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Green HRM Practices in The Banking Sector – An Employee Perspective

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ABSTRACT

Green Human Resource Management has become a strategic business option for the organizations in order to gain competitive advantage, increased efficiencies and sustainable use of resources. This paper aims to analyze the perceptions of the employees towards Green HRM practices and it assess the correlation between the demographic factors of the employees and their perceptions towards the Green HRM practices in the selected study units. The present research study adopts Exploratory Research Design. Both the primary and secondary data sources will be utilized by the researcher in order to draw conclusions from the findings of this study. Primary data will be collected from the selected sample respondents through questionnaire method. The sampling units identified for the present study involves seven banking organizations comprising both publicand privatesector banking organizations located in the Hyderabad Metropolitan Region. Stratified Random Sampling Techniquewas applied in order to draw the sample respondents from the identified sampling units in the study area. 20 employees from each selected banking organization were identified as the sample respondents and hence, the sample size fixed for this study purpose was 140 from the selected seven banking organizations in the study area. In order to draw the statistical inferences from the data analysis, statistical tools like correlation matrix, Factor Analysis, Anova, Kaiser Meyer Olkin and Bartlett's test were applied.The study concludes that there exists a significant association between the educational qualifications and experience of the employees and their perception towards Green HRM practices.

KEYWORDS: Banking Organizations, Employees Perception, Green Human Resource Management

INTRODUCTION

The globaleconomy is transforming into talent based economy from the traditional industrial based financial system. The economy is also entering into the phase popularly known as green economy under which the expectations of the consumers and employees andother environmental issues will require the business aspects to address the green issues. There is also an impending need for the integrationof human resource management (HRM) into environmental management under research practices echoing the term GreenHRM. Green Human Resource Management (GHRM) has become the fundamental strategy inthe business sphere for the prominent organizations where the aspects of human resource management departments play the key role in going green at their offices.

Green Human Resource Management is said to be the application of human resource management policies in order to promote the protracted use of resources within the business units and propagating the fundamental cause of environmental sustainability. The human resource professionals had proclaimed that motivating their employees in order to be more eco-friendly in their working places is their top priority and practice within their organizations. This indicates that business organizations are encouraging their human resources (employees) to perform the activities such as powering down the electronic devices like computers and laptops , ensuring blinds are narrowed in the summer period in order to conserve energy, using energy efficient lights for the desk lamps and going for charity practices in terms of their used furniture and their office fittings to the local charities as a part of environmentally responsible practices.

The present century has been depicting the increased interest in terms of environmental issues across the world. The modern trends in the global environmentalism had paved the way for the emergence of specific policies to combat the changes of climate (Victor 2001). The harmful effects of industrial waste and pollution across the world had promoted the regulations for reversing the destruction of natural resources and necessary environmental policies are being formulated for the welfare of the society mankind(Shrivastava and Berger, 2010).

STATEMENT OF THE PROBLEM

In the present day scenario, the business organizations are implementing environmental management system has a strategic business tool for attaining the competitive advantage. It provides better coordination and control of organization's environmental impacts and comprises policy, commitment , planning , execution, measurement ,assessment and review that fit with the culture and long term goals of business organizations. The Green Human Resource Management policies will touch all the facets of employee career cycle in the business organizations.

The term Green Human Resource Management is used to refer the contribution of management policies and practices in the business organizations towards the broader corporate agenda in terms of environmental issues. GHRM refer to promote sustainable practices and increased awareness of employees and their commitments towards the issues of environmental sustainability and it comprises environment friendly HR initiative that results in lower cost, greater efficiencies and enhanced engagement of employees towards work culture. These Green HRM practices further reduces the employee carbon foot prints like electronic filing, electronic recruiting, car sharing, paperless office, job sharing, virtual interviews and teleconferencing , online training and green rewards.

The employee focused green initiatives will have a significant impact on the eco-friendly issues as the workforce in the organization will act as the major contributor to the pollution and wastage. Though, the green initiatives are often upheld by the operation groups, human resources will play a significant role in reviewing the process of implementation and they will identify how the people will act in a different manner to reduce the usage of materials and energy. The Green HRM practices motivates and engages the employees through a shared set of values and improves the health conditions of the work force. The GHRM policies will encourage the sustainable use of materials or resources within the business units and they will promote the basic cause of environmentalism and in turn they will promote the employee morale and satisfaction more particularly in the service sector organizations like banking, insurance, hospitality administration etc.,. Thus, the present study was carried out in order to examine and assess the employee perspectives towards Green HRM practices in the Banking sector .

REVIEW OF LITERATURE

Green Human Resource Management is said to be the manifesto which helps to promote green workforce that appreciates green culture in the business organizations. The green initiatives will maintain the green objectives in the HRM process like hiring, recruiting, training, compensating and increasing the human capital of the organizations (Dutta, 2012). Human resource process plays the significant role in transforming green HR policies into practices (Renwick, 2008); therefore human management and human capital are very instrumental for the fulfillment of environmental management objectives (Hersey,1998).

The centrality of the success for any organization lies in the processes of selection, compensation, employee environment , performance management system and training activities of that particular organization (Huselid, 1995). The commitment towards environmental issues by the organization adds a profile to it and recruiting the employees with green bend of mind makes easy for the organizations to induct employees who are well aware of environment with sustainable processes like recycling and conservationetc.,. (Grolleau.et.al, 2012).

In order to gain the competitive advantage in the business world, business organizations across the globe are incorporating GHRM practices. The total integration and adoption of GHRM practices in business organizations is not possible but it requires a transformed approach towards the prevailing HR practices on part of both the employees as well as the management simultaneously. The HR executives shall guide the line managers in terms of attaining full cooperation from the staff members in the process of implementing the environmental policies (Sathyapriya, Kanimozi and Adhilakshmi, 2019).

The impact of Green HRM practices will be multifaceted in its nature and it requires constant supervision and monitoring in order to recognize their latent impact on the issues of human resource management. The GHRM involves the specific policies and practices of HR those aligned with the sustainable pillars like economic, social and environment balance (Yusliza, Ramayah and Othman, 2021).

OBJECTIVES

1. To examine the demographic profile of the sample respondents in the study units.

2. To analyze the perceptions of the employees towards Green HRM practices in the study units.

3. To assess the correlation between the demographic factors of the employees and their perceptions towards the Green HRM practices in the selected study units.

4. To suggest certain policy measures for the effective implementation of Green HRM practices in the study units by basing on the findings of the study.

NULL HYPOTHESES

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

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

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

RESEARCH METHODOLOGY

The present research study adopts Exploratory Research Design . Both the primary and secondary data sources will be utilized by the researcher in order to draw conclusions from the findings of this study. Primary data will be collected from the selected sample respondents through questionnaire method and secondary data sources will be gathered from Annual Reports, Journals , Magazines and other published material pertaining to the research topic.

The sampling units identified for the present study involves seven banking organizations comprising both public and private sector banking organizations located in the Hyderabad Metropolitan Region. Four public sector banking organizations namely State Bank of India, Union Bank of India, Indian Bank and United Commercial Bank and three private sector banking organizations namely ICICI, HDFC and Axis Bank were identified as the study units.

Stratified Random Sampling Technique was applied in order to draw the sample respondents from the identified sampling units in the study area. 20 employees from each selected banking organization were identified as the sample respondents and hence, the sample size fixed for this study purpose was 140 from the selected seven banking organizations in the study area. In order to draw the statistical inferences from the data analysis, statistical tools like correlation matrix, Factor Analysis, Anova, Kaiser Meyer Olkin and Bartlett's test were applied.

DATA ANALYSIS AND FINDINGS

The data analysis in the present study comprises the aspects of data screening, testing the assumptions and sampling adequacy followed by testing the proposed Null-Hypotheses in the study.

The data analysis pertaining to table no.1 exhibits the abridged version of the correlation matrix (R-matrix). The values quoted at the top end of the table shows the Pearson Correlation coefficient between the total pairs of the identified factors of Green HRM and the bottom end of the table shows the values pertaining to the single tailed significance of the coefficients.

In the first phase, the significant values were examined for all the variables and it was found that majority of the derived values were greater than 0.05. In the second phase, the correlation coefficients were examined thoroughly in order to find the values more than 0.9 because if any value greater than 0.9 will result in the problem of data singularity and they have to be omitted from the data analysis. The statistical values in the present study under table no.1 were below 0.9 and hence there exists a significant correlation between each and every pair.

The third phase involves the examination of significant correlation between the variables and it was found that a major chunk of the derived values were below 0.05. The matrix determinant must be more than 0.00001. The present study shows the determinant value is 6.672. Hence, it can be assumed that multi co-linearity does not exist in the present data.

Table No.1: Pearson Correlation Matrix-a

	1	2	3	4	5	6	7	8	9	10	11	12
Correlation												
E-Recruiting	1.000											
E-Filing	0.436	1.000										
Paperless office	0.632	0.663	1.000									
Car sharing	0.457	0.479	0.731	1.000								
Job sharing	0.728	0.481	0.723	0.536	1.000							
Teleconference	0.616	0.584	0.678	0.476	0.642	1.000						

Re-cycling	0.488	0.596	0.434	0.419	0.554	0.486	1.000					
Telecommuting	0.506	0.682	0.576	0.423	0.592	0.629	0.712	1.000				
Online training	0.096	0.192	0.273	0.188	0.254	0.102	0.142	0.295	1.000			
Green rewards	0.396	0.742	0.634	0.465	0.462	0.586	0.621	0.883	0.358	1.000		
Energy efficient office space	0.328	0.413	0.292	0.373	0.384	0.395	0.727	0.539	0.038	0.469	1.000	
Virtual interviews	0.203	0.117	0.278	0.403	0.194	0.075	0.0162	0.201	0.679	0.231	0.162	1.000
Sig. (1-tailed)												
E-Recruiting	0.000											
E-Filing	0.000	0.000										
Paperless office	0.000	0.000	0.000									
Car sharing	0.000	0.000	0.000	0.000								
Job sharing	0.000	0.000	0.000	0.000	0.000							
Teleconference	0.000	0.000	0.000	0.000	0.000	0.000						
Re-cycling	0.000	0.000	0.000	0.000	0.000	0.000	0.000					
Telecommuting	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000				
Online training	0.142	0.015	0.002	0.018	0.002	0.126	0.057	0.001	0.000			
Green rewards	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
Energy efficient office space	0.000	0.000	0.002	0.000	0.000	0.000	0.000	0.000	0.000	0.321	0.000	
Virtual interviews	0.012	0.096	0.002	0.000	0.014	0.201	0.036	0.012	0.000	0.004	0.036	0.000
a. Determinant – 6.672 E – 005												

Table No.2
KMO and Bartlett's test

Kaiser Meyer Olkin Measure of Sampling Adequacy		0.815
Bartlett's test of sphericity	Approx. Chi-square	1088.624
	Sig.	0.000

The results from table no.2 show that the KMO value is 0.815 and it is neither close to 1 nor nearer to 0. It can be presumed that the existing value range is good and the test measures the original correlation matrix in terms of identity matrix. In order to conduct factor analysis, it is required to establish the relationship among the existing variables and the correlation coefficients would be zero if the R-matrix is an Identity matrix and the significant value should be less than 0.05 level of significance. The test result shows that the derived chi-square value is highly significant ($p < 0.001$) and hence the factor analysis will be an appropriate step in this direction.

Table No.3
Anti-Image Correlation matrix

Factors	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**
E-Recruiting	0.866a											
E-Filing	0.012	0.923a										
Paperless office	-0.179	-0.297	0.822a									
Car sharing	0.125	0.017	-0.486	0.822a								
Job sharing	-0.354	0.122	-0.411	-0.072	0.796a							
Teleconference	-0.202	-0.084	-0.186	0.006	-0.121	0.952a						
Re-cycling	-0.136	-0.262	0.194	-0.086	-0.195	0.112	0.854a					
Telecommuting	-0.074	0.004	0.223	0.082	-0.331	-0.127	-0.184	0.824a				
Online training	0.248	-0.002	-0.022	0.282	-0.318	0.052	0.005	0.071	0.518a			

Green rewards	0.091	-0.236	-0.324	-0.043	0.385	-0.044	-0.027	-0.752	-0.256	0.778a		
Energy efficient office space	0.087	0.046	0.124	-0.112	-0.038	-0.124	-0.531	-0.117	0.174	-0.056	0.825a	
Virtual interviews	-0.248	0.094	-0.002	-0.396	0.237	0.098	0.017	-0.066	-0.717	0.118	-0.149	0.525a

The table No.3 shows the Bartlett's test of sphericity and anti-image correlation matrix. It was recommended that the bare minimum value of 0.5 is ideal and the values in between 0.5 and 0.7 are mediocre and the values between 0.5 and 0.7 are said to be good . The result in the present study shows that the minimum values of 0.5 were attained for all the variables and hence further analysis can be considered.

Table No.4
Communalities

Factors	**Initial**	**Extraction**
E-Recruiting	1.000	0.696
E-Filing	1.000	0.652
Paperless office	1.000	0.844
Car sharing	1.000	0.596
Job sharing	1.000	0.745
Teleconference	1.000	0.706
Re-cycling	1.000	0.782
Telecommuting	1.000	0.826
Online training	1.000	0.828
Green rewards	1.000	0.784
Energy efficient office space	1.000	0.646
Virtual interviews	1.000	0.826
Extraction method :Principle Component Method		

The table no.4 shows the principle component analysis and the communalities of the extraction were clearly depicted. The initial assumptions for all the variances are common and hence the initial communalities are equal to 1. The communalities shown in the table under the heading extraction will reflect the common variance in the structure of the data. Paperless office was associated with 84.4 percent of the total variance. The differentiating values for each variable shows that e-recruiting is having the common variance of 69.6 percent, E-filing with 65.2 percent , car sharing with 59.6 percent , job sharing with 74.5 percent , teleconference with 70.6 percent , recycling with 78.2 percent , telecommuting with 82.6 percent , online training with 82.8 percent , green rewards with 78.4 percent , energy efficient office space with 64.6 percent and virtual interviews with 82.6 percent variance in the structure.

Table No.5
Total Variance Explained

Components	**Extraction sums of squared loadings**			**Rotation sums of squared loadings**
	Total	**Percent of variance**	**Cumulative percentage**	
1	6.168	52.292	52.292	5.198
2	1.586	12.346	64.638	2.196

3	1.152	8.598	73.236	4.884
Extraction Method : Principle Component Analysis				

The table no.5 shows the Eigen values extracted from the principle component analysis. It depicts theEigen values in terms of the percentage of variance. It shows that three factors out of the existing twelve factorsidentified for the study accounts for 73.236 percent of variance. It can be inferred from the study that the first three factors depicts relatively large amount of variance when compared to the subsequentfactor those explain a small amount of variance comparatively.

The table no.6 shows the details of the pattern matrix of the dimensions with regard to Green Human Resource Management practices. The result shows that three factors had emerged fromthe principle component analysis obtained through Oblimin and Kaiser Normalization with the rotations converged in eight iterations. The three factors those emerged from the principle component analysis have the factor loading values greater than 0.5. Thus, these three factors shall be conceptualized as the mostinfluential dimensionsof Green HRM practices. All the dimensions were amalgamated to constitute the existing dimensions of Green Harm practices.

Table No.6
Pattern Matrix - a

Factors	**Component-1**	**Component-2**	**Component-3**
Paperless office	0.885		
E-Recruiting	0.878		
Job sharing	0.828		
Teleconference	0.716		
Car sharing	0.689		
Online training		0.904	
Virtual interviews		0.892	
Energy efficient office space			0.882
Recycling			0.864
Telecommuting			0.768
Green rewards			0.732
E-filing			0.576
Extraction Method : Principle Component Analysis			
Rotation method : Oblimin with Kaiser Normalization			
a. Rotation Converged in 8 iterations			

Table No.7
Component Correlation Matrix

Component	**1**	**2**	**3**
1	1.000	0.238	0.579
2	0.238	1.000	0.168
3	0.579	0.168	1.000
Extraction Method : Principle Component Analysis			
Rotation method : Oblimin with Kaiser Normalization			

The table no.7 shows the component correlation matrix between the emerged three factors from the principle component analysis. It shows that all the factors are interredrelating to some degree with each other.

Verification of Hypothesis –Ho1

Ho1: There exists no significant association between the educational qualifications
Of the employees and their perception towards Green HRM practices
Test applied: Anova

Table No.8
Anova test on the perceptions of employees towards Green HRM practices by their educational qualifications

Factors	Variance	Mean Square	F value	Sig.
E-Recruiting	Between the groups Within the groups	6.321 0.939	6.738	0.000*
E-Filing	Between the groups Within the groups	2.149 0.985	2.182	0.062
Paperless office	Between the groups Within the groups	2.458 0.467	5.265	0.001*
Car sharing	Between the groups Within the groups	3.357 0.782	4.294	0.002*
Job sharing	Between the groups Within the groups	3.987 0.776	5.138	0.001*
Teleconference	Between the groups Within the groups	2.881 0.825	3.492	0.008*
Re-cycling	Between the groups Within the groups	1.435 1.332	1.078	0.352
Telecommuting	Between the groups Within the groups	0.711 0.762	0.932	0.398
Online training	Between the groups Within the groups	15.941 1.598	9.976	0.000*
Green rewards	Between the groups Within the groups	0.649 0.642	1.012	0.376
Energy efficient office space	Between the groups Within the groups	5.299 1.898	2.792	0.024*
Virtual interviews	Between the groups Within the groups	21.342 1.366	15.264	0.000*

*significant at 0.05 level of significance

The Anova test result shows that the factors of E-Recruiting, paperless office, car sharing, job sharing, teleconferencing, online training, energy efficient office space and virtual interviews were found to be significant at 0.05 level of significance and hence the propose Null hypothesis (Ho1) stands rejected. It can be inferred that there exists a significant association between the educational qualifications of the employees and their perception towards Green HRM practices.

Verification of Hypothesis –Ho2

Ho2: There exists no significant association between the experienceof the
Employees and their perception towards Green HRM practices
Test applied: Anova

Table No.9
Anova test on the perceptions of employees towards Green HRM practices by their experience

Factors	Variance	Mean Square	F value	Sig.
E-Recruiting	Between the groups Within the groups	2.058 1.088	1.892	0.102
E-Filing	Between the groups Within the groups	1.697 1.008	1.684	0.128
Paperless office	Between the groups Within the groups	0.285 0.542	0.526	0.698
Car sharing	Between the groups Within the groups	0.388 0.886	0.438	0.739

Job sharing	Between the groups Within the groups	2.549 0.822	3.102	0.015*
Teleconference	Between the groups Within the groups	1.396 0.875	1.596	0.154
Re-cycling	Between the groups Within the groups	3.986 1.249	3.192	0.012*
Telecommuting	Between the groups Within the groups	3.502 0.662	5.288	0.002*
Online training	Between the groups Within the groups	3.516 2.072	1.697	0.138
Green rewards	Between the groups Within the groups	2.174 0.614	3.542	0.006*
Energy efficient office space	Between the groups Within the groups	5.877 1.885	3.118	0.014*
Virtual interviews	Between the groups Within the groups	1.138 2.112	0.539	0.696

*significant at 0.05 level of significance

The Anova test result shows that the factors of Job sharing, Recycling, Telecommuting, Green Rewards and Energy efficient office space were found to be significant at 0.05 level of significance and hence the propose Null hypothesis (Ho2) stands rejected. It can be inferred that there exists a significant association between the experienceof the employees and their perception towards Green HRM practices.

CONCLUSION AND SUGGESTIONS

Green HRM practices are paving the way for the emergence of increased efficiency, reduction of costs, and retention of employees, improved quality of work life, improved employee performance, improved work life balance, increased level of production and other benefitsof tangible nature. The business organizations shall establish the usefulness of employee linkage to participation in environmental management programs for improving the organizational environmental performance with a special focus on waste management recycling etc.,.

The study concludes that Green Human Resource Management practices has the potential to create green awareness among the new and incoming talented and the existing employee work force in the organizations and they will help to encourage the human resources to reduce environmental degradation programs through green programs, green movement, sustainable growth and development. Green HRM can enhance the commitment level, willingness and inspiration of the employees tocontribute their ideas and efforts to the greeningof their working organizations and helps to reduce employee carbon foot prints.

It is suggested that theorganizations shall conduct awareness programs to their employees with regard to the importance of Green Human Resource management policies and practices in order to synchronize their workforce with the central theme of GHRM. It is further suggested that the business organizations shall promote green teams withintheir functionaldepartments for imparting the training programs to their employees with regard to the practices of GHRM. Further research studies may be conducted on the assessment of Green Human Resource Management practices and their impacton employee morale and job satisfaction in the business organizations.

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