

# Exploring the Relationship between Human Resource Management Environment and Organizational Resilience in Selected Industries across Coimbatore District: An Empirical Investigation

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## ABSTRACT

Green Human Resource Management (Green HRM) refers to the implementation and utilization of systems, processes, and products that protect the environment, along with the creation of innovative ideas and strategies aimed at reducing environmental degradation. When businesses adopt eco-friendly activities to manage the environment, green initiatives and sustainable concepts are put into action. Thus, proactive green measures are essential. These initiatives are closely linked to improved operational efficiency and financial outcomes. By adopting green practices, businesses can achieve higher performance, enhance organizational culture, save costs, use resources more efficiently, and boost their brand reputation. This applies to the manufacturing industry as well. The green HRM revolution is expected to spread rapidly in the coming years. The objective of the current study is to evaluate the sustainability and amenities provided by Green HRM environments in selected industrial businesses in Coimbatore.

**Keywords:** green hrm environment, manufacturing industry, sustainability, coimbatore

## I. INTRODUCTION

Effective implementation of green practices within organizations hinges on having the right people with the appropriate skills. Numerous studies have emphasized the importance of adopting green practices for organizational efficiency and optimal utilization of human resources. However, this is only achievable through the active participation of both employers and employees in their daily work and personal responsibilities. Furthermore, to foster and promote new environmental innovations, businesses need to enhance employee environmental awareness. This can be achieved through energy-efficient workplaces, green pay and reward systems that incorporate both monetary and non-monetary incentives to encourage eco-friendly habits, and training and development programs designed to improve employees' attitudes and behaviors toward green initiatives. In this context, the goal of this study is to investigate the connections between Green HRM and a sustainable business environment.

## II. GREEN MANAGEMENT WORKPLACE

A "green workplace" is characterized by its awareness of environmental impacts, efficient use of resources, and commitment to social responsibility. In the environmental literature, "green management" encompasses various definitions, all of which emphasize the need to balance industrial development for wealth creation with environmental preservation for the benefit of future generations (Daily and Huang, 2001). Historically, businesses and their shareholders focused solely on strong economic performance to ensure corporate success. Today, however, economic and financial outcomes must be accompanied by efforts to reduce ecological footprints and increase attention to social and environmental issues. This shift has led to the rise

of corporate environmentalism, or green management, which emerged as a strategic priority in the 1990s and became a global catchphrase in the 2000s (Lee, 2009).

Green management involves companies managing their environmental impact through the creation and implementation of environmental management plans. To secure the prosperity of future generations, companies must integrate industrial expansion with environmental preservation (Daily and Huang, 2001). This concept has become a strategic focus for organizations, especially multinational corporations with global operations (Banerjee, 2001). In essence, "green management" refers to the control of a company's interactions with and impacts on the environment (Lee and Ball, 2003). It now extends beyond regulatory compliance to include proactive approaches such as pollution prevention, product stewardship, and corporate social responsibility.

### **III. ENVIRONMENT SUSTAINABILITY**

Environmental sustainability involves making choices and taking actions that benefit the environment, ensuring its capacity to support human life in the long term. As awareness grows about the significant impact that organizations and individuals can have on the environment, this topic has gained crucial importance. Ethical actions by companies can help mitigate the harmful effects of their operations on the environment. This extends beyond merely reducing waste or energy consumption; it involves developing processes that will enable firms to achieve complete sustainability in the future. The media and various government agencies are currently paying considerable attention to environmental sustainability due to extensive research evaluating the potential impacts of human activity on the environment. Although the full extent of this issue's long-term effects is not yet fully known, there is a general consensus that the risks are significant enough to necessitate early and proactive action. Businesses, being among the largest contributors to environmental impact, are expected to take a leading role in environmental sustainability efforts. By doing so, they can significantly influence positive environmental outcomes and set an example for others to follow.

### **IV. GREEN HRM AND ITS ROLE IN ENVIRONMENT SUSTAINABILITY**

Green management and related initiatives have gained prominence among forward-thinking corporate entities worldwide, with Green HR programs providing cost-effective alternatives to layoffs and other detrimental employment strategies. The integration of environmental management into HRM, known as Strategic Green HRM, is becoming increasingly necessary. HR professionals highlight the importance of motivating employees to adopt environmentally responsible behaviors at work, such as making double-sided photocopies, turning off computers after short periods of inactivity, using energy-efficient bulbs, drawing blinds in the summer to conserve energy, and donating or discounting used office equipment and supplies to staff or local charities. By promoting these green practices, companies enhance their environmental responsibility and contribute to broader sustainability goals.

### **V. REVIEW OF LITERATURE**

Jyoti Koshish (2019) opined that ecological sustainability is gaining increasing attention from academics. Despite the importance of human resource management (HRM) systems to supervisors, employees, clients, and other stakeholders, few studies consider their role in achieving ecological sustainability. Consequently, there is a growing need to integrate natural resource management into HRM. Green HR utilizes HRM techniques to enhance the practical use of resources within business organizations and, more broadly, promotes environmental sustainability. Many significant corporate social responsibility projects are shaped by green HRM initiatives. Two key elements of green HR are the preservation of knowledge capital and the implementation of environmentally responsible HR practices. This paper aims to describe a procedural model of HR processes involved in green HRM using readily available green HR literature. The literature is organized according to entry-to-exit HRM processes (from recruitment to exit), highlighting the role of HR procedures in implementing green HR methods. The research also examines the type and extent of Green HR initiatives adopted by firms overall.

Poonam Likhitkar (2017) found that to achieve long-term sustainable growth, organizations must integrate environmentally friendly practices with their human resources departments. This integration is described by the evolving management concept known as "green HRM." This review paper provides information on green HRM strategies for long-term development and greater employee retention in the workplace. The information is gathered from secondary sources, including academic journals, case studies, whitepapers, and websites. The current study also highlights the advantages of green HR practices for both employers and employees.

S.C. Das, M.D. (2016) detailed the concept of "sustainability," which has grown in importance for both business and society in the twenty-first century. Research indicates that a company's social and environmental performance may be closely related to its financial and commercial success. A company's green human resources division can significantly contribute to developing a sustainable culture within the organization. All HR decisions must be viewed through the lens of sustainability principles by HR personnel. This paper focuses on the connection between green HRM and organizational sustainability through national and international research. More businesses now recognize the importance of sustainability to their brand, competitiveness, and ability to attract and retain top talent. Sustainable firms seek input from a broad, diverse group of stakeholders—both internal and external—in designing their business goals and operations, mindful of their impacts on the economy, society, and environment. HRM can assist in developing and implementing sustainable business strategies across the organization by utilizing green HR skills in organizational processes, change management, and culture stewardship. Despite green HRM still being in its infancy in India, this paper describes how HR professionals can access a growing body of knowledge to aid their journey toward organizational sustainability.

Marta Pinzone et al. (2016) highlighted the concept of "Sport for Sustainable Development," which explains sustainability in sports facilities to accelerate sustainable societal transitions. Although the impact seems small, there is a need for movement to create a substantial vision. This research, which applied the Ability-Motivation-Opportunity theoretical lens to incorporate sustainability into sports centers, outlines essential procedures for implementing a more environmentally friendly sustainability strategy at sports facilities. These strategies have various impacts on the macro, meso, and micro levels of society. A novel multi-methods approach was adopted in three phases to address the lack of research on such a system. Initially, a seven-component structure was identified based on factor analysis of a pilot study with 97 respondents from the green community of the Johor Darul Ta'zim Football Association. This structure was then refined using interpretive structural modeling based on expert opinion surveys. Finally, structural equation modeling was used to test the developed model. The validated findings revealed a seven-factor interpretive structural equation model with four levels: performance management, player empowerment, culture and supportive climate, pay and reward systems, attracting and selecting, training and development, and the union's role in player involvement and environmental management. These critical activities were found to be closely related throughout the system. The system emphasized methods for coordinating "performance management" and "player involvement and empowerment," forming the foundation for its implementation. The research's conclusions underscored the significance of this method in establishing Johor Darul Ta'zim as a "sustainable center," with implications for other sporting facilities across Malaysia.

## **VI. STATEMENT OF THE PROBLEM**

Studies integrating human resource management (HRM) with environmental management, known as sustainable HRM or green HRM, are increasingly necessary. The Millennium Ecosystem Assessment of 2005 highlighted the unsustainability of current practices, noting that human actions are depleting the Earth's natural resources and placing enormous demands on the environment. Employers can provide strong leadership in promoting environmental consciousness through practices such as carpooling, recycling, composting, rethinking product designs, and reducing water, power, and material usage (Li & Hung, 2009). A critical question is whether these green workplace practices extend into employees' personal lives and whether green HRM techniques can enhance job satisfaction and organizational commitment. While research has primarily focused on green HRM within professional settings, understanding its impact on employees' personal lives is crucial. The success of an organization depends on the performance of its employees, making environmental conservation a shared responsibility. This research aims to determine if adopting green HRM practices in both professional and personal lives increases job satisfaction and commitment to the employer. Implementing green HRM policies can positively impact employees, fostering a more sustainable and dedicated workforce.

In the above background The following questions raised in the mind of the researcher:

1. What are the green HRM provisions provided to employees working in manufacturing industry and how they ranked?

## **VII. OBJECTIVES**

1. To identify the green HRM provisions provided to employees working in manufacturing industry.

## **VIII. SAMPLING DESIGN**

The study depends on primary data by using structured Questionnaires .Questions related to the objectives have been framed after consulting the employees and employer in Coimbatore district.

## IX. SAMPLING TECHNIQUE

The researcher selected manufacturing industries for the purpose of assessing the level of job satisfaction of employees and Green HRM practises adopted . The researcher has adopted cluster sampling for collecting the responses from employees.

The total population is around 2857 manufacturing units registered under various categories and the total population is divided in Coimbatore East West North and South. From each cluster 150 sample respondents have been selected with the help of random sampling method and the total of 600 questionnaires were issued .There were 25 questionnaire not filled properly from each cluster. So the researcher has ended up with the sample of 500 respondents for the study.

## X. STATISTICAL TOOLS USED

- Garret Rankin

**Table No 1.1:** Rank the Green HRM Provisions Available in your Working Environment

S.No	Values-added services	TOTAL SCORE	MEAN SCORE	RANK
1	Solar lighting	5478.5	6.94	II
2	Ventilation	3663	5.45	VI
3	Water saving fixtures and technologies	2987	3.97	XII
4	Rainwater harvesting systems	3643	5.20	VII
5	Adequate air filtration	3427	4.90	VIII
6	Day Lighting And High Efficacy Lighting	4300	5.80	IV
7	Green Ground keeping	3421	4.88	IX
8	Indoor pest prevention and control	3294	4.62	X
9	Cleanliness	5200	6.00	III
10	Machinery	3765	5.60	V
11	Safety	5670.5	6.98	I
12	Guest education and communication programs on recent developments in sustainable practises	3219	4.50	XI

The table presents the ranking of provisions available in the working environment, based on feedback from employees. "Safety" garnered the top rank with a total score of 5670.5 and a mean score of 6.98. Following closely, "Solar lighting" secured the second position with a total score of 5478.5 and a mean score of 6.94. "Cleanliness" and "Day Lighting And High Efficacy Lighting" claimed the third and fourth spots with total scores of 5200 and 4300, and mean scores of 6.00 and 5.80, respectively. "Machinery" ranked fifth, accumulating a total score of 3765 and a mean score of 5.60. "Ventilation" followed in sixth place with a total score of 3663 and a mean score of 5.45. "Rainwater harvesting systems" were ranked seventh, amassing a total score of 3643 and a mean score of 5.20. "Adequate air filtration" secured the eighth position with a total score of 3427 and a mean score of 4.90. "Green Ground keeping" was rated ninth, achieving a total score of 3421 and a mean score of 4.88. "Indoor pest prevention and control" occupied the tenth spot with a total score of 3294 and a mean score of 4.62. "Guest education and communication programs on recent developments in sustainable practices" landed in eleventh place with a total score of 3219 and a mean score of 4.50. Lastly, "Water-saving fixtures and technologies" were ranked twelfth, accruing a total score of 2987 and a mean score of 3.97.

## XI. CONCLUSION

Organizations are increasingly adopting various green HRM strategies to bolster sustainability efforts. However, there is a need for a more concerted effort to implement these strategies, educate the workforce about them, foster adherence among all stakeholders, and appropriately reward those who embrace green initiatives. It is essential to integrate green HRM policies into HRM tasks such as recruitment, training, performance management, and employee engagement in green initiatives. Emphasizing waste management, recycling, maintaining health and safety standards, implementing learning from training, and fostering an environmentally friendly organizational culture can significantly enhance employee involvement and promote organizational sustainability. This, in turn, can indirectly enhance brand image and create a safer, cleaner, and more

environmentally friendly working environment for stakeholders and employees alike. The future of Green HRM appears promising with the involvement of staff, management, and stakeholders. However, there is a dearth of research on this subject in Indian commercial organizations, highlighting the need for academics to conduct more research in this area to contribute further to sustainable HRM practices.

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