

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN BANKS - PERSPECTIVES OF BANK EMPLOYEES'

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ABSTRACT

Successful companies today understand that managing their human resources in a way that reduces their negative effects on the environment and global warming is crucial to their success. Human resources has been an invaluable asset to the office's greening efforts. The green movement and green human resources are only getting started because of this. Improvements in the green environment can be ascribed in large part to the spread of information about environmental issues within businesses. Reducing one's carbon footprint, recycling, and using products made from renewable resources are all great ways to be a good environmental steward. Most workers feel strongly about protecting the environment, and their commitment and sense of purpose in the workplace is directly correlated to the company's emphasis on environmental concerns. It's proof that everyone is eager to make positive changes toward a more sustainable way of life. The purpose of this research is to determine how bank workers feel about their institution's green human resource management methods.

Key Words: Conservators, environment, GHRM, global warming, sustainability, viability.

1. INTRODUCTION

The management of a bank's human resources in a way that minimizes its impact on the environment and on global warming is now widely recognized as an essential component of any successful business strategy. The department of human resources has been quite helpful in the office's efforts to become more environmentally friendly. Due to the fact that the green movement and green human resource are still in their infancy stages, they are in the beginning stage.

The organization's long-term viability depends on striking a balance between its impact on the environment, society, and the economy. In today's business sector, there has been a shift from an emphasis on business towards a more competency-based and environmentally conscious economy. Because the economy as a whole is shifting towards sustainability, hence it is incumbent for businesses to green their operations.

The concept of "green human resource" refers to actions related to human resources that are better for the environment and to encourage the organizations to make more sustainable use of their available resources. Teleconferencing, carpooling, electronic filing, virtual interviewing, recycling, and other forms of online education and other green practices may help the businesses to reduce their employees' carbon footprints. This research focuses

on green human resource management practices as a strategic endeavor being taken by the banks to encourage sustainable business practices.

The term "natural environment" refers to anything that occurs in nature, such as the land, woods, plants, animals, and other natural occurrences.

1.1 Sustainability Practices in the Human Resource Management

A preservationist is someone who strives to maintain the natural environment in its unaltered state while also protecting it from potential injury, destruction, or detrimental change. Because they want to be able to enjoy the natural environment for the longest duration of time possible, conservationists are very cautious about how they utilize the natural environment. For the sake of conservation, they just make the barest use of the natural environment. Only then people of subsequent generations would be able to make use of it. The non-polluter does this by avoiding the release of noxious and harmful waste and chemicals in the environment, including the water supply, the air, and the atmosphere. They cease polluting the environment in any way, including the water, air, and atmosphere. The habits and consequences of the bank should be guarded by the employees. Employee is responsible for the creation of gardens and other areas that have a natural appearance. Employees are responsible for constructing parks and other areas that include vegetation, trees, and grass.

Online recruitment makes use of online and video interviews, is an example of a typical environmentally responsible activity that reduces the need for travel. In order to maintain people's participation in the green program and to continue to identify their commitment, green incentives might include the usage of a variety of employment and lifestyle perks, which can range from carbon credit compensation to free bicycles. Despite the fact that many employees believe it is not their duty to do anything to help the environment while they are on the job, millennials, who make up a significant portion of the new workforce, are emphasizing environmental awareness as a reason for preferring their employers. Given that an increasing number of individuals are looking to derive meaning and self-actualization from the work that they do, there is moreover an expanded chance to link the workforce. Even if there is unquestionably a sizeable amount of "green washing" taking on in the realm of waste reduction, there are numerous chances to be had here as well.

2. STATEMENT OF THE PROBLEM

The financial sector is having vital policies that aims for promotion policies and projects that have major environmental friendly aspects as their core areas. The banking sector is playing a vital role in promoting environmental friendly projects based on green banking. The measures of green banking have been complimented by the adoption towards the Green Human Resource Management (GHRM) practices. The role of GHRM is vital for reducing the carbon emissions from the banking sector based on various strategies. The employees of the banking sector must have proper understanding about the policies that are involved in the GHRM practices to implement it with utmost efficiency. The GHRM has elements that are to be properly communicated to the employees in banking sector to improve the outcome of the GHRM policies.

The banking sector is facing problems in the areas of operational cost involved with the implementation of the GHRM, employees' understandability towards the GHRM policies, adoption of employees towards the policy changes, problems with employees' performance appraisal methods, impact on work life balance of employees etc. The implementation of the GHRM has significant problematic areas in the banking sector which can affect the financial

performance of the banks. These problems work as the focus area of the study which aims to assess the working of GHRM in banking sector.

3. IMPORTANCE OF THE STUDY

The Indian banking sector has diverse components of banks that are vital for making the financial inclusion in the country. The various types of banks in the forms of the public sector banks, private sector banks, foreign banks, regional rural banks, cooperative societies etc have all played crucial role in the development of the banking sector. The operational banks and branches are highly focusing on the financial inclusion and improvement of financial as well as employees' performance in the banking sector. The reflection of the environmental problems has taken its space in the banking policies which primarily thrived in the form of green banking policies.

The green banking policies have aimed to improve the financial lending patterns towards the project that possess features of sustainability and environmental friendly. The financial policies oriented towards the environmental policies were promoted by the government in the banking sector which made the policies of the banks to redesign it. The banking sector promotes the economic development in the country and policies that are contradictory will have significant impact in the long run which will be detrimental to the financial outcome of the sector. This study aims to assess the working of GHRM policies in the banking sector as well as its impact on the employee's performance.

4. OBJECTIVES OF THE STUDY

- ❖ To measure the impacts on the performance of bank employees based on the adoption of green human resource practices.

5. RESEARCH METHODOLOGY

The research is an empirical research based on the theoretical foundation, and the purpose of the study is to investigate the elements that are supporting the adoption of GHRM in the banking sector on the basis of the views of banking workers as the primary source of information.

The purpose of this research is to investigate the elements that are responsible for the implementation of GHRM in the banking sector and the influence that this implementation has had on the performance of the workers. The research is carried out on the basis of the primary data that are collected from the individuals who are employed in the public sector banks. The main data collecting tool is the interview schedule which was sent out to the Bank employees in order to get their feedback on the GHRM practices in the banking sector. The data were then analyzed using SPSS-20 and AMOS.

5.1 Sample Design

The sample size of the study is fixed based on the number of public sector banks in the Thoothukudi District. There were twelve public sector banks that are operating in the country and out of which eleven are operating in the district of Thoothukudi.

The adoption of non - random sampling was used for the selection of sample from the bank employees from the population frame. The sample size was distributed based on the number of branches each public sector banks has in the study area. The proportionate distribution based on the number of branches was made to improve the reliability in the selection of the bank employees which randomizes the selection and reduce the bias oriented to selection.

The sample size was fixed based on the infinite sampling size calculator using the Cochran Technique which was derived based on the following formula

$$n_0 = \frac{Z^2 pq}{\quad}$$

$$e^2$$

Where,

$$Z^2 = 1.96$$

$$p = 0.5$$

$$q = 0.5$$

$$e = 0.05$$

Substituting Values

$$n = 385$$

The formula has given a sample size of 385 Bank employees from the public sector banks in Thoothukudi district. The study has improved the reliability by raising the sample size to 440 based on the calculation of 40 Bank employees among 11 public sector banks. The Bank employees were distributed based on number of branches that is functioning under each public sector banks in the district. The interview schedule distributed yielded valid replies among 412 Bank employees which were fixed to be sample size of the study.

The following table clearly explains the fixation of sample size for the study

Table – 1

S. No	Public Sector Banks	Number of Branches	Number of Interview Schedule Fixed	Sample Fixed based on Valid Replies
1.	Bank of Baroda	3	11	10
2.	Bank of India	4	14	13
3.	Bank of Maharastra	1	4	3
4.	Canara Bank	30	106	99
5.	Central Bank of India	9	32	30
6.	Indian Bank	11	39	36
7.	Indian Overseas Bank	35	123	115
8.	Punjab National Bank	1	4	3
9.	State Bank of India	25	88	82
10.	UCO Bank	1	4	3
11.	Union Bank of India	5	18	16
Total		125	440	412

(Source: Reserve Bank of India)

5.2 Review of Literature

Gill, A., Ahmad, B., & Kazmi, S. (2021)¹

¹ Gill, A., Ahmad, B., & Kazmi, S. (2021). The effect of green human resource management on environmental performance: The mediating role of employee eco-friendly behavior. *Management Science Letters*, 11(6), 1725-1736.

The present research explores the effect of green human resource management on the environmental performance of higher education institutions in a developing nation. As part of an academic research project, we used a trustworthy and valid instrument that has previously been used in other studies. A single employee of a Pakistani higher education institution serves as the unit of analysis in this research. Only 220 of the 325 questionnaires were found to be fully filled out for statistical analysis. With the help of SmartPLSv3.0, the present work employs multiple regression methodologies using structural equation modeling. Environmental performance may be influenced positively by green human resource policy, according to the findings, and eco-friendly employee behavior might act as a partial mediating factor in this relationship. Extending the Ability-Motivation-Opportunity theory, this research presents significant theoretical and practical implications for the implementation of environmental strategies in the organization setting. According to the conclusions of this research, it is possible to establish green human resource strategies that would enhance the environmental performance of educational institutions.

Hussain, I., Nazir, M., Khan, Q., & Shah, S. (2021)²

The purpose of this study was to examine how green human resource strategies affect environmental performance. A structured questionnaire was used to gather the data for this research, which included sections pertaining to respondents' socioeconomic status and questions pertaining to the study's primary variables (green human resource practices and environmental performance). It's part of the questionnaire that's aimed to look at how green innovation and environmental strategy influence each other. Structural equation modeling may also be used to examine the statistical relationships between the various variables. The study's findings show that green human resource management has little effect on environmental performance. Green innovation, on the other hand, acts as a bridge between green human resource management and environmental outcomes. The link between green innovation and environmental performance may be moderated by environmental strategy, which is seen to be an important part of any company's environmental strategy.

Malik, S. Y., et al., (2021)³

To put it simply, the manufacturing sector is a key contributor to both economic growth and environmental degradation. Green human resources management (green recruitment and selection, green training, green rewards, and green performance evaluation), corporate social responsibility, and sustainable performance were all examined in this study, which contributes to the theory of ability motivation opportunity theory (economic, social, and environmental performance). The present study employed a quantitative survey approach and distributed structured questionnaires to gather data. The cross-sectional data was gathered from 150 companies. HRM managers and directors were included in the study's sample. However, we only received and examined 150 of the 200 surveys that were sent out. The data was gathered using a standardized questionnaire. Smart partial least square structural equation modeling (PLS-SEM) was utilized to analyze the data. " The project established and evaluated a measurement model and a structural model. An instrument reliability and validity study, as well as hypothesis testing, were both objectives of the measurement model. Using

² Hussain, I., Nazir, M., Khan, Q., & Shah, S. (2021). Linking Green Human Resource Practices and Environmental Performance: The Role of Green Innovation as Mediator and Environmental Strategy as Moderator. *RADS Journal of Business Management*, 3(2).

³ Malik, S. Y., Hayat Mughal, Y., Azam, T., Cao, Y., Wan, Z., Zhu, H., & Thurasamy, R. (2021). Corporate Social Responsibility, Green Human Resources Management, and Sustainable Performance: Is Organizational Citizenship Behavior towards Environment the Missing Link?. *Sustainability*, 13(3), 1044.

the results, the instrument was determined to be reliable and valid; the instrument satisfied all standard requirements for average variance extracted, composite/construct reliability factor loadings, and alpha values. All theories are accepted, as shown by structural models. From the findings, it can be deduced that environmental citizenship behavior of organizations acted as a major mediator between corporate social responsibility and green human resource management methods. This suggests that the actions of an organization's employees in regard to the environment have a substantial impact on its long-term success.

Molina-Azorin, J. F., et.al., (2021).⁴

The primary goal of the study was to bring together research on HRM and environmental management in one place. Moreover, the research highlights the significance that green human resource management (GHRM) plays in environmental management operations. Human resource management and environmental planning are intertwined in many ways, as this essay explores. In addition, the most prevalent methods of human resource management are dissected. In addition, methods for studying the connection between environmental strategy and human resource management are presented. Additional study ideas are also included. Green human resource management has evolved as a new subject of study that examines the role of human capital in the implementation of environmental management. Human resource management and environmental planning go hand in hand, which is why we look at research on the subject of the connection between the two.

Muafi, M., & Kusumawati, R. A. (2021)⁵

Nearly every service or industrial firm, especially Indonesian courier SMEs, is grappling with a key issue: green human resources management (GHRM). This research aims to examine the seldom researched link between GHRM and SCOL, SCP, and BP (business performance) in the supply chain. All courier service SMEs in the province of Yogyakarta (DIY) and East Java, Indonesia, are included in the population. More than 130 courier service SMEs out of a goal of 200 SMEs participated in the research. The statistical method of Partial Least Squares is used. Conventional HRM methods are progressively being abandoned by Indonesian courier firms, notably in the Special Province of Yogyakarta and East Java. GHRM has no effect on BP, but it has a beneficial impact on SCOL and SCP, despite the fact that it has a negative effect on BP. There is a considerable impact on SCP and BP when SCOL is used. Another factor that influences the link between GHRM and SCP is the SCOL factor. SCP has a favorable impact on BP as well. In addition, SCP serves as a go-between for GHRM and BP, as well. Additionally, SCP acts as a mediator between SCOL and BP.

Nisar, Q. A., et.al., (2021)⁶

The environmental performance of Malaysia's green hotels is examined in this study's focus on green human resource management techniques. Green intellectual capital and pro-environmental behavior are also examined in this study. Green hotel workers in Malaysia were the target audience for this study. PLS-SEM was used to analyze survey data gathered

⁴ Molina-Azorin, J. F., López-Gamero, M. D., Tarí, J. J., Pereira-Moliner, J., & Pertusa-Ortega, E. M. (2021). Environmental management, human resource management and green human resource management: A literature review. *Administrative Sciences*, 11(2), 48.

⁵ Muafi, M., & Kusumawati, R. A. (2021). Green Human Resources Management and Its Impact on Supply Chain and Business Performance: An Empirical Study in Indonesia. *The Journal of Asian Finance, Economics and Business*, 8(5), 1099-1107.

⁶ Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of cleaner production*, 311, 127504.

from 374 staff members. There is a strong correlation between green human resource practices (Green training & development and Green discipline management) and green intellectual capital, which has a favorable impact on pro-environmental behavior. Hotels' environmental performance is also bolstered by the pro-environmental conduct of their staff, according to a new study. Further research shows that green human resource management methods, such as cultivating green intellectual capital and promoting environmentally friendly behaviors, help to improve environmental performance indirectly. There have been few efforts to combine green human resource management approaches with green intellectual capital and pro-environmental behavior in the field of environmental management. To better understand the critical significance of green human resource management methods in improving hotels' environmental performance, this study makes a direct contribution to a new research area. Findings from a research have shown that green training and education is a vital technique for promoting environmentally-friendly behavior. Developing the intellectual capital necessary to develop environmentally friendly actions may be made easier with its assistance. By disciplining or fining staff who fails to adhere to hotels' environmental policies, this research recommends that managers maintain green discipline in the hotel business.

*Shoaib, M., et.al., (2021)*⁷

A few studies have examined the relationship between green human resource management (GHRM) and organizational commitment. In addition, nothing has been written on the mediating role of green human capital. To fill up this knowledge vacuum, the current study aims to use the ability-motivation-opportunity theory (AMO) in order to discover the indirect and direct effects of GHRM on Pakistan's dairy industry. Using a self-administered survey, 287 individuals were surveyed using a convenience sample method. The structural and measurement model was examined using SmartPLS (3.2.9) software. Organizational commitment is directly linked to green recruiting and selection as well as green training and development. Human capital plays a critical role in facilitating the impact of green recruiting, selection, training and development on company commitment. Green workplace policies may be implemented more effectively with the help of GHRM practices, according to this research. According to the results, managers and policymakers may use GHRM to help foster a company-wide environmental culture and encourage employees to become green at work.

*Úbeda-García, et.al., (2021)*⁸

CSR and green human resource management (GRM) are two contemporary management ideas that are being studied in this study (GHRM). However, we believe that it is vital to further investigate the link between these factors and their influence on environmental and financial results of enterprises. Currently, research in both sectors has been conducted in tandem. The purpose of research was to examine the link between corporate social responsibility (CSR) and business performance, taking into account both the direct connection and the probable mediation of such factors as GHRM and environmental effects. Structured equation modeling (Partial Least Squares) was applied to a sample of

⁷ Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, 8(1), 1870798.

⁸ Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, 123, 57-69.

Spanish hotels. CSR and performance have been shown to have a direct and beneficial link, according to the findings. In addition, the research has discovered that GHRM and environmental outcomes have a mediatory influence on the aforementioned link.

Al-Minhas, U., Ndubisi, N.O. and Barrane, F.Z. (2020)⁹

There are a number of ways that a company may implement sustainable environmental management, including green human resources management (GHRM) and green logistics (SGLOG). However, there are no past research relating green logistics with GHRM. To build on previous work, we've created a model that connects GHRM with SGLOG. It was undertaken an integrated evaluation of the existing literature on green human resource management and sustainable green logistics. Businesses may enhance their brand image and corporate social responsibility by improving their environmental performance. SGLOG and GHRM (training, development, compensation, rewards and recognition, recruiting and performance management) have been extended in this approach (transportation and shipping, warehousing, packaging, and reverse logistics). The following aspects of shipping and transportation are included in the categories: transportation intensity, modal split, emissions intensity, energy efficiency, and vehicle usage efficiency.. Management and employee attitudes, knowledge, and skills all play a role in mediating the GHRM-SGLOG relationship. The report outlines possible roadblocks and solutions for GHRM and SGLOG acceptance and spread. In addition, it provides a few important drivers of sustainable green logistics and corporate environmental management. Firms must conduct their business in a manner that does not jeopardize the well-being of society and the environment.

Ali, M. C., et.al., (2020)¹⁰

Ecological management in business, urbanization, industrialisation, and so on has lately been included into the notion of green human resource management Human resources management is the primary focus, and the working conditions here are excellent. In order to lower the carbon footprint of employees and the holding company's information, green human resource management practices are implemented. It also encourages employees to save resources and assist in waste management in order to reduce pollution. Human resources management may be made greener if firms are more aware of the many skills that make it so. Ecological management and human resource management must be integrated in order to achieve sustainable development. Organizations today understand the need of considering the social and environmental consequences of their decisions in addition to the financial ones. As a result, academics and professionals have recently taken this idea into consideration. Many recent studies have been used to examine how GHRM practices are implemented in businesses, and this study does the same. Research indicated that GHRM concepts and techniques are important in the corporate world as well as in other organizations. Green human resource management surveys are observed, collected, and disseminated in accordance with established methods.

Amrutha, V. N., & Geetha, S. N. (2020)¹¹

⁹ Al-Minhas, U., Ndubisi, N.O. and Barrane, F.Z. (2020), "Corporate environmental management: A review and integration of green human resource management and green logistics", *Management of Environmental Quality*, Vol. 31 No. 2, pp. 431-450.

¹⁰ Ali, M. C., Islam, K. A., Chung, S. J., Zayed, N. M., & Afrin, M. (2020). A Study of Green Human Resources Management (GHRM) and Green Creativity for Human Resources Professionals. *International Journal of Business and Management Future*, 4(2), 57-67.

¹¹ Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.

The paper examines the future of green practices in achieving a company's social sustainability criteria by identifying current advancements and research gaps in the field of Green Human Resource Management. In light of the increased interest in greening and sustainability, the Scopus and Google Scholar databases were used to conduct a comprehensive evaluation of the relevant literature, resulting in 174 scientific publications published between 1995 and 2019. Quantitative and qualitative data processing and analysis were performed using NVivo Plus software version 12. There were three clusters based on content coding and cluster analysis: green human resources management methods, employee green behavior at work, and organizational sustainability. In addition to economic and environmental pillars, manual investigation found that social sustainability was the least researched sector. Grounding their theoretical model in this way, the authors developed an explanation for how green human resource management practices and social sustainability might be linked via the 'green behavior at work' of employees. The study investigates the state of the art in green human resource management research to uncover the great potential of basic green practices anticipating social sustainability, which has not yet been demonstrated. Also provided are suggestions and future directions based on content coding, grouping, and additional research.

5.3 Impacts on the Performance of Bank Employees based on adoption of GHRM practices

The GHRM practices tend to create significant impact on the performance of the employees based on the changes to existing HRM practices. The change management has to focus on improving the performance of the employees which is measured based on the diverse variables that is explained in the table given below.

Table – 2

Impacts on the Performance of Bank Employees based on adoption of GHRM practices

(SA- Strongly Agree; A- Agree; N- Neutral; DA- Disagree; SDA- Strongly Disagree)

Statements	SA	%	A	%	N	%	DA	%	SDA	%
Enhances the individual efficacy of the employees	101	24.50	163	39.60	114	27.70	34	8.30	---	---
Green training enhances the creativeness among the employees	56	13.60	238	57.80	88	21.40	29	7.00	1	0.20
Motivates to perform better based on the green values	34	8.30	196	47.60	155	37.60	19	4.60	8	1.90
Improves Co-ordination in the activities among different departments	43	10.40	125	30.30	150	36.40	74	18.00	20	4.90
Enhances the job satisfaction of the employees	45	10.90	247	60.00	98	23.80	15	3.60	7	1.70
Enables the employees feel better at job	127	30.80	139	33.70	132	32.00	10	2.40	4	1.00
Improves the	9	2.20	230	55.80	142	34.50	20	4.90	11	2.70

innovativeness at work										
Employees are developing their own skills and techniques	100	24.30	145	35.20	115	27.90	38	9.20	14	3.40
Enhances prompt behaviour among the banking staff	35	8.50	175	42.50	145	35.20	38	9.20	19	4.60
Delivery of the service at appropriate time	31	7.50	248	60.20	133	32.30	---	---	---	---
E-communication to the employees reduces the costs	117	28.40	223	54.10	69	16.70	3	0.70	---	---
Improves the achievement rate of green targets	23	5.60	348	84.50	31	7.50	10	2.40	---	---
Offering of incentives motivates employees to perform at optimal level	70	17.00	308	74.80	20	4.90	14	3.40	---	---
Empowers employees to think independently	80	19.40	193	46.80	119	28.90	20	4.90	---	---
Supervisors have significant role to play in co-ordination	133	32.30	198	48.10	81	19.70	---	---	---	---
Enhances the responsibility acceptance among the employees	78	18.90	175	42.50	159	38.60	---	---	---	---
Increases the employees' commitment towards the bank	93	22.60	202	49.00	62	15.00	36	8.70	19	4.60
Makes the employees to focus on green values	89	21.60	184	44.70	79	19.20	60	14.60	---	---
Improves the technical competence of the employees	111	26.90	219	53.20	82	19.90	---	---	---	---
Trained employees prove to be make valuable green outcome	85	20.60	195	47.30	91	22.10	41	10.00	---	---
Makes employees to operate with higher competence	79	19.20	187	45.40	133	32.30	13	3.20	---	---

(Source: Primary Data)

The Bank Employees feel that GHRM practices has created significant impact in the areas of Enhances the individual efficacy of the employees (39.60 percent), Green training enhances the creativeness among the employees (57.80 percent), Motivates to perform better based on the green values (47.60 percent), Improves Co-ordination in the activities among

different departments (30.30 percent), Enhances the job satisfaction of the employees (60.00 percent), Enables the employees feel better at job (33.70 percent), Improves the innovativeness at work (55.80 percent), Employees are developing their own skills and techniques (35.20 percent), Enhances prompt behaviour among the banking staff (42.50 percent), Delivery of the service at appropriate time (57.30 percent), E-communication to the employees reduces the costs (54.10 percent), Improves the achievement rate of green targets (84.50 percent), Offering of incentives motivates employees to perform at optimal level (74.80 percent), Empowers employees to think independently (46.80 percent), Supervisors have significant role to play in co-ordination (48.10 percent), Enhances the responsibility acceptance among the employees (42.50 percent), Increases the employees' commitment towards the bank (49.00 percent), Makes the employees to focus on green values (44.70 percent), Improves the technical competence of the employees (53.20 percent), Trained employees prove to be make valuable green outcome (47.30 percent) and Makes employees to operate with higher competence (45.40 percent).

Hypothetical Testing of Bank Employees perception towards GHRM Practices

This study focus on the adoption of GHRM practices in sector based on the opinions of employees working in the study area. The GHRM practices are being broadly recognized as efforts to minimize the burden on the environment and protect the environment from various pollutions and emissions. The sector is vitally focusing on adopting the GHRM practices to inculcate green values to the human resources which will multiply the effects in the home environment also. The GHRM practices have significantly changed the selection process and minds of the potential employees to shift their practices towards environmental protection. These practices have attained the attention of the authorities and there are efforts to promote these activities to protect the environment. The change management towards the GHRM practices has to be planned carefully to avoid disruptions in the normal activities of the involved banks. The adoption has to be analysed from the opinions of the bank employees which is examined with the help of testing of hypothesis.

H_0 There is no significant relationship among the variables of

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H_1 : There is significant relationship among the variables of

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Relationship among the Impacts on the Performance of Bank employees based on adoption of GHRM Practices

The change management will definitely focus on improving the performance of the bank employees based on their adoption towards the GHRM practices. The role of the GHRM practices and its contribution towards the enhancement of employees' performance is examined with the exclusive set of variables. The testing of inter-relationship will prove its efficiency in measuring the impacts on the performance of bank employees. The following explains the tested values.

Table – 3

One Sample t-test – Impacts on the Performance of Bank employees based on adoption of GHRM Practices

	Mean	Std. Deviation	Std. Error Mean	t	Sig (2 tailed)

Enhances the individual efficacy of the employees	3.745	1.011	0.050	14.958	<0.001**
Green training enhances the creativeness among the employees	3.774	0.777	0.038	20.232	<0.001**
Motivates to perform better based on the green values	3.556	0.789	0.039	14.303	<0.001**
Improves Co-ordination in the activities among different departments	3.235	1.021	0.050	4.682	<0.001**
Enhances the job satisfaction of the employees	3.748	0.764	0.038	19.868	<0.001**
Enables the employees feel better at job	3.910	0.898	0.044	20.566	<0.001**
Improves the innovativeness at work	3.500	0.743	0.037	13.656	<0.001**
Employees are developing their own skills and techniques	3.677	1.046	0.052	13.135	<0.001**
Enhances prompt behaviour among the bank staff	3.410	0.935	0.046	8.900	<0.001**
Delivery of the service at appropriate time	3.585	0.628	0.031	18.910	<0.001**
E-communication to the employees reduces the costs	4.102	0.687	0.034	32.579	<0.001**
Improves the achievement rate of green targets	3.932	0.473	0.023	39.965	<0.001**
Offering of incentives motivates employees to perform at optimal level	4.053	0.594	0.029	36.020	<0.001**
Empowers employees to think independently	3.808	0.801	0.039	20.476	<0.001**
Supervisors have significant role to play in co-ordination	4.126	0.710	0.035	32.177	<0.001**
Enhances the responsibility acceptance among the employees	3.803	0.733	0.036	22.235	<0.001**

Increases the employees' commitment towards the bank	3.762	1.043	0.051	14.839	<0.001**
Makes the employees to focus on green values	3.733	0.960	0.047	15.501	<0.001**
Improves the technical competence of the employees	4.070	0.682	0.034	31.874	<0.001**
Trained employees prove to be make valuable green outcome	3.786	0.884	0.044	18.056	<0.001**
Makes employees to operate with higher competence	3.806	0.778	0.038	21.037	<0.001**

(*- significance @ 1 % level & *- significance @ 5 % level)

The variables that create significant impacts on the performance of the bank employees based on the GHRM practices are Enhances the individual efficacy of the employees (<0.001**), Green training enhances the creativeness among the employees (<0.001**), Motivates to perform better based on the green values (<0.001**), Appropriate Co-ordination in the activities among different departments (<0.001**), Enhances the job satisfaction of the employees (<0.001**), Enables the employees feel better at job (<0.001**), Improves the innovativeness at work (<0.001**), Employees are developing their own skills and techniques (<0.001**), Enhanced prompt behaviour among the bank staff (<0.001**), Delivery of the service at appropriate time (<0.001**), E-communication to the employees reduces the costs (<0.001**), Improves the achievement rate of green targets (<0.001**), Offering of incentives motivates employees to perform at optimal level (<0.001**), Empowers employees to think independently (<0.001**), Supervisors are having significant role to play in co-ordination (<0.001**), Enhances the responsibility acceptance among the employees (<0.001**), Increases the employees commitment towards the bank (<0.001**), Makes the employees to focus on green values (<0.001**), Improves the technical competence of the employees (<0.001**), Trained employees prove to be making valuable green outcome (<0.001**) and Makes employees to operate with higher competence (<0.001**). These areas have seen marked difference in the bank employees' performance which was explained by the results of hypothesis testing.

Relationship between Section of Work and Impacts on the Performance of Bank Employees based on adoption of GHRM practices

The section of work in which the employees work will impact the performance based on the adoption of the GHRM practices. The various section of work performed by employees and their previous work experience may enable them to perform the task easier. The differential impacts are assessed based on section of work among the diverse section which is presented in the following table.

Table – 5.4

ANOVA- Section of Work and Impacts on the Performance of Bank Employees based on adoption of GHRM practices

		Sum of Squares	df	Mean Square	F	Sig.
Enhances the individual efficacy of the employees	Between Groups	7.657	3	2.552	2.524	0.057
	Within Groups	412.583	408	1.011		
	Total	420.240	411			
Green training enhances the creativeness among the employees	Between Groups	8.786	3	2.929	4.995	0.002**
	Within Groups	239.221	408	.586		
	Total	248.007	411			
Motivates to perform better based on the green values	Between Groups	5.538	3	1.846	3.010	0.030*
	Within Groups	250.178	408	.613		
	Total	255.716	411			
Appropriate Co-ordination in the activities among different departments	Between Groups	6.425	3	2.142	2.072	0.103
	Within Groups	421.737	408	1.034		
	Total	428.163	411			
Enhances the job satisfaction of the employees	Between Groups	1.710	3	.570	.977	0.404
	Within Groups	238.038	408	.583		
	Total	239.748	411			
Enables the employees feel better at job	Between Groups	.276	3	.092	.113	0.952
	Within Groups	331.401	408	.812		
	Total	331.677	411			
Improves the innovativeness at work	Between Groups	2.422	3	.807	1.467	0.223
	Within Groups	224.578	408	.550		
	Total	227.000	411			
Employees are developing their own skills and techniques	Between Groups	1.598	3	.533	.485	0.693
	Within Groups	448.467	408	1.099		
	Total	450.066	411			
Enhanced prompt behaviour among the bank staffs	Between Groups	.296	3	.099	.112	0.953
	Within Groups	359.381	408	.881		
	Total	359.677	411			
Delivery of the service at appropriate time	Between Groups	1.143	3	.381	.966	0.408
	Within Groups	160.883	408	.394		
	Total	162.027	411			
E-communication to the employees reduces the costs	Between Groups	.349	3	.116	.246	0.864
	Within Groups	193.369	408	.474		
	Total	193.718	411			
Improves the achievement rate of green targets	Between Groups	.305	3	.102	.452	0.716
	Within Groups	91.792	408	.225		
	Total	92.097	411			
Offering of incentives motivates employees to perform at optimal level	Between Groups	.211	3	.070	.199	0.897
	Within Groups	144.614	408	.354		
	Total	144.825	411			
Empowers employees to think independently	Between Groups	1.345	3	.448	.697	0.555
	Within Groups	262.507	408	.643		
	Total	263.852	411			
Supervisors are having	Between Groups	.878	3	.293	.578	0.630

significant role to play in co-ordination	Within Groups	206.559	408	.506		
	Total	207.437	411			
Enhances the responsibility of acceptance among the employees	Between Groups	.163	3	.054	.101	0.960
	Within Groups	220.912	408	.541		
	Total	221.075	411			
Increases the employees commitment towards the bank	Between Groups	8.699	3	2.900	2.701	0.045*
	Within Groups	437.990	408	1.074		
	Total	446.689	411			
Makes the employees to focus on green values	Between Groups	1.996	3	.665	.721	0.540
	Within Groups	376.635	408	.923		
	Total	378.631	411			
Improves the technical competence of the employees	Between Groups	.512	3	.171	.366	0.778
	Within Groups	190.447	408	.467		
	Total	190.959	411			
Trained employees prove to be making valuable green outcome	Between Groups	3.799	3	1.266	1.628	0.182
	Within Groups	317.404	408	.778		
	Total	321.204	411			
Makes employees to operate with higher competence	Between Groups	.342	3	.114	.187	0.905
	Within Groups	248.124	408	.608		
	Total	248.466	411			

(*- significance @ 1 % level & *- significance @ 5 % level)

The varied section of work is found to impact the performance of the employees in the areas of Green training enhances the creativeness among the employees (0.002**), Motivates to perform better based on the green values (0.030*) and Increases the employees' commitment towards the bank (0.045*). The varied section of work is not impacting the performance in the areas of Enhances the individual efficacy of the employees (0.057), Appropriate Co-ordination in the activities among different departments (0.103), Enhances the job satisfaction of the employees (0.404), Enables the employees feel better at job (0.952), Improves the innovativeness at work (0.223), Employees are developing their own skills and techniques (0.693), Enhanced prompt behaviour among the bank staffs (0.953), Delivery of the service at appropriate time (0.408), E-communication to the employees reduces the costs (0.864), Improves the achievement rate of green targets (0.716), Offering of incentives motivates employees to perform at optimal level (0.897), Empowers employees to think independently (0.555), Supervisors are having significant role to play in co-ordination (0.630), Enhances the responsibility of acceptance among the employees (0.960), Makes the employees to focus on green values (0.540), Improves the technical competence of the employees (0.778), Trained employees prove to be making valuable green outcome (0.182) and Makes employees to operate with higher competence (0.905).

5.4 Findings:

The findings in relation to the perception level of the employees to GHRM practices and other major objectives of the study are given below:

- ❖ The bank employees feel that GHRM practices have created significant impact in the areas for enhancing the individual efficacy of the employees (39.60 percent). The Green training enhances the creativeness among the employees (57.80 percent). It

motivates to perform better based on the green values (47.60 percent). The appropriate Co-ordination in the activities among different departments (30.30 percent) enhances the job satisfaction of the employees (60.00 percent) and it enables the employees to feel better at job (33.70 percent). It improves the innovativeness at work (55.80 percent).

- ❖ The employees are developing their own skills and techniques (35.20 percent), enhanced prompt behaviour among the banking staff (42.50 percent), delivery of the service at appropriate time (57.30 percent), E-communication to the employees reduces the costs (54.10 percent), improves the achievement rate of green targets (84.50 percent), offering of incentives motivates employees to perform at optimal level (74.80 percent), empowers employees to think independently (46.80 percent), supervisors are having significant role to play in co-ordination (48.10 percent), enhances the responsibility acceptance among the employees (42.50 percent), increases the employees commitment towards the bank (49.00 percent), makes the employees to focus on green values (44.70 percent), improves the technical competence of the employees (53.20 percent), trained employees prove to be making valuable green outcome (47.30 percent) and makes employees to operate with higher competence (45.40 percent).
- ❖ The variables that are creating significant impacts on the performance of the bank employees based on the GHRM practices are enhanced the individual efficacy of the employees. Green training enhances the creativeness among the employees, motivates to perform better based on the green values, appropriate co-ordination in the activities among different departments, enhances the job satisfaction of the employees, enables the employees feel better at job, improves the innovativeness at work, employees are developing their own skills and techniques, enhanced prompt behaviour among the banking staff, delivery of the service at appropriate time, E-communication to the employees reduces the costs, improves the achievement rate of green targets, offering of incentives motivates employees to perform at optimal level, empowers employees to think independently, supervisors are having significant role to play in co-ordination, enhances the responsibility and acceptance among the employees, increases the employees commitment towards the bank, makes the employees to focus on green values, improves the technical competence of the employees, trained employees prove to be making valuable green outcome and makes employees to operate with higher competence.
- ❖ The different training methods for adopting the GHRM practices is tested for impact on the performance outcome which is significant among the variables increases the employees' commitment towards the bank and trained employees prove to be making valuable green outcome. The variables that are insignificant based on different training methods enhances the individual efficacy of the employees, green training enhances the creativeness among the employees, motivates to perform better based on the green values, appropriate co-ordination in the activities among different departments, enhances the job satisfaction of the employees, enables the employees feel better at job, improves the innovativeness at work, employees are developing their own skills and techniques, enhanced prompt behaviour among the banking staff, delivery of the service at appropriate time, E-communication to the employees reduces the costs, improves the achievement rate of green targets, offering of incentives motivates employees to perform at optimal level, empowers employees to

think independently, supervisors are having significant role to play in co-ordination, enhances the responsibility acceptance among the employees, makes the employees to focus on green values, improves the technical competence of the employees and makes employees to operate with higher competence.

- ❖ The varied section of work is found to impact the performance of the employees in the areas of green training enhances the creativeness among the employees, motivates to perform better based on the green values and Increases the employees' commitment towards the bank.
- ❖ The varied section of work is not impacting the performance in the areas of enhances the individual efficacy of the employees, appropriate co-ordination in the activities among different departments, enhances the job satisfaction of the employees, enables the employees feel better at job, improves the innovativeness at work, employees are developing their own skills and techniques, enhanced prompt behaviour among the bank staff, delivery of the service at appropriate time, E-communication to the employees reduces the costs, improves the achievement rate of green targets, offering of incentives motivates employees to perform at optimal level, empowers employees to think independently, supervisors are having significant role to play in co-ordination, enhances the responsibility acceptance among the employees, makes the employees to focus on green values, improves the technical competence of the employees, trained employees prove to be making valuable green outcome and makes employees to operate with higher competence.

5.5 Suggestions

- ❖ The technical training based on the implementation of the GHRM has to be provided to the bank employees which is considerably lacking in the study area and the training programmes have to be updated to meet the needs of GHRM practices.
- ❖ The adoption of GHRM practices has to be supported by appointing the additional employees by the banks which are not followed by the banks as explained by the opinions of respondents involved in the study. The banks have to appoint additional employees by calculating the work burden based on the adoption towards the GHRM practices
- ❖ The clarity of information and adoption process is not available for the employees to adopt and implement. The change management has to take responsibility and improve the clarity of the information regarding the transformation process.

6. CONCLUSION

The GHRM practices, which are the major focus of the study, provide the paradigm shift in protecting the environment based on reducing the environmental impacts from the operation of the banking activities. The GHRM acts as an internal policy measure which ensures in the adoption of green practices and maintenance of green values in the organisation. The employees' performance is greatly enhanced with the adoption of GHRM practices and it is significantly reflected from the opinions of the bank employees involved in the study. The various problems faced by the employees can be resolved by adapting to the recommendations given in the study.

The GHRM is marching forward to change the face of banking sector and ensure environmental values in day to day operations. The implementation of the GHRM practices will serve the future generations and make the employees as well as other stakeholders to be conscious of the environmental protection.

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