

PERCEPTION OF EMPLOYEES TOWARDS GREEN HUMAN RESOURCE MANAGEMENT PRACTICES -- AN EMPIRICAL STUDY IN THE BANKING INDUSTRY

G. SRIVIDYA

Research scholar, Department of Business Management, Sri Padmavati Mahila Visvavidyalayam(Women's University), Tirupati

Prof. B. VIJAYALAKSHMI

Professor, Department of Business Management Sri Padmavati Mahila Visvavidyalayam(Women's University), Tirupati

ABSTRACT

Corporate firms affirm that a more remarkable coordination among the HRM practices and natural concerns causes the organizations to implement environmental management system effectively and adequately. The systematic prospects of help from human resources to environmental management goals is termed as Green Human Resource Management. This paper examines the perception of the banking employees towards Green HRM practices and it analyzes the association between the demographic factors of the employees and their perception towards Green HRM practices in the selected banking units. The present study adopts Descriptive research design and both primary and secondary data will be utilized for the study. For this purpose, the study focuses on the public and private sector banking units in the Hyderabad region of Telangana state. Selective Random sampling technique was applied and 120 sample respondents were identified for the study. Statistical tools like chi-square test and Anova were applied. The study concludes that there exists a significant association between the education levels and experience levels of the employees and their perception towards Green HRM practices. The study further concludes that the Green HRM practices have a significant influence on the employees in the banking industry.

KEYWORDS: Green HRM, Employees Perception, Green practices, HR functions

STATEMENT OF THE PROBLEM

In the modern day corporate context, keeping in view of the depleting natural resources 'green way' of business is on the edge to be the alternating business differentiator. The business organizations have already started to recognize the need for going green as a part of business innovation. **Lee, (2009)** has defined 'green management' as the process whereby companies manage environment by developing environmental management strategies.

There is a need for the companies to strike a balance between the unavoidable industrial growth and the conservation of natural environment for enabling it for our future generation **(Daily and Huang, 2001)**. As the operation of the business organization crucially relies on the active role played by the department of human resources, there is an increasing need for the incorporation of green concepts into the practices of human resource management.

The organizational function can become the driving force of the environment sustainability within that particular business organization by aligning the people related policies and practices with the goals of sustainability reflecting on eco-focus. The prime agenda for business organizations in the process of initiating innovative practices is to utilize the resources at optimum level with lesser time consumption and achieving cost effectiveness. Ignoring green factor will certainly leads to the increase of operation costs and also it affects the brand image of

the company. In short, organizations implementing green management practices ensures cost effectiveness and it acts as the innovative process for companies focusing on green branding.

Though, majority of the business organizations have been working on the innovations of their products for the sustainability of the environment yet there is a huge platform for academicians and researchers to work on the area of green practices leading to environmental sustainability.

The area of green human resource management (GHRM) is less explored and though business organizations in India have taken initiatives in incorporating green management yet, the application of GHRM as a concept is laid back and it is more so particular in the banking institutions of the India.

Thus, the scope of the paper lies in identifying the need for initiating GHRM practices in the banking sector of the selection study area. There is a huge scope in the banking organizations to initiate GHRM initiatives by integrating people, process, technology and the organisation itself.

REVIEW OF LITERATURE

Huslid (1995) makes reference to the selection forms, motivator pay, execution the executives frameworks, the representative inclusion, and preparing to be vital for the organization's prosperity. Selecting applicants with green twist of mind make it simple for firms to enlist experts who know with manageable procedures and are now acquainted with nuts and bolts like reusing, preservation, and making an increasingly intelligent world .

Stephen King (2004), expressed that the upcoming process of HRM will be based on development and innovativeness, in nutshell advancement and inventiveness approaches were required towards personal satisfaction, environmental upgrades through the sound, maintainable, dynamic network topic. In synopsis it was said that cash and backing of workers can put HRM making progress toward environmental Sustainability.

Candice Harris and Dr. Helen Tregidga(2008), in their paper had observed that large number of organizations have vastly move into field of sustainability of employees, some of them are concentrated on job, impact and HR capacity and administrators. As well as HR directors are characterizing and sanctioning Corporate Sustainability. To develop the demonstration of HR chief uphold private better place for environmental activity in their own lives are restricted.

Malt Bolch (2008), in his exploration has said getting the message out regarding Sustainability activities may tumble to more than one office yet human asset assumes a significant job, it is significant for human asset experts to have discussions with representatives and the network everywhere about the indications of environmental activities .

Buck Consultants (2009),in his work on the Greening of HR Survey analyzes the sorts of environmentally well disposed "green" activities that organizations are using including their workforce and human as set rehearses. The outcomes affirm that organizations are joining and moving in the direction of coordinating various green practices. While the examination's inquiries and results are wide, they allude to a few regions for HR experts to consider in the green space. Over portion of the organizations overviewed have joined environmental administration into business activities and have a proper green program set up or plan to execute one in the following a year.

Jackson et al. (2011) The most significant part of PM is execution evaluation. Notwithstanding meeting the criteria of reliability, legitimacy, and reasonableness, viable execution examinations give valuable criticism to representatives and bolster ceaseless enhancements in the organization's natural results.

Dutta, (2012). GHRM is a pronouncement which makes green workforce that can comprehend and acknowledge green culture in an organization. Such green activity can keep up its green goals all through the HRM procedure of enrolling, employing and preparing, redressing, creating, and propelling the association's human capital.

Grolleau et al. (2012) in their examination on effect of natural principles of an organization on Recruitment of an employee found that ecological duty of the organization adds to profile of an organization. In their essential overview, they found that experts were progressively worried about regard to the environmental system of an organization.

Renwick et al. (2013) recommends that future research on green execution evaluation should center upon issues, for example, environmental circumstances, environmental duties, correspondence of environmental approach, and green data framework and review .

Pavitra Mishra (2017) completed an examination to comprehend the status of GHRM rehearses in the Indian Manufacturing division and to investigate factors that may empower Green behaviors. The discoveries propose that the associations have certain current acts of GHRM, yet these practices are neither officially composed under GHRM activities nor persistently pursued.

It further uncovers however there are examples of associations endeavoring endeavors to build mindfulness through casual methods, just a couple of gave ecological preparing.

John Sullivan (2020), in his paper has expressed that environmental issues are on practically everyone's psyche so if your firm has an upper hand around there will make a business brand. Green enlisting is an opportunity to separate in a selecting commercial center where standing apart from the group is as of now very troublesome. In addition Gen y is concentrating on the Green Recruitment.

Suhaimi Sudin (2021), has concluded that green administration activities has become a significant factor in forward thing businesses around the globe. Specialists contended that representatives must be propelled enabled and environmentally mindful of greening so as to complete green administration activities.

The paper centers around improvement of another model of key Green HRM which incorporates connection between appraisal based HR mediations, environmental administration framework, Green scholarly capital and corporate environmental citizenship.

OBJECTIVES

1. To examine the perception of the banking employees towards Green HRM practices
2. To analyze the association between the demographic factors of the employees and their perception towards Green HRM practices in the selected banking units.
3. To suggest certain policy measures for the effective implementation of Green HRM practices in the banking industry.

NULL HYPOTHESES

In order to verify the empirical validity of the above mentioned research objectives, the following Null-hypotheses were framed and tested for their statistical significance.

Ho1 : There exists no significant association between the education levels of the employees and their perception towards Green HRM practices

Ho2 : There exists no significant association between the experience levels of the employees and their perception towards Green HRM practices.

RESEARCH METHODOLOGY

The present study adopts Descriptive research design and both primary and secondary data will be utilized for the study. For this purpose, the study focuses on the public and private sector banking units in the Hyderabad region of Telangana state. The banking units identified as the sampling units are State Bank of India, Union Bank of India, Central Bank of India from the public sector and ICICI , HDFC and KVB from the private sector banking organizations.

For drawing the required sample respondents from the identified sampling units, Selective Random sampling technique was applied and 20 respondents from each identified banking organization were selected as sample respondents. The employees were benchmarked on the basis of their job designation and only executives cadre employees were segregated for the study sample.

Thus, from the identified six banking organizations, 120 sample respondents were finalized for the study. Thus, the sample size of the study is 120 sample respondents comprising both public and private sector banking units.

In order to collect the primary data from the sample respondents, questionnaire method was applied and the responses recorded by the sample respondents were subjected to statistical analysis by the application of SPSS version 16 package and statistical tests like Chi-square and Anova were applied to draw the inferences from the study.

The questionnaire framed by the researcher was tested in the pilot study for its reliability and internal consistency by the application of coefficient alpha. The Chronbach's alpha value was found to be 0.82 that denotes the higher reliability of the instrument meant for data collection. Some ambiguous questions were modified after due consultation of the subject experts in this field.

DATA ANALYSIS AND INTERPRETATIONS

Verification of Hypothesis – Ho1

Ho1 : There exists no significant association between the education levels of the employees and their perception towards Green HRM practices

Test applied: Chi-square test

Table No.1

Association between the education levels of the employees and their perception towards Green HRM practices

GHRM practices	Chi-square value (χ^2)	df	Significant (0.05 level of significance)
Selection and Recruitment	15.376	12	19.36

Training and Development	3.964	6	11.82
Performance Evaluation	19.286	6	11.82
Promotion	17.436	6	11.82
Organizational Commitment	14.169	6	11.82

Source: Computed

The table no.1 shows the perception of the employees towards Green HRM practices by their level of education. The result shows that the factors of selection and recruitment, training and development were found to be not significant and the factors of performance evaluation, promotion and organizational commitment were found to be statistically significant. Hence, the proposed null hypothesis (Ho1) stands rejected. Thus, it can be inferred from the study that there exists a significant association between the education levels of the employees and their perception towards Green HRM practices

Verification of Hypothesis - Ho2

Ho2 : There exists no significant association between the experience levels of the employees and their perception towards Green HRM practices.

Test applied : Chi-square test

Table No.2

Association between the experience levels of the employees and their perception towards Green HRM practices.

GHRM practices	Chi-square value (χ^2)	df	Significant (0.05 level of significance)
Selection and Recruitment	6.832	8	14.34
Training and Development	17.314	8	14.34
Performance Evaluation	15.178	8	14.34
Promotion	15.326	8	14.34
Organizational Commitment	12.219	16	14.34

Source: Computed

The table no.2 shows the perception of the employees towards Green HRM practices by their level of experience. The result shows that the factors of selection and recruitment and organizational commitment were found to be not significant and the factors of training and development, performance evaluation and promotion were found to be statistically significant. Hence, the proposed null hypothesis (Ho2) stands rejected. Thus, it can be inferred from the study that there exists a significant association between the experience levels of the employees and their perception towards Green HRM practices

Table No.3

ANOVA test results for the influence of Green HRM practices on the employees by their level of education

Green HRM practices	Sum of squares	df	Mean square	F	Sig.

Selection and Recruiting	Between Groups	19.508	4	4.877	5.862	0.000*
	Within Group	95.68	115	0.832		
	Total	115.188	119			
Job Sharing	Between Groups	13.74	4	3.435	4.812	0.002*
	Within Group	82.11	115	0.714		
	Total	95.85	119			
Paperless office	Between Groups	7.372	4	1.843	4.632	0.001*
	Within Group	45.77	115	0.398		
	Total	53.142	119			
e-filing	Between Groups	8.452	4	2.113	2.418	0.082
	Within Group	100.51	115	0.874		
	Total	108.962	119			
Teleconferencing	Between Groups	11.028	4	2.757	3.396	0.004*
	Within Group	93.38	115	0.812		
	Total	104.408	119			
Recycling	Between Groups	6.084	4	1.521	1.172	0.418
	Within Group	149.27	115	1.298		
	Total	155.354	119			
Telecommuting	Between Groups	2.58	4	0.645	0.874	0.472
	Within Group	84.985	115	0.739		
	Total	87.565	119			
Online training	Between Groups	59.588	4	14.897	9.814	0.000*
	Within Group	174.57	115	1.518		
	Total	234.158	119			
Green Rewards	Between Groups	3.156	4	0.789	1.246	0.002*
	Within Group	72.91	115	0.634		
	Total	76.066	119			
Energy efficient office space	Between Groups	18.86	4	4.715	2.519	0.000*
	Within Group	215.28	115	1.872		
	Total	234.14	119			
Virtual interviews	Between Groups	84.028	4	21.007	14.836	0.000*
	Within Group	162.84	115	1.416		
	Total	246.868	119			

Source: Computing

* 0.05 level of significance

The table no.3 shows the influence of Green HRM practices on the employees by their level of education. It shows that the aspects of e-filing, recycling and telecommuting are not significant at 0.05 level of significance and hence it can be inferred from the study that the GHRM

practices like selection and recruiting, paperless office, job sharing, teleconferencing, online training, green rewards, energy efficient office space and virtual interviews has a significant influence on the employees by their level of education.

Table No.4

ANOVA test results for the influence of Green HRM practices on the employees by their level of experience

Green HRM practices		Sum of squares	df	Mean square	F	Sig.
Selection and Recruiting	Between Groups	7.588	4	1.897	1.839	0.112
	Within Group	118.68	115	1.032		
	Total	126.268	119			
Job Sharing	Between Groups	9.724	4	2.431	2.986	0.006*
	Within Group	93.61	115	0.814		
	Total	103.334	119			
Paperless office	Between Groups	1.048	4	0.262	0.492	0.004*
	Within Group	61.18	115	0.532		
	Total	62.228	119			
e-filing	Between Groups	6.588	4	1.647	1.618	0.008*
	Within Group	117.07	115	1.018		
	Total	123.658	119			
Teleconferencing	Between Groups	5.084	4	1.271	1.597	0.149
	Within Group	91.54	115	0.796		
	Total	96.624	119			
Recycling	Between Groups	15.848	4	3.962	3.184	0.012*
	Within Group	143.06	115	1.244		
	Total	158.908	119			
Telecommuting	Between Groups	12.416	4	3.104	4.912	0.000*
	Within Group	72.68	115	0.632		
	Total	85.096	119			
Online training	Between Groups	14.248	4	3.562	1.685	0.002*
	Within Group	243.11	115	2.114		
	Total	257.358	119			
Green Rewards	Between Groups	7.968	4	1.992	3.412	0.000*
	Within Group	67.16	115	0.584		
	Total	75.128	119			
Energy efficient office space	Between Groups	22.816	4	5.704	3.114	0.000*
	Within Group	210.68	115	1.832		
	Total	233.496	119			
Virtual interviews	Between	4.132	4	1.033	0.489	0.698

	Groups					
	Within Group	242.88	115	2.112		
	Total	247.012	119			

Source: Computing

* 0.05 level of significance

The table no 4 shows the influence of Green HRM practices on the employees by their level of experience. It shows that the aspects of selection and recruitment, teleconferencing and virtual interviews are not significant at 0.05 level of significance and hence it can be inferred from the study that the GHRM practices like paperless office, job sharing, e-filing, recycling, telecommuting, online training, green rewards, and energy efficient office space has a significant influence on the employees by their level of experience.

MAJOR OBSERVATIONS FROM THE STUDY

- There exists a significant association between the education levels of the employees and their perception towards Green HRM practices
- There exists a significant association between the experience levels of the employees and their perception towards Green HRM practices
- It was observed from the study that the Green HRM practices have a significant influence on the employees in the banking industry.

CONCLUSION

In the modern day corporate world, the practices and strategies of Green HRM are significantly delivering their the impact on the space of human resources. The GHRM practices will enhance the profitability, decreases the operational costs and serves as the representative for the organizational maintenance and they will elaborate the organizational effectiveness.

The commercial agencies like banking and other financial institutions can build up the convenience of employee inclusion and cooperation with regard to ecological management projects in order to improve the hierarchical natural execution. The Green HRM practices will certainly bring about feasible utilization of assets, improved employment related frame of mind, expanded efficiencies, less wastage, improved nature of work life and improves the work life balance among the employees working in the respective organizations.

SUGGESTIONS

Under the light of the study findings made therein, it is suggested that the banking organizations shall lead the awareness projects and training camps on the significance of GHRM practices and environment consciousness among the public in the society. The financial institutions shall incorporate ecological and social issues at all levels or designations of employees through employee training and development programs with regard to specialized wellbeing and security contemplations at the ground level and vital maintainability issues at the higher level of management.

The banking organizations shall form green groups among their employees in every region or division for delivering general awareness and explicit training to all the stakeholders in the society.

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