Impact Of Green Human Resource Management Practices On Employees' Behavior In Banking Sector

Divya P A[1*], Tamizh Jyothi K[2]

[1*]Research scholar, Department of Business Administration, Annamalai University, Tamilnadu, India, devuhariadv@gmail.com
[2]Associate Professor, Department of Business Administration, Annamalai University, Tamilnadu, India, tamjyo@gmail.com

Abstract
The term Green Human Resource Management (GHRM) is a newly emerging concept and it plays a major role in the sustainable development programmes of organizations. Green Human Resource Management practices primarily deal with a range of environment-friendly activities and these activities lead to the sustainability of the organizations. Green issues have already been popular in environmental and social aspects of present corporate world. on employee behavior in the in Indian banks. . The study shows that employees have a strong commitment to green behaviors in the workplace. It is found that green human resource management strategies increase employee green empowerment by providing empirical evidence of the relationship between green human resource management practices. This paper will hopefully create an interest for the academicians and tentative researchers who wish to study the basic understanding of green HRM practices in an academic perspective.

Keywords: Green Human Resource Management*,* environmental management, employee behavior, strategies

INTRODUCTION

In the worldwide context, it appears that a significant number of firms adopt green human resource management techniques. Exploring and combining these green HRM techniques that are being used and will be used by businesses and other organizations will make a substantial academic and practical contribution to the HRM discipline. Green HRM practices aren't just for businesses or corporations. Educational institutions may also make a significant contribution in this area. Green HRM refers to all the activities concerned in development, execution and on-going maintenance of a system that aims at making employees of an organization green. It is the area of HRM that is concerned with transforming regular employees into green employees so as to achieve environmental goals of the organization and lastly to make a significant contribution to environmental sustainability. It refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.

Green HRM is a relatively new agenda in management and HRM literatures. The concept of green HRM typically includes using less possible paperwork at all HR functions like recruitment & selection, training, performance review etc. to create a sustainable, environment friendly and competitive advantage through employee engagement. The rationale of green HRM is to create, enhance and retain greening within each employee of the organization so that he or she gives a maximum individual contribution on each of the four roles, i.e., environmentalist, ecologist, non-polluter, and inventor

Nowadays organizations have been focusing not only on the earning profits but also constantly trying to maximize their profit considering the various social as well as environmental factors for their long-term sustenance. Sustainability can be defined as practices adopted to meet the present requirement without sacrificing the ability of the future generations of meeting their own requirements. Green HRM means bringing economic changes and raising the efficiency both ecological and economic while ensuring that the cost of natural resources exploitation is within the acceptable range in HRM practices. Green human resource management targets human resources to bear an environmental responsibility in their tasks, to turn them into employees who are able to develop positive behaviors with other co-workers, to present new ideas and recommendations, and thus to enable the implementation of environmental programs. The basic target actually is to motivate employees, to turn them into environment-conscious individuals, and to improve environmental performance of the organizations.

Human Resource Department plays a central role in creation of skills in the employees as well motivating and earning their trust whilst enhancing the organizational culture. HRM ensures all round development of the company's internal as well as external stakeholders. In the 21st century this is not possible until and unless an organization aligns it goals keeping in purview the environment. Organization and its employees need to take understand how their operations impacts the environment. Thus, there is a growing necessity of practicing environment friendly techniques. Hence, the integration of the concepts of sustainability and HRM arises, thereby introduction of the concept of Green HRM.

REVIEW OF LITERATURE

Numerous research projects have been conducted on the subject of environmentally friendly Human Resource Management (HRM) practices. Writers have introduced a range of ideas and discoveries concerning green HRM strategies. Mampra (2013) provided a comprehensive explanation of GHRM, stating, "GHRM involves applying HRM strategies to support the sustainable utilization of resources in companies and advocate for environmental causes, which in turn enhances the well-

being and contentment of employees. Therefore, it is crucial to prepare green staff to implement eco-friendly plans, as this is closely linked to achieving sustainable growth.

The move towards prioritizing corporate sustainability, which frequently centers on corporate environmental accountability, has, as a result, heightened the importance and significance of environmental management. Therefore, in HR, GHRM has been introduced (Renwick et al., 2008; 2013). The importance of this green concept is also endorsed by the HR professionals as 46% of them concur that attracting prospective recruits can be aided if the company embraces the green brand (Philips, 2007). Ernst & Young (2013) argued that as much as business corporations acknowledge the advantages of green business, there is still a dearth in the execution of sustainable business practices. HR can spur green business practices at various stages in the corporation via sustainable HR system and process development.

Green performance management primarily involves the metrics and strategies for addressing environmental challenges and the company's environmental strategy. Through a performance management system that combines environmental performance criteria and metrics, companies can evaluate their employees' performance in achieving green objectives and responsibilities (Mehta & Chugan, 2015). Jabbour & Santos (2008) argued that each and every employee should undergo intensive training to ensure a successful execution of the environmental management. It is through the environmental education and training comes the realization of enhancement to attain superior environmental quality. Green training is seen as a top priority for every organisation, as it helps to its long-term success (Pinzone et al., 2019). It is also necessary for carrying out successful environmental management and cleaner production activities (Jabbour, 2013; Diana, et al., 2017). According to Fernández, et al. (2003), adopting an environmental approach in organisations necessitates increasing employees' skills, awareness, and knowledge related to both materials and processes; this, in turn, necessitates environmental management training in order to achieve employee involvement and participation in environmental issues.

By considering the above review of literature, this research paper the following problems have been identified which are very crucial for the present scenario.

RESEARCH PROBLEM

Human resource is the most valuable resource in every organization and it undoubtedly contributes immensely to the organization's success world over. When placed strategically, human resources can provide innovative solutions and ensure that organization achieves competitive advantage but as a result of globalization, competition, economic growth, accelerating product and technology changes and shortage of skilled labour, many organizations are finding it difficult to retain valued employees. By embracing green management policies and strategies, and Green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improved sales, productivity gains and competitive advantages. In addition, advantageous employee behaviors and increases in corporate efficiencies including improvements in water and energy usage and waste reduction are likely to occur. It is therefore vital for organizations to institute appropriate measures to retain their key employees such as implementing effective green human resource management practices which can help organizations to retain their valued employees.

SIGNIFICANCE OF THE STUDY

Recent years have witnessed the emergence of Green Human Resource Management as one of the main strategic concepts which aims to shape employee behaviour to help organizations achieve a sustainable competitive advantage. In practice, organizations have been dedicated to building "green" organizational cultures within their businesses. Green HRM began its journey through the milieu of green management applications, in order to address the growing concern from corporate stakeholders in response to the negative impacts of organizational operations on the environment. The findings of this study are expected to be of benefit to various stakeholders. First and foremost, the findings will help the Government of India to understand the challenges research institutes face when generating a mass of critical and skilled manpower through employee retention required in developing innovations in order to secure green HRM initiatives for organizations. Secondly, the research results will help the policy makers and management in organizations particularly research institutes to gain a better understanding of the key role played by Green human resource management practices in attracting, motivating and retaining talented and competent employees. Last but not the least, the research findings of this study will be of benefit to researchers and academicians by contributing to the body of knowledge in the academic community and to stimulate further research in the field of green human resource management practices in other sectors of the economy.

OBJECTIVE OF THE STUDY

The key objective of the study is to find out the impact of green human resource management practices on employees behavior in the banking sector.

RESEARCH METHODOLOGY

Nature of study is descriptive. Primary data have been collected through a pre-tested and a well-structured questionnaire by adopting snowball sampling technique used for recording the response of respondents through online method. Population is the employees working in three public sector banks covering in three districts in three zones of Kerala. Entire Kerala was divided into three zones south, central and north. One district was selected from each zone in a random sampling method. For a population of 4107 in the three districts, the sample size was derived as 365 and additional 25 percent of sample size is

added to reduce the error rate and increase the accuracy which comes to 456 and discarding of 23 responses due to improper filling resulting in 433 and hence, 433 questionnaires were used for further analysis. Green human resources management practices like green involvement, green performance management, green recruitment and selection, green training, and green pay and reward are considered as independent variables, while employe green behaviour is considered as dependent variable in two dimensions namely work-related employee green behaviour and voluntary employee green behaviour. The statistical tools like percentage, mean, standard deviation and one way ANOVA were used to analyze the data.

ANALYSIS AND INTERPRETATION

Table-1: Influence of various GHRM Practices on Voluntary Employee Green Behavior

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.535[a]	.286	.280	47.376	.000[a]
a. Predictors: (Constant), Green Involvement, Green Performance Management, Green Recruitment and Selection, Green Training, Green Pay and Reward					

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.739	.151		11.495	.000
	Green Recruitment and Selection	.091	.047	.101	1.946	.052
	Green Training	.328	.049	.349	6.675	.000
	Green Performance Management	.152	.053	.147	2.879	.004
	Green Pay and Reward	-.160	.051	-.181	-3.154	.002
	Green Involvement	.134	.052	.151	2.574	.010
a. Dependent Variable: Voluntary Employee Green Behaviour						

Table shows the influence of green human resource practices on voluntary employee green behaviour. An R value of 0.535 indicates a moderate positive relationship between the predictors and the dependent variable. Also R Square value of 0.286 indicates that 28.6% of variance in Voluntary Employee Green Behavior is explained by the predictors. The F-statistic tests the overall significance of the model. A high F value and a significance (Sig.) value of 0.000 indicate that the model as a whole is statistically significant, meaning the predictors have a meaningful combined impact on the dependent variable.

The adjusted R square of 0.280 is close to the R Square, suggesting the model is well-fitted. The model is statistically significant as a whole, explaining around 28.6% of the variance in Voluntary Employee Green Behavior. The most impactful predictor is Green Training, followed by Green Performance Management and Green Involvement, which all have positive significant effects. Green Pay and Reward has a negative effect, meaning as green pay and reward systems increase, voluntary employee green behavior tends to decrease. Green Recruitment and Selection is marginally significant but suggests a positive relationship. Hence, it is indicated that focusing on green training and involvement strategies might more effectively encourage voluntary green behavior among employees.

Table-2: Influence of various GHRM Practices on Work-related Employee Green Behaviour

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.546[a]	.299	.293	50.315	.000[a]
a. Predictors: (Constant), Green Involvement, Green Performance Management, Green Recruitment and Selection, Green Training, Green Pay and Reward					

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.662	.152		10.939	.000

Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.546ª	.299	.293	50.315	.000ª
	Green Recruitment and Selection	.000	.047	.000	.006	.995
	Green Training	.414	.049	.435	8.383	.000
	Green Performance Management	.128	.053	.122	2.406	.016
	Green Pay and Reward	.020	.051	.022	.384	.701
	Green Involvement	.010	.052	.011	.189	.851
a. Dependent Variable: Work-related Employee Green Behaviour					

This regression table-2 shows an R value of 0.546 suggests a moderately strong positive relationship between the predictors and work-related employee green behavior. Also R Square value of 0.299 indicates that the independent variables explain approximately 29.9% of the variance in work-related employee green behavior. This suggests that the model has a moderate explanatory power. The constant B = 1.662 and p value = 0.000 represents the intercept of the regression model. When all predictors are zero, the expected value of Work-related Employee Green Behavior is 1.662. The intercept is statistically significant (p < 0.001). When the variables green recruitment and selection are taken into account, the coefficient of 0.000, shows it has no impact on the dependent variable, and its significance value (p = 0.995) shows that this relationship is not statistically significant. Therefore, green recruitment and selection does not contribute to explaining work-related employee green behavior in this model. Also the above regression model shows that Green Involvement has a minimal effect on the dependent variable (B = 0.010) and is statistically insignificant (p = 0.851). Like green pay and reward, green involvement does not contribute meaningfully to explaining work-related employee green behavior.

From the above it can be concluded that Green Training and Green Performance Management are the only predictors that have statistically significant positive effects on Work-related Employee Green Behavior. Green Training has the strongest impact, followed by Green Performance Management. It is also found that Green Recruitment and Selection, Green Pay and Reward, and Green Involvement have no significant impact on Work-related Employee Green Behavior in this model. This suggests that organizations aiming to promote green behavior in work-related contexts should focus primarily on enhancing Green Training and Green Performance Management initiatives.

Table-3: Influence of various GHRM Practices on Employee Green Behaviour

Model Summary

Model	R	R Square	Adjusted R Square	F	Sig.
1	.582ª	.339	.333	60.523	.000ª
a. Predictors: (Constant), Green Involvement, Green Performance Management, Green Recruitment and Selection, Green Training, Green Pay and Reward					

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.703	.135		12.626	.000
	Green Recruitment and Selection	.049	.042	.059	1.178	.239
	Green Training	.368	.044	.422	8.388	.000
	Green Performance Management	.141	.047	.147	2.989	.003
	Green Pay and Reward	-.077	.045	-.094	-1.705	.089
	Green Involvement	.077	.047	.093	1.652	.099
a. Dependent Variable: Employee Green Behaviour						

This regression table-3 presents the results of a linear regression analysis where the dependent variable is Employee Green Behavior. The predictors are green involvement, green performance management, green recruitment and selection, green

training and green pay and reward. An R of 0.582 suggests a moderate to strong positive relationship between the predictors and Employee Green Behavior. Also R Square value here is 0.339 which indicates that approximately 33.9% of the variance in Employee Green Behavior is explained by the predictors in the model. This suggests that the model has a moderate level of explanatory power. Also high F value (60.523) and significance level of 0.000 indicate that the model is statistically significant, meaning the predictors collectively have a meaningful impact on Employee Green Behavior.

From analyzing the table, it can be stated that green training and green performance management are the only predictors with statistically significant positive effects on employee green behavior. Green training has the strongest impact, followed by green performance management. Green recruitment and selection, green pay and reward, and green involvement are not statistically significant in this model, though green pay and reward and green involvement are close to significance at the 10% level.

This model suggests that focusing on green training and green performance management is likely to have the most substantial effect on enhancing employee green behavior. Also other predictors, such as green pay and reward or green involvement, may need further investigation or refinement to determine their impact.

FINDINGS

Based on the above analysis, the following findings are observed from the study with respect to green behaviour.

Regarding voluntary green behaviour, the most impactful predictor is green training, followed by green performance management and green involvement, which all have positive significant effects. Green pay and reward has a negative effect, meaning as green pay and reward systems increase, voluntary employee green behavior tends to decrease. green recruitment and selection is marginally significant but suggests a positive relationship. Hence, it is indicated that focusing on green training and involvement strategies might more effectively encourage voluntary green behavior among employees.

Regarding work-related green behaviour, green training and green performance management are the only predictors that have statistically significant positive effects on work-related employee green behavior. Green training has the strongest impact, followed by green performance management. It is also found that green recruitment and selection, green pay and reward, and green involvement have no significant impact on work-related employee green behavior in this model. This suggests that organizations aiming to promote green behavior in work-related contexts should focus primarily on enhancing green training and green performance management initiatives.

With regard to overall employee green behaviour, it can be found that green training and green performance management are the only predictors with statistically significant positive effects on employee green behavior. Green training has the strongest impact, followed by green performance management. Green recruitment and selection, green pay and reward, and green involvement are not statistically significant in this model, though green pay and reward and green involvement are close to significance at the 10% level.

CONCLUSION

Green HRM can help or affects the employee and their organization practices and behavior against environment. Employees learn so many things either from work life and private life and due to these learning individual behaviors varies toward environment. This is only possible by the effective implementation of green HRM within the organization. The purpose of this research was to understand more about the impact of green human resource management techniques on employee behavior. This study has demonstrated that green human resource management strategies increase employee green empowerment by providing empirical evidence of the relationship between green human resource management practices and organizational performance. The study shows that green training and green performance management is likely to have the most substantial effect on enhancing employee green behavior.

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