Determinants of Green Human Resource Management Practices in the Indian Banking Sector

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Abstract

The banking sector in India has started using eco-friendly practices as a way to reduce paper usage, transition to sustainable practices, and use energy-saving strategies. The main aim of conducting this study is to determine the most important factors that affect the adoption of Green Human Resource Management (GHRM). A hybrid style of research design has been used, exploratory and descriptive; based on a mix method deploying both qualitative and quantitative approaches. By using a carefully designed instrument, a total of 109 responses were collected from bank employees in a few select banks, SBI, UCO, HDFC, and ICICI. An exploratory factor analysis was used to assess the gathered data and investigate the factors. The findings show that banks have mostly adopted Green HRM practices to perform daily tasks. Furthermore, five essential components were determined to have the biggest effects on the adoption of Green HRM. Online training and awareness in addition to organisations wide sensitization to use energy-saving tools have been found to be strong enablers of adoption of Green HRM. The findings have implications for academicians and banking professionals in understanding the factors influencing Green HRM in Indian banking.

Keywords: Green HRM, Banking Sector, Factor Analysis and Sustainability.

1. Introduction

Researchers began examining GHRM more methodically over time as environmental concerns grew (Jabbour, 2016). One of the main reasons why policymakers have been interested in environmental concerns is climate change. It has an impact on an organization's internal operations as well as the future management style (Sharma, 2018). It is crucial to the process of constructing our collective digital future to promote human growth (UNEP FI, 2024). Degradation of natural resources happens globally as a result of an increase in enterprises, industries, and service sectors (Rendtorff, 2020). There has been a rise in academic research on eco-friendly activities and the majority of studies are on manufacturing sector, while the service sector is also receiving attention as well (Aslam & Jawaid, 2022). Risk management can benefit from the application of the "green banking" idea (Park and Kim, 2020). The word "sustainable" is complicated, it conjures up ideas of people coexisting peacefully with the environment for the benefit of both people and the world. The existing population size and the resources consumed are not sustainable over the long term with any objective or combination of goals due to the excessive use of natural resources. Green practices are being implemented by the banking industry in the present day to enhance their corporate ethics (Henderson et al., 2023). Green HRM is becoming more and more well-known every day, and most individuals are aware of the advantages of Green HRM in the banking sector. A successful application of

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Green HRM enhances employees perception of the organisation, lowers costs, and boosts employee loyalty (Singh &Keshri, 2024). The future frontiers of Green HRM are sustainable development, environmental performance, and corporate social responsibility (Shah and Misra, 2024).

The first section of this paper covers an introduction to Green Human Resource Management, while the second part reviews the indicative extant literature to formulate the problem statement. The problem overview and research objectives are discussed in the third and fourth sections. The fifth section deals with data analysis and interpretation. The sixth section frames a conclusion following the interpretation and literature gap.

2. Literature Review

Green HRM has a favourable relationship with strategic positioners (Yong & Mohd-Yusoff, 2016). Change advocates also suggest green job descriptions, green incentives, and green analysis. An organisation may see an increase in environmentally friendly conduct as a result of Green HRM. Employees' adoption of environmentally friendly behaviours might be aided by departmental learning and top management assistance. The secret to greening organisation is green employee empowerment and HR's duties (Mishra et al., 2017). It has been widely held that talent management and green efforts can both benefit from the application of green HRM. The performance outcome of green HRM has drawn attention from researchers, both at the organisational and individual levels. To make Green HRM function effectively for the benefit of people and the environment, top management must take a comprehensive approach (Chaudhary et al., 2019).

The current study has found that green values have a moderating effect on green culture and that green culture is strongly correlated with green organisation citizenship behaviour. An organisation can be made more sustainable by implementing appropriate green policies that are complemented by green ideals and culture (Raut & Mangla, 2020). Green knowledge sharing is possible through Green HRM. It has a mediating effect between green HRM and green service behaviour. Poor green HRM practices are associated with environmental incompetence. Research indicates that an organization's capacity to compete in the green market can be greatly increased through employee involvement, leadership, performance management, incentives, compensation, and training and development. When green HRM is implemented, employees become more environmentally conscious and incorporate it into their daily routines. A green innovative culture must mediate a fully implemented green HRM programme in order to maximise a company's green competitive advantages (Hooi et al., 2021). According to Srividya, (2022), there is a high correlation between education and the qualification of employees towards green banking practices. Green HRM has the potential to create environmental awareness, commitment level, and willingness to contribute towards greening the organisation. Measures such as green innovation, human capital, and political risk are the supportive elements for energy efficiency which leads to a reduction in carbon footprint. The adoption of several human resources functions properly makes the implementation of green HRM successful (Khan et al., 2024).

Recent studies indicate that organisational, and educational factors significantly influence green human resource management methods. Organisations implemented green initiatives as a mandatory practice to attain sustainability (Amrutha & Geetha, 2020). To promote green ethics in the workplace, green sustainable performance is crucial (Jabeen et al.,2022). Corporate sustainability is found to be significantly impacted by the adoption of green strategies and a green corporate culture (Yong et al., 2022). From the review of literature it has been identified that organisational learning culture and green separation are two most critical components of the circular economy, and they have the potential to affect all other green HRM elements. The

academic interest in GHRM is rising as seen by the sharp rise in publication volume that began in 2018 and is continuing to expand. Mostly quantitative methodologies are used to conduct studies on the Green HRM. Most of the studies are done in Asian countries, as well as in the manufacturing and service sectors. Practices like telecommunicating and virtual meetings are said to have significant positive effects on the environment as well as a cost-effective strategy adopted by the HR professionals. From the literature, the researchers have identified that employee environmental commitment has a positive impact on employee turnover intentions also. In the banking sector, ENVP (environment performance) can be predicted by green HRM practices. The organization's financial success is also impacted by Green HRM practices in addition to its environmental performance (Jora et al.,2023).

3. Statement of the problem

As indicated in the brief review of literature, organisations are realising the significance of environmental issues these days. The buzzword of the twenty-first century that has permeated our daily lives and workplaces is "environmental issues." We now must address environmental issues before they worsen because our lifestyle, both personally and professionally, has begun to negatively impact the environment. Green human behaviour is essential for organisations to improve performance and reduce environmental challenges which are possible by implementing Green HRM successfully. To develop a green workforce it is important to know the most important factors responsible for creating green ethnology within the organisation.

Objectives of the study

- To gain an understanding of green human resource management from a literature perspective.
- To identify the factors that influence the adoption of Green HRM in the banking industry.

4. Research Methodology

The study employed a mixed technique of research design to conduct the investigation. Study 1 is about the quantitative aspects and, the study 2 is about the qualitative aspects. Both exploratory and descriptive research have been used for this study.

5. Results

5.1 The Qualitative Study (Study 1)

The brief literature review has provided an insight to determine factors influencing adoption of GHRM in the banking sector. To have better understanding of the elements influencing Green HRM, in-person interviews were conducted. Twenty two officers working in banking sector in Assam, India were interviewed with a schedule.

To have insight and first-hand information on the practices of Green HRM initially the researchers conducted 22 personal interviews in the selects banks viz. SBI, UCO, ICICI and HDFC. From the discussions, with the branch managers and officers it was found that mostly all the bank branches started Green practices in their regular working operations.

- a. SBI has taken the initiatives of Green rupee term deposit, Green Pin generation etc. The bank has invested heavily in the areas of digital application (YONO), employee engagement, organisational sustainability, carbon footprint reduction, and waste management.
- b. Major initiatives taken by UCO bank are to make employees aware of Green practices, reduce paperless work, and convert from a conventional setup to a modern eco-friendly structure.

- c. Green initiatives taken by HDFC bank are as follows: Digital Banking, GHG Sequestration, Energy Reduction, and Renewable Energy Generation. Apart from these, HDFC banks also promote Green HRM by using green recruitment, conducting online training, designing ESG policy framework (Environmental, Social & Governance Policy), Performance Appraisal based on the environmental and social criteria achieved by the employees, reducing paper waste emissions, tree plantation, energy efficient space cooling measures, efficient data centers, green buildings.
- d. Green initiatives undertaken by ICICI bank are as follows: environment conservation to reduce carbon footprint through the 3 R (Reduce, Reuse, Recycle) approach, integrated ecological and environmental strategies, enhancing renewable energy usage.



Figure 1: Theoretical Model of the Study

Factors Affecting Adoption of Green HRM

Source: Drawn by researchers

The practices of the select banks are more or less in tune with the findings from literature review. In view of the adoption of eco-friendly measures by the select banks and sharing of practical insights by functionaries in the interviews, the researchers have outlined a theoretical model which is presented in Figure 1.

5.2 The Quantitative Study (Study 2)

The questionnaire for the study was developed with inputs found from the interviews and literature review. The questionnaire was validated and modified with inputs received from 11 officers who had previously participated in in-person interviews. There are 31 variables in the final questionnaire as indicated in the Theoretical Model developed for this study (Figure No 1). Purposive sampling was used to gather data from employees at four distinct banks- SBI, UCO, HDFC, and ICICI Bank. A total of 109 responses were collected which have been considered suitable pertaining all the data needed for this investigation. Responses were captured by using a 5-point Likert scale. Online and offline methods were used to get responses from the aforementioned banks. IBM SPSS statistics 20 has been used to analyze the data. After conducting the reliability test and finding acceptable results, several statistical tests, including Principal Component Analysis, KMO, and Bartlett's test have been used to identify the factors affecting the adoption of Green human resource management in the banking sector. To minimize the number of factors based on high loadings on each factor Eigenvalue criterion, the Scree test is used.

5.2.1 Data Analysis and Interpretation

5.2.1.1 Reliability

Cronnbach's alpha is a measure of internal consistency. It is also considered to be a measure of scale reliability. Cronbach's alpha ranges between 0 and 1. In general, Cronbach's alpha value of more than 0.7 is considered as acceptable. A high level of alpha shows the items in the test are highly correlated. Reliability results are summarised in Table 1. A construct is reliable if the Alpha (α) value is greater than 0.70 (Hair et al., 2013). The Green Practices scale with seven items (α =.881) and the Factors affecting the adoption of Green HRM scale with thirty-one items (α =.950) were found reliable.

Constructs	No. of Items	Alpha (α)
GP (Green Practices)	07	.881
GF (Green Factors)	31	.950

Table 1: Reliability Statistics

Source: Computed from Primary Data

Table 2: K	and Bartlett's Test				
Kaiser-Meyer-Olkin Measure of Sampling Adequacy873					
Bartlett's Test of Sphericity	Approx. Chi-Square	3731.873			
	df	465			
	Sig.	.000			

Source: Computed from Primary Data

5.2.1.2 KMO & Barletts Test

KMO test is a measure that has been intended to measure the suitability of data for factor analysis. In other words, it tests the adequacy of the sample size. Table 2 data shows that the KMO value is 0.873, which is above the cutoff of 0.5 and is regarded as a good outcome. That

guarantees that a factor analysis can be performed in the present inquiry. Yet Bartlett's test results indicate.000, which is less than 0.005, indicating that the variables' forming factors are sufficient. The results show that there isn't much of a connection or coefficient between the items.

Communalities							
	Initial	Extraction					
Understanding of GHRM	1.000	.753					
Green HRM Practices within the bank	1.000	.760					
Use of E-Copies for day-to-day operations	1.000	.766					
Green Initiatives by the employees	1.000	.832					
Green recruitment, selection, training and development	1.000	.757					
E-recruitment	1.000	.646					
Green recruitment as a challenge	1.000	.703					
Practice of E-copies, Email	1.000	.808					
Paperless Work in routine job	1.000	.821					
Save Electricity	1.000	.809					
Practice of Double sided photocopies	1.000	.843					
Eco-friendly practices	1.000	.870					
Green Teams	1.000	.851					
E-HRM(in day to day operation)	1.000	.759					
Green training & development	1.000	.764					
Green training is the priority	1.000	.864					
Awareness of green training & development	1.000	.857					
Availability online training material	1.000	.735					
Conducting Workshop	1.000	.769					
Green performance appraisal techniques	1.000	.789					
Green Achievement	1.000	.825					
Green initiatives	1.000	.820					
Green Reward System	1.000	.767					
Online payroll system	1.000	.815					
Recruit candidates with sustainability experience	1.000	.784					
Top management support	1.000	.762					
Complexity & Difficulty in nature	1.000	.663					
Casual Approach of GHRM	1.000	.771					
Costly	1.000	.743					
Expensive Process	1.000	.767					
Excourage Green Initiatives	1.000	.780					

Table 3 · Communalities

Extraction Method: Principal Component Analysis.

Source: Computed from Primary Data

5.2.1.3 Communalities

Table 3 represents commonalities which indicates the amount of variance in each variable that is accounted for by the components. Here, we have the value of Initial and Extraction commonalities. Initial commonality explains the estimates of the variance in each variable that is accounted for by all the components of Principal Component Analysis. Here the initial communality value is equal to 1. The extraction communalities are the estimates of the variance in each variable accounted for by the components. The extraction communalities values are:

For variable 1 (Understanding of GHRM) is 0.753, and for variable 2 (Green HRM Practices within the bank) is 0.766 which is more than 0.05. The High value of extraction communalities indicates the components represent the variable well. In table 3 we can see the value of all the variables is more than 0.5 which is favourable for our study.

Component	Initial	Eigenva	alues	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varianc e	Cumulativ e %	Total	% of Varianc e	Cumu lative %	Total	% of Varianc e	Cumula tive %
1. Understanding of GHRM	14.23 7	45.925	45.925	14.237	45.925	45.92 5	9.881	31.874	31.874
2. GreenHRM Practices within the bank	5.452	17.587	63.512	5.452	17.587	63.51 2	5.444	17.561	49.435
3. Use of E-COPIES for day to day operation	1.970	6.353	69.865	1.970	6.353	69.86 5	5.292	17.070	66.504
4. Greeninitiatives by the employees	1.571	5.067	74.932	1.571	5.067	74.93 2	1.893	6.107	72.612
5. Green recruitment, Selection & Training & Development	1.022	3.297	78.229	1.022	3.297	78.22 9	1.742	5.618	78.229
6. E-recruitment	.840	2.708	80.938						
7. Green recruitment as a challenge	.697	2.249	83.186						
8. Practice of e-copies, E-mail	.576	1.860	85.046						
9. Paper less work in routine job	.487	1.572	86.618						
10. Save Electricity	.468	1.509	88.127						
11. Practice of Double Sided Photocopies	.430	1.387	89.515						
12. Eco-friendly Practices	.381	1.230	90.745						

Total Variance Explained

The Business Review: Vol.28, No. 1, Jan – June 2024

13. Green teams	.350	1.129	91.874			
14. E-HRM(inday to day operation)	.318	1.025	92.898			
15. Green Training & Development	.270	.870	93.768			
16. Green training is the priority	.255	.823	94.591			
17. Awareness of green training & development	.214	.691	95.282			
 Availability of online training materials 	.192	.621	95.903			
19. Conducting Workshop	.185	.597	96.500			
20. Green Performance Appraisal techniques	.167	.539	97.039			
21. Green Achievement	.155	.502	97.540			
22. Green Initiatives	.119	.385	97.925			
23. Green Reward System	.111	.358	98.283			
24. Online Payroll system	.104	.336	98.618			
25. Recruit Candidates with sustainability experience	.096	.308	98.926			
26. Top management support	.079	.255	99.182			
27. Complexity & Difficulty in nature	.074	.237	99.419			
28. Casual approach of GHRM	.061	.197	99.616			
29. Costly	.055	.179	99.795			
30. Expensive Process	.033	.108	99.903			
31. Encourage Green Initiatives	.030	.097	100.000			

Extraction Method: Principal Component Analysis. Source: Computed from Primary Data

5.2.1.4: Total Variance Explained

Table 4 demonstrates the eigenvalues and total variance explained. The extraction method of factor analysis used in this study is principal component analysis. The data set for the eigenvalue>1 consists of five distinct linear components after extraction and rotation. A total of 78.229% of the variance has been accounted for by the five components that are recuperated. It is advised that the retained components account for a minimum of 50% of the overall variation. The outcome demonstrates that five factors can account for 78.229% of the common variance shared by thirty-one variables. It indicates that by reducing up to 5 variables out of 31 variables still, retained upto 78% of the information (5 factors are contributing more towards green hrm). From the initial solution, we can understand that the final solution will extract not more than five factors. The first component has explained 31.874 % of the total variance with eigenvalue 14.237. The second component has explained 17.561 % with eigen value 5.452. The third component has explained 17.070 % with eigen value 1.970. The fourth component has explained 6.107 % with eigen value 1.571 and The fifth component has explained 5.618 % with eigen value 1.022.



Figure 2 : Scree Plot

From the above figure it is quite evident that on x-axis, we have the component number and on the y-axis we have Eigenvalue. From scree plot we can see that after the fifth factor, the line becomes practically flat, implying that each subsequent factor accounts for a smaller and decreasing proportion of the total variance.

	Component					
	1	2	3	4	5	
Paperless work in routine job	.847	.101	.240	094	.165	
Green performance appraisal techniques	.845		.243	.066	088	
Green Achievement	.814	155	.333	.064	152	
Recruit candidates with sustainability experience	.811		.352			
Green Reward System	.789	065	.184		324	
Green recruitment as a challenge	.785		.149	.203	.148	
Green initiatives	.779		.438	.113	.087	
Green training & development	.767		.340	.241		
Practice of E-copies, Email	.739	.127	.304		.392	
Conducting Workshop	.729	113	.306	.360		
Online payroll system	.721	.144	.326	082	.402	
E-recruitment	.654	.124		.450		
Awareness of green training & development	.637		.377	.545	.098	
E-HRM(in day to day operation)	.635	.084	.290	.334	.391	
Availability of online training material	.632	.160	.156	.246	.475	
Green training is the priority	.622		.308	.606	.111	
Green recruitment, selection, training and development	.502	.155	.476	.480	.157	
Green HRM Practices within the bank		.862			.113	
Green Initiatives by the employees	089	.855	.101		172	
Top management support		.850	137		.137	
Casual Approach of GHRM		.848			.215	
Understanding of GHRM	.115	.809	.102	.064	.267	
Complexity & Difficulty in nature		.801		.123	077	
Costly		.747		109	413	
Expensive Process	.065	.671		248	500	
Practice of Double sided photocopies	.315		.848	.060	.143	

Table 5 : Rotated Component Matrix

 Rotated Component Matrix^a

Save Electricity	.270	079	.843	125	061
Encourage Green Initiatives	.407		.779	.225	077
Eco-friendly practices	.411	083	.771	.312	
Green Teams	.445	063	.747	.301	
Practice of E-Copies, E-mail	.298	.171	.690		.412

Extraction Method: Principal Component Analysis.

Source: Computed from Primary Data

5.2.1.5 Principal Component Analysis

Table 5 represents, approach to factor rotation. It is also known as Factor Loading. Varimax rotation method has been used to get the optimum component matrix which is Five. The variables with large loading values > 0.40 indicate that they are representative of the factor.

- a) The first component represents paperless work in routine job and green performance appraisal techniques.
- b) The second component represents a green HRM Practices within the Bank.
- c) The Third component represents practice of double sided photocopies.
- d) The fourth component represents awareness of green training and development; and,
- e) The Fifth component represents availability of online training material.

6. Findings of the study

6.1 Objective 1:- To gain an understanding of GHRM from a literature perspective.

Research conducted in both developed and developing nations has contributed to our understanding of green HRM. Green HRM practices enhance life quality in addition to aiding in the achievement of the sustainability goal. According to the literature review, managers need to put into effect a system of incentives, green orientation, and green targets for employees to promote environmentally friendly behavior. Since HR professionals are highly conscious of environmental challenges in today's world, they began integrating green HRM as a strategically appropriate way to green the workplace. The green revolution, which was embraced by practically every industry between 2000 and 2010, is what gave rise to the need for green human resources. Green HRM can be interpreted from a variety of perspectives, including operational, financial, and sustainable. In addition to being a recruiting tool, it also affects the organization as a whole.

The literature review consolidates the understanding of GHRM in terms of the following.

- i. An essential component of emerging HR Policy
- ii. A set of eco-friendly tools to perform HR tasks
- iii. An enabler to promote organization wide ethical behaviour
- iv. An enabler to ensure organisational sustainability

6.2 Objective 2:-Factors that influence the adoption of Green HRM

To achieve this goal, findings from both the qualitative and quantitative studies have been used. The qualitative study based on literature review and interviews with the industry functionaries helped in developing the theoretical framework with 31 variables that could have an impact on Green HRM in the banking industry. Green HRM is positively impacted by every component. Based on each component's high loading, statistical tests were used to minimize

the number of components. The researchers found that five out of the thirty-one criteria have the greatest impact on the adoption of Green HRM.

- i. Paperless work in routine job and green performance appraisal techniques.
- ii. Green HRM practices within the Bank.
- iii. Practice of double sided photocopies.
- iv. Awareness of green training and development and,
- v. Availability of online training material.

7. Conclusion

The present study gives an in-depth comprehension of Green HRM from both a qualitative and quantitative aspect as well. A mixed method is useful in developing a holistic perspective. Insights received from a brief review of indicative extant literature on GHRM helped in understanding the influencers of GHRM. However, the findings from the interviews with banking service providers yielded better insights to develop the theoretical framework with 31 variables. After the conduct of a series of tests, five factors have been finally identified. However, the set of findings will have implications for future research in terms selection of sample banks, sample respondents, their job positions, and places of work. Nevertheless, it is very important to know that awareness of green training and development coupled with the availability of online materials is a strong enabler for GHRM. In addition to that tools like promoting double sided photocopying and paperless work can have far reaching impact on developing favourable dispositions among banking sector employees on GHRM.

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