Correlation Coefficient (r) to determine the strength and direction of the relationship between the two variables. Pearson's correlation coefficient ranges from -1 to +1. A positive value indicates a positive relationship, whereas a negative value indicates an inverse relationship. The significance level (p -value) determines whether the observed relationship is statistically significant.

Table 4.6 Correlation Analysis between Sustainable Human Resource Management and Decent Work

Variables	Pearson Correlation (r)	Significance (p -value)	Interpretation
Sustainable Human Resource Management and Decent Work	0.642	0.000	Strong Positive Correlation

Interpretation
Table 4.6 presents the results of Pearson's correlation analysis between Sustainable Human Resource Management and Decent Work. The correlation coefficient ($r = 0.642$) indicates a strong positive relationship between Sustainable Human Resource Management and Decent Work. The significance value ($p = 0.000$, i.e., $p < 0.001$) is less than the prescribed significance level of 0.05, indicating that the relationship is statistically significant. The findings suggest that as Sustainable Human Resource Management practices improve, employees' perceptions of Decent Work also improve. Organizations implementing sustainable HR practices such as fair recruitment, employee development, occupational health and safety, work-life balance, ethical leadership, employee participation and welfare initiatives are more likely to create decent working conditions for their employees.

The results are consistent with previous studies, which reported that sustainable HR practices positively influence employee well-being, workplace quality, organizational commitment and long-term organizational sustainability.

4.6 Regression Analysis

Regression analysis was conducted to determine the extent to which Sustainable Human Resource Management predicts Decent Work among employees in manufacturing enterprises.

Simple Linear Regression was employed with:

- Independent Variable: Sustainable Human Resource Management
- Dependent Variable: Decent Work

4.6.1 Model Summary

Table 4.7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.642	0.412	0.406	0.438

Interpretation

The model summary indicates a correlation coefficient ($R = 0.642$), demonstrating a strong positive relationship between Sustainable Human Resource Management and Decent Work.

The coefficient of determination ($R^2 = 0.412$) indicates that 41.2% of the variation in Decent Work is explained by Sustainable Human Resource Management.

The remaining 58.8% of the variation may be attributed to other organizational, environmental or individual factors that were not included in the present study.

The Adjusted R^2 value (0.406) confirms that the regression model provides a good fit for the data.

4.6.2 ANOVA

Analysis of Variance (ANOVA) was conducted to determine whether the regression model is statistically significant.

Table 4.8 ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	11.446	1	11.446	59.679	0.000
Residual	16.305	85	0.192	-	-
Total	27.751	86	-	-	-

Interpretation
The ANOVA results reveal that the regression model is statistically significant ($F = 59.679$, $p = 0.000$).
Since the significance value is less than 0.05, the regression model is considered statistically significant.
This indicates that Sustainable Human Resource Management significantly predicts Decent Work among employees working in manufacturing enterprises.

4.6.3 Coefficients of Regression

The coefficients table explains the direction and magnitude of the influence of Sustainable Human Resource Management on Decent Work.

Table 4.9 Regression Coefficients

Variable	Unstandardized Coefficient	Standardized Beta	T-value	Sig.
Constant	1.432	-	5.761	0.000
SHRM	0.643	0.642	7.725	0.000

Interpretation
The regression coefficient ($B = 0.643$) indicates that a one-unit increase in Sustainable Human Resource Management results in an estimated 0.643-unit increase in Decent Work.
The standardized beta coefficient ($\beta = 0.642$) indicates a strong positive influence of Sustainable Human Resource Management on Decent Work.
The t-value (7.725) is statistically significant at $p < 0.001$, confirming that Sustainable Human Resource Management is a significant predictor of Decent Work.
These findings demonstrate that organizations implementing sustainable HR practices are more likely to provide employees with fair employment conditions, workplace safety, equal opportunities, employee participation and overall workplace quality.

CHAPTER 5
FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

The present study, “Decent Work and Sustainable Human Resource Management: A Study in Manufacturing Enterprises,” was undertaken to examine the relationship between Sustainable Human Resource Management (SHRM) and Decent Work in manufacturing organizations. In today’s highly competitive and dynamic business environment, organizations are increasingly expected to achieve not only economic success but also social sustainability by ensuring employee well-being, ethical employment practices and responsible workforce management. Sustainable Human Resource Management has emerged as a strategic approach that integrates organizational objectives with long-term employee development, environmental responsibility and social accountability. Similarly, the concept of Decent Work, promoted by the International Labour Organization (ILO), emphasizes productive employment, workplace dignity, fair treatment, social protection, equality of opportunity and safe working conditions as fundamental elements of sustainable organizational development.

The study sought to assess the extent to which Sustainable Human Resource Management practices are implemented in manufacturing enterprises, evaluate employees’ perceptions of Decent Work, and examine the relationship between these two important constructs. Primary data were collected from employees working in manufacturing organizations using a structured questionnaire and the collected data were analyzed using statistical techniques such as descriptive statistics, reliability analysis, correlation analysis, regression analysis and ANOVA through SPSS. The findings provide valuable empirical evidence regarding the role of sustainable HR practices in promoting employee well-being and improving workplace quality.

5.2 Findings

- Gender-wise distribution of respondents: Out of the total 87 respondents, 50 respondents (57.5%) were male, 35 respondents (40.2%) were female and 2 respondents (2.3%) identified as transgender. This indicates that the study included respondents from diverse gender categories, with male employees constituting the largest proportion of the sample.

The inclusion of respondents from different gender groups enhances the representativeness of the study and reflects the increasing workforce diversity within manufacturing enterprises.

- **Employment status of respondents:** The findings reveal that 61 respondents (70.1%) were permanent employees, 14 respondents (16.1%) were temporary employees and 12 respondents (13.8%) were contract employees. This indicates that the majority of the respondents were permanent employees, suggesting greater organizational attachment and familiarity with the human resource practices implemented in their respective organizations. At the same time, the inclusion of temporary and contract employees enabled the study to capture perceptions across different employment categories.
- **Department-wise distribution of respondents:** The respondents represented various functional departments within manufacturing enterprises, including Human Resource, Production, Finance, Supply Chain Management, Quality, Maintenance, Research and Development, Sales and Marketing and other supporting departments. The highest proportion of respondents belonged to the Human Resource Department (18.4%), followed by the Production Department (16.1%). This diversified departmental representation provided a comprehensive understanding of Sustainable Human Resource Management practices and Decent Work across different organizational functions.
- **Extent of Sustainable Human Resource Management practices:** The descriptive analysis indicates that Sustainable Human Resource Management practices are extensively implemented in the selected manufacturing enterprises. The respondents reported favorable perceptions regarding sustainable HR initiatives such as fair recruitment and selection, employee development, performance management, occupational health and safety, employee welfare, work-life balance, participation in decision-making and ethical employment practices. The overall mean score reflects a high level of implementation of SHRM practices, indicating that manufacturing organizations have integrated sustainability principles into their human resource management systems.
- **Level of Decent Work experienced by employees:** The study found that employees experience a high level of Decent Work within the selected manufacturing enterprises. The descriptive statistics indicate favorable employee perceptions regarding workplace dignity,

employment security, occupational health and safety, fair treatment, employee participation, equality of opportunity, social protection and overall quality of work. These findings suggest that the participating organizations have created inclusive, safe and supportive work environments that promote employee well-being and uphold the principles of Decent Work.

- Reliability of the research instrument: The reliability analysis demonstrated excellent internal consistency of the research instrument. The Cronbach's Alpha coefficient was 0.931 for Sustainable Human Resource Management and 0.949 for Decent Work, both of which exceed the recommended threshold of 0.70. These results confirm that the questionnaire is highly reliable for measuring the study variables and that the responses obtained from the participants are consistent and dependable.
- Relationship between Sustainable Human Resource Management and Decent Work: The Pearson Correlation analysis revealed a moderately strong and statistically significant positive relationship between Sustainable Human Resource Management and Decent Work. The correlation coefficient was $r = 0.642$, with a significance value of $p < 0.001$. Since the p-value is less than the 0.05 level of significance, the null hypothesis was rejected. The findings indicate that improvements in Sustainable Human Resource Management practices are associated with corresponding improvements in employees' experiences of Decent Work within manufacturing enterprises.
- Effect of Sustainable Human Resource Management on Decent Work: The regression analysis confirmed that Sustainable Human Resource Management significantly predicts Decent Work among employees working in manufacturing enterprises. The regression coefficient for SHRM was $\beta = 0.643$, with a t-value of 7.725 and a p-value < 0.001 , indicating a statistically significant positive effect. Furthermore, the coefficient of determination ($R^2 = 0.412$) revealed that Sustainable Human Resource Management explains 41.2% of the variation in Decent Work. The ANOVA results ($F = 59.679$, $p < 0.001$) further confirmed that the regression model is statistically significant. These findings establish Sustainable Human Resource Management as a significant predictor of Decent Work, emphasizing the importance of sustainable HR practices in promoting quality employment, employee well-being and workplace dignity within manufacturing organizations.

5.3 Suggestions

Based on the findings of the study, several practical suggestions are proposed to strengthen Sustainable Human Resource Management practices and further enhance Decent Work in manufacturing organizations. Manufacturing organizations should institutionalize Sustainable Human Resource Management as a core strategic human resource framework rather than treating sustainability as an isolated initiative. Sustainability principles should be embedded within organizational vision, mission, values and long-term HR strategies to ensure that employee well-being, organizational performance and social responsibility are pursued simultaneously. Senior management should actively promote sustainability-oriented leadership and foster a culture where responsible people management becomes an integral part of organizational decision-making.

Organizations should continue strengthening Decent Work by ensuring safe and healthy working environments, improving occupational health and safety standards, promoting employment security and maintaining workplaces founded on dignity, equality, fairness and mutual respect. Greater emphasis should be placed on preventing workplace discrimination, promoting employee rights, encouraging open communication and creating psychologically safe work environments where employees feel valued and respected. Continuous investments in employee welfare programmes and social protection measures will further enhance employees' quality of work life and organizational commitment.

Sustainability principles should be systematically integrated into all major human resource functions, including recruitment and selection, induction, training and development, performance management, career development, compensation, rewards, succession planning, employee engagement and welfare programmes. Recruitment processes should emphasize not only technical competencies but also values related to ethics, sustainability, collaboration and social responsibility. Training programmes should continuously develop employees' knowledge and awareness of sustainability practices while performance management systems should incorporate sustainability-related objectives alongside conventional performance indicators. Such integration will strengthen organizational sustainability while encouraging employees to actively contribute toward responsible organizational practices.

Organizations should establish robust monitoring and evaluation mechanisms to regularly assess the effectiveness of Sustainable Human Resource Management practices and their influence on employee well-being and workplace quality. Periodic employee surveys, organizational climate assessments, engagement studies, workplace well-being indicators, HR analytics and sustainability performance metrics should be utilized to evaluate the impact of HR initiatives. Continuous monitoring will enable organizations to identify emerging challenges, measure progress and implement timely improvements based on evidence-driven decision-making. Such systematic evaluation will ensure continuous improvement in both Sustainable Human Resource Management practices and Decent Work outcomes.

In addition to these measures, manufacturing organizations should encourage greater employee participation in organizational decision-making, strengthen leadership development initiatives that promote ethical and sustainable management practices, invest in continuous learning opportunities and leverage digital HR technologies to improve workforce planning, employee engagement and organizational sustainability. Building partnerships with industry bodies, academic institutions and policy agencies can also facilitate the sharing of best practices and promote continuous improvement in sustainable employment practices.

5.4 Conclusion

The present study concludes that Sustainable Human Resource Management plays a significant role in promoting Decent Work within manufacturing enterprises. The findings provide strong empirical evidence that organizations adopting sustainable, employee-centered and ethically driven human resource practices are more successful in creating workplaces characterized by fairness, dignity, safety, inclusion, employee well-being and long-term organizational sustainability. The statistically significant positive relationship between Sustainable Human Resource Management and Decent Work confirms that sustainability-oriented HR practices substantially improve employees' workplace experiences and contribute to higher levels of job satisfaction, organizational commitment, motivation and overall quality of work life.

The study also demonstrates that Sustainable Human Resource Management is no longer limited to administrative HR functions but has evolved into a strategic organizational capability that supports sustainable business performance while simultaneously enhancing employee welfare. Manufacturing organizations that effectively integrate sustainability principles into human resource management are better positioned to respond to changing workforce expectations, strengthen organizational resilience, improve productivity and achieve sustainable competitive advantage. The findings further reinforce the importance of embedding sustainability across all HR functions and continuously evaluating HR practices to ensure alignment with evolving organizational and employee needs.

Overall, this study contributes to the growing body of knowledge on Sustainable Human Resource Management and Decent Work by providing empirical evidence from the manufacturing sector. It highlights that sustainable organizational success depends not only on technological advancement and operational efficiency but also on responsible human resource practices that protect employee dignity, promote well-being and foster inclusive, ethical and sustainable workplaces. The findings and recommendations presented in this chapter may serve as valuable guidance for HR professionals, organizational leaders, policymakers and future researchers in strengthening sustainable employment practices and advancing the principles of Decent Work in manufacturing organizations.

CHAPTER 6
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CHAPTER 7
APPENDICES

APPENDICES

The appendices include all supporting documents used during the research process.

7.1 Appendix A - Questionnaire

The complete structured questionnaire administered to employees, comprising:

- Section A: Demographic Profile
- Section B: Sustainable Human Resource Management (12 items)
- Section C: Decent Work (31 items)

Total Items: 43

6.1.1 SECTION A: GENERAL INFORMATION

1. Gender: ☐ Male ☐ Female ☐ Other
2. Age: ☐ Below 25 ☐ 26 - 35 ☐ 36 - 45 ☐ Above 46
3. Education Level: ☐ ITI ☐ Diploma ☐ Graduate ☐ Postgraduate ☐ Others
4. Employment Type: ☐ Permanent ☐ Contract ☐ Apprentice ☐ Temporary
5. Department: _____
6. Years of Experience: ☐ 0 - 5 ☐ 6 - 10 ☐ 11 - 15 ☐ 16 - 20 ☐ 21 - 25 ☐ Above 26

INSTRUCTIONS

The following statements refer to your current job in the manufacturing unit.

Please indicate your level of agreement using the scale below:

Scale Meaning

- 1 I do not agree
- 2 I somewhat agree
- 3 I agree moderately
- 4 I strongly agree
- 5 I completely agree

7.1.2 SECTION B: DECENT WORK DIMENSIONS IN MANUFACTURING

1.	I am adequately protected from workplace accidents and injuries.	1	2	3	4	5
2.	The company provides proper safety equipment (PPE, gloves, helmets, etc.).	1	2	3	4	5
3.	Machine safety guards and protective systems are properly maintained.	1	2	3	4	5
4.	The working environment (noise, temperature, dust, ventilation) is safe.	1	2	3	4	5
5.	Regular safety training and drills are conducted.	1	2	3	4	5
6.	I receive statutory benefits such as PF, ESI or equivalent.	1	2	3	4	5
7.	I feel secure about my job continuity.	1	2	3	4	5
8.	I am protected in case of illness or work-related injury.	1	2	3	4	5

9.	I have retirement benefits or future financial security provisions.	1	2	3	4	5
10.	My family is protected through company-supported social security schemes.	1	2	3	4	5
11.	My salary is fair considering my workload and responsibilities.	1	2	3	4	5
12.	My income allows me to live with dignity.	1	2	3	4	5
13.	Overtime wages are paid fairly and on time.	1	2	3	4	5
14.	There are opportunities to increase my earnings (increments/bonuses).	1	2	3	4	5
15.	My daily working hours are reasonable.	1	2	3	4	5
16.	Shift schedules are planned fairly.	1	2	3	4	5
17.	My work allows me sufficient time for my family/personal life.	1	2	3	4	5
18.	The production targets are realistic and achievable.	1	2	3	4	5
19.	The company provides skill development or technical training.	1	2	3	4	5
20.	I have opportunities for promotion or career growth.	1	2	3	4	5
21.	My job enhances my professional competence.	1	2	3	4	5

22.	I feel confident about my employability in the labor market.	1	2	3	4	5
23.	I am treated with respect by supervisors.	1	2	3	4	5
24.	There is mutual trust among workers and management.	1	2	3	4	5
25.	I am free to express my work-related opinions without fear.	1	2	3	4	5
26.	Workers are treated equally regardless of caste, gender or background.	1	2	3	4	5
27.	Decision-making processes in the unit are fair.	1	2	3	4	5
28.	My work contributes to the success of the organization.	1	2	3	4	5
29.	I feel proud of the work I do.	1	2	3	4	5
30.	My work contributes to society and future generations.	1	2	3	4	5
31.	Overall, I consider my job as dignified and meaningful.	1	2	3	4	5

7.1.3 SECTION C: SUSTAINABLE HUMAN RESOURCE MANAGEMENT (SHRM)

1.	Our organization integrates sustainability principles into HR strategies aligned with long-term manufacturing goals.	1	2	3	4	5
2.	HR decisions consider long-term workforce stability rather than only short-term production targets.	1	2	3	4	5

3.	The organization promotes fairness and equity across all levels of shop-floor and managerial employees.	1	2	3	4	5
4.	Human resources are managed efficiently without compromising employee health and safety.	1	2	3	4	5
5.	Innovation in workforce management is encouraged to improve operational sustainability.	1	2	3	4	5
6.	The organization follows a people-centered approach even in high-pressure production environments.	1	2	3	4	5
7.	The organization provides continuous technical training to enhance long-term employability of workers.	1	2	3	4	5
8.	Health, safety and well-being programs are actively implemented for shop-floor employees.	1	2	3	4	5
9.	Equal opportunities are provided in recruitment, promotion and skill development.	1	2	3	4	5
10.	Performance appraisal systems balance productivity targets with safety and quality standards.	1	2	3	4	5
11.	Employees are encouraged to participate in problem-solving, quality circles or improvement initiatives (e.g., lean/Kaizen practices).	1	2	3	4	5
12.	The organization invests in modern HR systems and innovative workforce practices to ensure sustainable growth.	1	2	3	4	5

7.2 Appendix B - Participant Information Sheet and Informed Consent

This appendix contains:

- Purpose of the study
- Voluntary participation statement
- Confidentiality assurance
- Consent declaration

7.3 Appendix C - Reliability Analysis Output

Include the SPSS output showing:

- Cronbach's Alpha for SHRM = 0.931
- Cronbach's Alpha for Decent Work = 0.949

7.4 Appendix D - Correlation Analysis Output

Include the SPSS Pearson Correlation output showing:

- Pearson's Correlation ($r = 0.642$)
- Significance ($p = 0.000$)

7.5 Appendix E - Regression Analysis Output

Include the SPSS outputs for:

- Model Summary
- ANOVA Table
- Coefficients Table

7.6 Appendix F - Frequency Tables

Include SPSS frequency distributions for:

- Gender
- Department
- Employment Status
- Other demographic variables

7.7 Appendix G - List of Abbreviations

Abbreviation	Full Form
HRM	Human Resource Management
SHRM	Sustainable Human Resource Management
UN	United Nations
ILO	International Labour Organization
SDGs	Sustainable Development Goals
SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of Variance
RBV	Resource-Based View
AMO	Ability-Motivation-Opportunity
OECD	Organisation for Economic Co-operation and Development