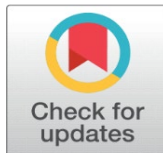


DETERMINING AWARENESS AND IMPLEMENTATION OF GREEN HRM IN BANKING SECTOR

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ABSTRACT

In response to growing environmental concerns and global sustainability goals, organizations are increasingly adopting eco-friendly practices. The banking sector, although not directly responsible for environmental degradation, plays a crucial role in promoting sustainability through internal policies, particularly via Green Human Resource Management (GHRM). This study, titled "Determining Awareness and Implementation of Green HRM in the Banking Sector," aims to assess the acceptability, awareness, and extent of implementation of GHRM practices among banking professionals.

The study is guided by three key objectives: (1) to determine the acceptability of GHRM in the banking sector, (2) to evaluate the extent to which GHRM is implemented, and (3) to measure the level of awareness and understanding of GHRM among employees. Employing an analytical research approach, the study is based on a randomly selected sample of 115 respondents from various banks. Primary data were collected through structured questionnaires and interviews, while secondary data were obtained from credible sources such as academic journals, online publications, and reference books. The results reveal a moderate level of awareness and mixed implementation of GHRM practices across the banking sector. While many employees express acceptance of green HR practices, actual implementation is often limited due to insufficient knowledge, training, or organizational support.

Keywords: Green HRM, Banking Sector, Sustainability, Employee Awareness, Environmental Management

1. INTRODUCTION

In the modern business environment, characterized by rising environmental issues and a heightened necessity for sustainability, the notion of Green Human Resource Management (Green HRM) has emerged as a crucial element of organizational strategies. Financial institutions are essential elements of the global financial system, exert considerable influence over economic endeavours and communal welfare. Green HRM signifies a novel and proactive strategy for aligning human resource management with sustainability and sustainable business methods. It includes many dimensions including, but not limited to, recruitment, training, employee engagement, and development of a workplace culture that prioritizes environmental sustainability.

As the international community faces the escalating difficulties presented by climate change. The banking sector faces a pivotal moment due to resource depletion and environmental damage. The sector must contend with the simultaneous requirements of preserving its financial stability while assuming a responsible role in combating climate change and pursuing Ecological sustainability. In this context, the comprehension and acceptance of bank staff. The ideas of Green HRM are crucial in determining the sector's direction. Green HRM is not solely a theoretical construct; it is a pragmatic methodology. In human resource management, it is essential to assess the efficacy of these principles. being implemented and integrated inside the banking workforce. Banks, as mediators of capital, play a crucial role in

supporting economic activity; their capacity to promote environmentally friendly practices can significantly influence enterprises, industries, and society as a whole.

Moreover, the knowledge and engagement of employees, who are the pivotal force within any firm, are essential for the successful integration of Green HRM practices. Banking institutions consist of a varied staff, including senior executives and customer service agents, each possessing distinct duties, responsibilities, and viewpoints.

Comprehending the knowledge levels and views of Green HRM across various hierarchical tiers and departments is essential for pinpointing potential obstacles and chances for enhancement.

The banking sector's progression towards adopting Green HRM is connected to global initiatives aimed at combating climate change, minimizing environmental effects, and moving towards sustainability. Governments, international organizations, and civil society are progressively underscoring the significance of sustainable business practices, exerting pressure on sectors to adapt and innovate. In this setting, bank personnel function as essential agents of change within their organizations and as representations of their institutions to the broader public.

2. LITERATURE REVIEW

Y. Preshka (2023) "The impact of green HR practices on service sector organizations' long-term performance." The results of this study indicate that OCBE is positively impacted by green hiring, green training and development, green employee involvement, and green performance management. The study's results are consistent with those of Pinzone and Boiral, who contended in the Pinzone et al. (2016) study that Green HRM practices have a beneficial impact on Organizational Citizenship Behavior for the Environment (OCBE). In their study, Sudin and Saad (2018) also proposed a substantial correlation between OCBE and Green HRM practices, including as performance management, employee participation, and training and development.

Hassan, SithySafeena (2021) In recent years, the majority of developed nations have rapidly adopted green human resource management (GHRM), but fewer than twenty-five percent of impoverished countries have followed suit. While numerous Sri Lankan enterprises could gain from a minimal proportion of organizations implement green HRM practices. A significant number of Sri Lanka's scholars and professionals frequently utilize this concept. The primary focus of this study is the impact of GHRM policies and practices on the productivity of bank employees in the Eastern region of Sri Lanka. Employees will gain from GHRM practices as they will be more aware and motivated to adopt environmentally sustainable policies and processes inside the organization. The researchers employed the primary data collection method to obtain the raw data. This study gathered information from 175 managerial and non-managerial staff members of licensed commercial banks in the Eastern region of Sri Lanka. This research indicates that employees' productivity in commercial banks in Sri Lanka's Eastern Province markedly increased following the implementation of GHRM practices. This study offers valuable insights for human resource managers aiming to enhance employee quality of life and productivity through the promotion of Green Human Resource Management (GHRM).

Ogalo, Habil et al. (2020) This research aimed to investigate the relationship between green human resource management and organizational citizenship behaviour for the environment. The study investigated the impact of green recruiting, green training, and green awards on organizational citizenship behaviour within Bahrain's banking sector. A significant link between green recruitment and OCBE was demonstrated through bootstrapping data. The study corroborated these findings by revealing support for green training and OCBE, along with empirical significance for the relationship between green incentives and OCBE. The research indicated that green HRM practices substantially enhanced organizational citizenship behaviours pertaining to environmental conservation. The study has yielded significant insights for applications and subsequent research.

Rushya, R. & Dissanayake, Tanya (2020) The notion of Green Human Resource Management (Green HRM) emerged from corporate initiatives aimed at environmental protection and the restoration of ecological balance. The technique is utilized in areas like as Job Design, Recruitment and Selection, Training and Development, and Performance and Reward Management to incorporate environmentally sustainable improvements. The majority of the firm has embraced the concept of benchmarking. Businesses in Sri Lanka today regard this as a significant and pertinent domain for examination. Nevertheless, Green HRM practices have yet to be implemented in the banking industry of Sri Lanka. This study examines the idea of Green HRM, its organizational significance, and the human resource domains within the Bank of Ceylon branches in the Matale district that might be utilized for environmental advantage. This exploratory study included questionnaires to collect data from 38 managerial personnel across 13 sites. This study considers Green HRM

functions as independent variables and Environmental Sustainability as the dependent variable. The Pearson correlation coefficient was employed for data analysis, and the relationship between the dependent and independent variables was established by regression analysis. The results indicate that Green Job Design (0.553), Green Recruitment and Selection (0.471), and Green Training and Development (0.331) exhibit a strong association with Environmental Sustainability. Nonetheless, Environmental Sustainability exhibits a negative correlation with Green Performance and Reward Management (-.021). The research revealed a lack of documented evidence about the functions and practices of the GHRM concept in the public banking sector of Sri Lanka, especially at BOC. The research indicates that managers ought to engage their workforce and secure their commitment to Green HRM to an adequate extent. The Strategic Plan for the Public Banking Sector encompasses robust policies and actions.

Mamun, Mohammad (2019) This research aims to evaluate the level of awareness of Green HRM among HR Managers employed in diverse firms in Bangladesh. Data is collected through both quantitative and qualitative methods. This study gathers data from 221 managers from strategically selected firms. Employing a causal research technique, we provide descriptive data regarding the present status of employee understanding in green HRM and highlight the key factors that have been demonstrated to enhance such awareness. Despite the limited application of Green HRM in Bangladesh, this study provides significant contemporary insights on the subject. The findings indicate that proficiency in Green HRM is contingent upon several criteria. Managers from several industries in Bangladesh were polled to assess their familiarity with Green HRM. For organizations to thrive, they must adopt suitable Green HRM practices. Given that attaining organizational excellence will yield long-term economic benefits, the government may implement legislation to promote the aforementioned activities. Corporate and national human resource development programs may assist with all of these. This study is significant due to the limited research conducted on Green Human Resource Management in Bangladesh. The findings offer new insights into human resource management in Bangladesh, a nation within the Indian subcontinent. The domain of inquiry that has garnered minimal focus from management specialists. Moreover, the study's results facilitate additional research in this domain, which is particularly significant in a non-Western country such as Bangladesh.

Hossen, Md. (2019) Green management is a prominent issue, and corporations globally have been implementing "go green" initiatives for nearly twenty years. Contemporary companies are becoming cognizant of the necessity for environmental management solutions, one of which is Green Human Resource Management (GHRM or Green HRM). This research aims to elucidate Green HRM and its application within the banking sector of Bangladesh. The authors performed a comprehensive literature analysis and utilized a meticulously designed questionnaire to gather data from 240 respondents across 20 sampled banks to fulfil their objectives. The primary finding is that all selected banks prioritize environmental issues and strive for sustainability in their daily operations, despite just a minority possessing a defined green strategy. Organizations have problems in implementing Green HRM, including as inadequate technology, elevated startup costs, unsuitable policies, insufficient collaboration with communities and governments, and low environmental awareness. The study finishes by proposing various strategies to enhance the environmental sustainability of an organization's human resource management procedures. These encompass: establishing a green code of conduct (green HRM policy); ensuring employees possess green competencies; offering targeted training to enable the demonstration of green attitudes and behaviours; rewarding employees based on eco-performance; and appointing an ecologist or experts to formulate and execute environmental management systems and policies.

Shah, Saloome (2018) A growing number of firms are adopting green human resource management, which integrates environmental management with HR practices, to achieve a competitive advantage and secure their long-term sustainability. Increasing energy costs and consumption, corporate social responsibility, increased governmental compliance and regulations, and the aspiration to distinguish themselves from competitors by presenting an environmentally responsible image are several drivers for firms to implement green HRM. "Green banking" denotes the implementation of environmentally sustainable banking practices. Furthermore, RBI 2007-2008/216 was promulgated by the Reserve Bank of India.

Shoeb Ahmad (2015) Recently, the significance of sustainable practices and environmental management techniques has increased in the corporate sector. The corporation is shifting from a conventional financial framework to an innovative capacity-based economy, exploring the green economic aspects as globalization intensifies in the corporate sector. Green Human Resource Management (GHRM) has become an essential corporate strategy when HR departments actively promote environmental responsibility in the workplace. This document succinctly explains GHRM and delineates the various Green Human Resource Practices implemented by companies globally. The future trajectories of

diverse GHRM functions are also examined, representing a novel contribution to the existing literature. The essay finishes with several recommendations for Green firms that could positively influence human resources.

3. RESEARCH METHODOLOGY

A method of research known as analytical research is utilized in this investigation. This method involves the processing and evaluation of data in a critical manner in order to find answers to important problems. The sample, which was picked at random from a broader pool of respondents, consisted of 115 individuals. The sample was utilized to collect data. The majority of the source material comes from questionnaires and interviews conducted with members of the bank's staff. It is possible to obtain this information by mining secondary sources, which include the internet, print journals, reference works, and other similar resources. Initially, the data from the respondents were cleaned up and coded. Study of statistical data was carried out both descriptive statistics and analysis of variance (ANOVA) with a single-way are utilized in this study.

3.1. OBJECTIVES OF THE STUDY

- To determine the acceptability of GHRM among the banking sector
- To determine the extent of GHRM implementation in banking sector
- To determine the knowledge of GHRM among employees

4. DATA ANALYSIS AND INTERPRETATION

Awareness Level of Green HRM

Table 1 Descriptive Statistics

Particulars	Mean	Std. Deviation
Knowledge of GHRM	4.12	.276
Concept clarity	4.12	.262
Initiation in the bank	4.05	.318
Effectiveness in productivity	3.42	1.008
Training needs	4.05	.701

The descriptive analysis in Table 1 sheds light on several aspects of employee awareness regarding Green Human Resource Management (GHRM) within the banking industry. The average scores, likely based on a 5-point Likert scale, represent the overall opinion of the respondents, while the standard deviation illustrates the consistency or variation in their responses.

- 1) Knowledge of GHRM (Mean = 4.12, SD = 0.276):** Participants reported a strong understanding of GHRM principles. The low standard deviation indicates uniformity in responses, suggesting that most employees are well-acquainted with green HRM practices.
- 2) Clarity of Concept (Mean = 4.12, SD = 0.262):** The understanding of GHRM concepts also scored high, with minimal differences among responses. This suggests not only awareness but also a solid grasp of the significance and application of GHRM in a professional setting.

Implementation in Banks (Mean = 4.05, SD = 0.318): Respondents generally agreed that their organizations have taken steps to adopt GHRM. Although the mean score is slightly lower than the previous indicators, it still demonstrates positive engagement from banks toward implementing environmentally conscious HR practices.

Impact on Productivity (Mean = 3.42, SD = 1.008): This factor received the lowest average and showed the greatest variation in responses. While some employees believe GHRM enhances productivity, others remain doubtful. The wide range of opinions signals the need for more evidence-based communication regarding its benefits.

Need for Training (Mean = 4.05, SD = 0.701): Most respondents acknowledged the importance of training for successful GHRM execution. However, the noticeable variation in responses may reflect differences in roles, departments, or prior training exposure.

Level of Job Satisfaction among Employees

Table 2 ANOVA

		Sum of Squares	Mean Square	F.	Sig.
Bank environmental training	Inter groups	0.42	0.19	0.38	0.705
	Intra groups	105.96	0.65		
Paperless interview and joining procedures	Inter groups	6.50	3.31	9.70	0.000
	Intra groups	56.81	0.36		
Provided feedback to enhance environmental performance	Inter groups	9.92	4.94	8.62	0.000
	Intra groups	96.69	0.62		
Monetary and non-monetary rewards for environmental performance	Inter groups	2.62	1.36	1.60	0.212
	Intra groups	142.64	0.88		
Green collaboration	Inter groups	7.87	3.90	6.96	0.001
	Intra groups	94.79	0.55		
Improve environmental behaviour through workshops	Inter groups	2.41	1.20	1.81	0.171
	Intra groups	115.19	0.71		
Staff adhere to a green culture at banks	Inter groups	1.60	0.82	1.11	0.341
	Intra groups	121.73	0.70		
Included environmental awareness criteria in recruitment	Inter groups	12.58	6.25	7.62	0.001
	Intra groups	138.33	0.80		
Green induction program for freshers	Inter groups	16.20	8.13	8.21	0.000
	Intra groups	167.56	0.97		
Training before green project implementation	Inter groups	1.72	0.84	1.09	0.347
	Intra groups	134.39	0.78		
Disciplinary action against green practice violation	Inter groups	30.51	15.22	13.19	0.000
	Intra groups	195.60	1.18		

The ANOVA (Analysis of Variance) findings in Table 2 explore the relationship between different green HRM practices and the level of job satisfaction among banking sector employees. The significance value (Sig.) is used to determine whether each variable has a statistically meaningful influence. A Sig. value below 0.05 signifies a significant effect on job satisfaction resulting from that specific initiative.

Statistically Significant Factors ($p < 0.05$):

- **Paperless Recruitment and on boarding ($p = 0.000$):** A noticeable impact on job satisfaction is observed where banks employ paperless processes for recruitment and induction. This indicates that employees view environmentally responsible on boarding methods positively, possibly enhancing their connection to the organization.
- **Environmental Performance Feedback ($p = 0.000$):** Offering employees feedback on their environmental contributions significantly improves satisfaction. Recognition and constructive input in this area may foster a sense of value and purpose among staff.
- **Team-Based Green Initiatives ($p = 0.001$):** Collaborative efforts aimed at environmental goals within teams show a strong correlation with higher job satisfaction, implying that shared responsibility in green practices enhances unity and motivation.
- **Eco-Conscious Hiring Practices ($p = 0.001$):** Incorporating environmental awareness into the recruitment process is linked with greater employee satisfaction. This suggests employees value an organizational culture that emphasizes sustainability from the outset.
- **Green Orientation for New Employees ($p = 0.000$):** Induction programs focused on green values have a considerable positive effect on how new hires perceive their workplace, helping them align with the company's environmental mission early on.
- **Accountability for Violating Green Norms ($p = 0.000$):** Taking disciplinary action against non-compliance with green practices contributes significantly to satisfaction. This demonstrates that employees appreciate clear standards and consistent enforcement of sustainability policies.

Factors with No Significant Impact ($p > 0.05$):

- **General Environmental Training (p = 0.705):** This type of training doesn't have a notable influence on job satisfaction, possibly due to generic content or inconsistent delivery across the organization.
- **Recognition and Incentives (p = 0.212):** Contrary to expectations, financial or non-financial rewards for environmental contributions did not show a significant link with satisfaction, which may reflect gaps in implementation or relevance.
- **Environmental Behavior Workshops (p = 0.171):** Workshops designed to encourage green behavior appear to have limited impact, potentially due to insufficient engagement or effectiveness.
- **Green Culture Compliance (p = 0.341):** While employees may follow eco-friendly norms, this alone does not enhance satisfaction, perhaps because it's perceived as obligatory rather than intrinsically rewarding.
- **Pre-Implementation Training (p = 0.347):** Training given prior to launching green projects does not significantly affect satisfaction levels, indicating that timing or content relevance may need reevaluation.

5. RECOMMENDATIONS

- Enhancement in training programmes of green practices must be initiated by the organisation.
- Employee feedback towards the green process must be taken at a proper interval of time which may further help in better policy making and initiation of GHRM practices.
- Green Practices should be linked with rewards for the employees as this can lead to better participation by employees.

6. CONCLUSION

The degree to which workers of banks are aware of green human resource management is an important step in the process of transitioning the banking industry towards a more sustainable future. It is possible for financial institutions and governments to chart a course that not only corresponds with global sustainability goals but also boosts the long-term survival and competitiveness of the sector if they acknowledge the potential and obstacles that employees confront when embracing green human resource management (HRM). The findings of this research make a contribution to the larger discussion on sustainable business practices and serve as a call to action for the banking industry to further embrace the principles of Green HRM. This will help to cultivate a financial landscape that is more environmentally friendly, responsible, and sustainable for future generations.

CONFLICT OF INTERESTS

None.

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