

Influence of Green HRM Practices on Employees' Job Satisfaction in Select Scheduled Bank

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Abstract: Environmental concerns have risen to the top of the priority list for any kind of business, including the banking industry. To alleviate environmental challenges, every sector is now implementing Go Green regulations. Banks are launching green efforts to help the banking industry and humanity grow in the future. The Indian banking industry is now aware that it must have social morals and a green sense of reliability, and as a result, the banking industry is expanding its HRM functions intending to align its practises and policies with sustainability goals that reflect an eco-focus. This study hypothesises that there is no significant relationship between the kind of bank and Green HRM practises and employee job satisfaction. With a sample size of 172, this study was done in chosen scheduled banks. Under the findings, most respondents comprehend the notion of Green HRM and consider it of respondents comprehend the notion of Green HRM and consider it as an appropriate concept. There is a substantial variance in the impact of Green HRM practises on different types of banks and employee job satisfaction for certain criteria. Based on the study, the majority of banks are socially responsible and are pursuing green projects.

Keywords: Green HRM, job satisfaction, awareness, green banking

I. INTRODUCTION

Green HRM is the application of HR policies to increase trust, the sustainable use of resources within the banking industry, and the source of overall environmental sustainability. Green management is a process through which the banking business deals with the environment by implementing environmental management rules (Lee, 2009). Banking must strike a balance between obligatory banking development and natural environment preservation for future generations. The greening of HRM functions such as job definition, job analysis, recruiting, selection, training, performance management, and rewards is referred to as green HRM. The banking industry's primary goal in implementing new practices is to maximise resource utilisation while consuming less time, resulting in cost-effectiveness. High levels of management and technical skills are required among employees when implementing corporate green initiatives because the bank will develop innovation-focused environment initiatives and programmes that will have a powerful impact on the banking industry's long-term competitiveness. Today, the concept of green HRM encompasses not just environmental awareness, but also the social and economic well-being of both the organisation and its employees in a broader context. As a result, in this study, the researcher aims to ascertain the level of knowledge of green HRM practices among bank employees, as well as to investigate the level of job satisfaction among employees and the influence of bank type on green HRM practices.

II. REVIEW OF LITERATURE

SuhaimiSudin (2011)¹ describes that green management efforts have grown in importance in the business world. The experts agree that to carry out green management activities, personnel must be inspired, empowered, and ecologically conscious. The article also focuses on the creation of a new strategic green HRM model that incorporates a relationship between assessment-based HRM interventions, an environmental management system, green intellectual capital and corporate environmental citizenship.

Ramraj T. Nadar (2018)² in his study tries to explore and critically analyse the green HRM strategy adopted by the banking sector in India. The findings of the study suggest that green HRM practices play a very important role in employee recruitment, training and performance appraisal to retain the employees in banking sector.

J. K. Kalpana Devi (2018)³ in her study “Influence of green HRM practices on employees performance level – a study with reference to literature review” stated that green human resource management practices not only improve employee performance but also improve organizational performance. Green practices can develop green behaviour in employees and increase their morale at work and resulting in the form of increasing employee performance.

Vivek Khambra And Shilpi Bagga (2022)⁴ conducted a study regarding “Green human resource management in public and private sector banks in India- an analytical study”. The study focuses on identifying the need for an inquiry into green human resource management in emerging economies such as India and on investigating the role of green HRM in the ambience of public and private banks in India. In their study, they had chosen secondary data such as various research articles, newspapers, etc. The finding of the study states that due to technological advancement, the usage of papers is reduced, digitalization also takes banking activities to the next step, and the inclusion of GHRM affects the banking sector as a sustainable organization.

2.1 Statement of the Problem

Today, the concept of Green HRM encompasses not just environmental awareness, but also the social and economic well-being of both the organisation and its employees in a broader context. As a result, in this study, the researcher aims to ascertain the level of knowledge of Green HRM practices among bank employees, as well as to investigate the level of job satisfaction among employees and the influence of bank type on Green HRM practices.

III. OBJECTIVES OF THE STUDY

To study the awareness level of Green HRM practices among bank employees

To examine the level of job satisfaction among employees

To find out the influence of Green HRM practices on banks

IV. HYPOTHESIS OF THE STUDY

H₀: There is no significant difference among banks on green HRM practices

H₀: There is no significant difference in the level of job satisfaction among the bank employees

V. RESEARCH METHODOLOGY

The present study is analytical research based on both primary and secondary data collected from employees of scheduled banks. The researcher adopted a Convenient random sampling technique for collecting the data from the respondents and the sample size is 172. The primary data is collected through structured questionnaires and conversations with bank employees and the secondary data is collected through websites, journals, magazines, references, etc. Thus, the collected data were analyzed using various statistical tools such as descriptive statistics, one-way ANOVA, etc.

VI. DATA ANALYSIS AND INTERPRETATION

Table: 1

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Understand the concept of GHRM	172	4	5	4.08	.274
Good concept	172	4	5	4.08	.265
Applicable in banks	172	3	5	3.99	.315
Increases productivity	172	1	5	3.48	1.006
All round training to be given	172	1	5	3.99	.705
Increases job flexibility	172	1	5	3.60	.856

Valid N(list wise)	172				
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Source: Primary data

Interpretation

The above table shows the awareness level of Green HRM practices among bank employees, the mean value of 4.08 shows that the majority of the respondents understand the concept of Green HRM. “Applicable in banks and all-around training” should be given and also has a mean value of 3.99.

Table: 2

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Job position to focus environmental aspects	Between Groups	32.39	2	16.19	10.57	0.000
	Within Groups	258.89	169	1.53		
	Total	291.28	171			
Recruitment messages include environmental criteria	Between Groups	19.99	2	9.99	11.69	0.000
	Within Groups	144.45	169	0.85		
	Total	164.44	171			
Selecting applicants aware of greening	Between Groups	21.11	2	10.55	8.23	0.000
	Within Groups	216.82	169	1.28		
	Total	237.92	171			
Paperless interview and joining formalities	Between Groups	27.71	2	13.86	19.36	0.000
	Within Groups	120.95	169	0.72		
	Total	148.67	171			
Environmental issues considered for training	Between Groups	69.56	2	34.78	24.02	0.000
	Within Groups	244.74	169	1.45		
	Total	314.30	171			
Induction programs for environmental issues	Between Groups	38.84	2	19.42	16.53	0.000
	Within Groups	198.48	169	1.17		
	Total	237.32	171			
Training materials available online	Between Groups	12.70	2	6.35	9.34	0.000
	Within Groups	114.95	169	0.68		
	Total	127.65	171			
Soft copy of training materials than handouts	Between Groups	45.11	2	22.56	30.45	0.000
	Within Groups	125.18	169	0.74		
	Total	170.30	171			
Environmental behaviour included in the performance appraisal	Between Groups	9.23	2	4.62	2.86	0.060
	Within Groups	272.42	169	1.61		
	Total	281.65	171			
Feedback to employees to improve environmental perf	Between Groups	15.09	2	7.55	4.72	0.010
	Within Groups	270.42	169	1.60		
	Total	285.51	171			
Bank offers monetary and non-monetary rewards	Between Groups	18.71	2	9.36	7.99	0.000
	Within Groups	197.98	169	1.17		
	Total	216.70	171			
Freedom to modify or create	Between Groups	1.72	2	0.86	0.74	0.479

new eco-friendly practices	Within Groups	196.99	169	1.17		
	Total	198.72	171			
Promotes carpooling	Between Groups	60.48	2	30.24	15.68	0.000
	Within Groups	326.05	169	1.93		
	Total	386.53	171			
Online leave application	Between Groups	17.78	2	8.89	13.46	0.000
	Within Groups	111.64	169	0.66		
	Total	129.42	171			

Source: Primary data

Interpretation

One-way ANOVA was conducted by taking an Alpha level of 0.05, to study whether is there any significant difference in the influence of Green HRM practices among different types of banks. The results suggested that there exists a significant difference in the Green HRM practices for statements like job position to focus environmental aspects, recruitment messages include environmental criteria, selecting applicants aware of greening, paperless interview and joining formalities, environmental issues in training, induction programs, training materials available online, soft copy than hand-outs, the bank offers monetary and non-monetary rewards, carpooling and Online leave application with $p < .005$. While for the rest of the statements with $p > .005$, it means that there is no significant difference among the Green HRM practices of different types of banks.

Table: 3

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Environmental training given by banks	Between Groups	0.45	2	0.22	0.36	0.701
	Within Groups	105.99	169	0.63		
	Total	106.44	171			
Paperless interview and joining formalities	Between Groups	6.54	2	3.27	9.73	0.000
	Within Groups	56.78	169	0.34		
	Total	63.32	171			
Feedback is given to improve environmental performance	Between Groups	9.90	2	4.95	8.65	0.000
	Within Groups	96.71	169	0.57		
	Total	106.60	171			
Monetary-non monetary rewards for environmental achievement	Between Groups	2.66	2	1.33	1.57	0.210
	Within Groups	142.66	169	0.84		
	Total	145.32	171			
Green teamwork	Between Groups	7.85	2	3.92	6.99	0.001
	Within Groups	94.83	169	0.56		
	Total	102.67	171			
Workshops to improve environmental behaviour	Between Groups	2.44	2	1.22	1.79	0.171
	Within Groups	115.22	169	0.68		
	Total	117.65	171			
Employees follow green culture in banks	Between Groups	1.56	2	0.78	1.08	0.342
	Within Groups	121.76	169	0.72		
	Total	123.32	171			
Inclusion of environmental	Between Groups	12.56	2	6.28	7.67	0.001

awareness criteria in recruitment	Within Groups	138.34	169	0.82		
	Total	150.91	171			
Induction program for greening of new candidates	Between Groups	16.23	2	8.11	8.19	0.000
	Within Groups	167.54	169	0.99		
	Total	183.77	171			
Proper training before implementation of green initiatives	Between Groups	1.70	2	0.85	1.07	0.345
	Within Groups	134.41	169	0.80		
	Total	136.11	171			
Disciplinary action for employees who violate green practices	Between Groups	30.48	2	15.24	13.17	0.000
	Within Groups	195.63	169	1.16		
	Total	226.11	171			

Source: Primary data

Interpretation

One way ANOVA test was conducted with an Alpha level of .05 and the results rejected the null hypothesis with $p < .005$ for statements like a paperless interview and joining formalities, feedback to improve environmental performance, green teamwork, inclusion of environmental awareness in recruitment, induction programs, disciplinary action for employees who violate green practices, etc. meaning that there is significant difference among job satisfaction level of employees.

VII. DISCUSSIONS

The results of the research conducted to study the influence of Green HRM practices on Employee Satisfaction among select scheduled banks show that the majority of the respondents understand the concept of Green HRM. The results of the study conducted to know whether there is any significant difference in the influence of Green HRM practices of different types of banks shows that there exists significant difference for the majority of the practices. The results of the study conducted to know the job satisfaction level of employees among various Green HRM practices indicate that there is a significant difference in various factors.

VIII. CONCLUSION

Over the last few years, the Indian banking industry has seen substantial improvement. The banking industry has gained great favour because it is the foundation of all other financial operations and is critical to the expansion of the Indian economy. The banking industry is a major sector in the service industry that must provide quality services to its consumers, a safe working environment for its employees, and be socially responsible. Banks have understood the value of being green and implementing green initiatives in their daily operations, as this increases employee happiness. Since Green HRM practises provide banks with a competitive advantage, the majority of scheduled banks are focused on this and seek to attract and keep their top staff utilising it.

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