

## **A Critical Analysis of Green Hr Strategy In Indian Banking Sector**

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**Abstract:** *Natural and man-made disasters have experienced around the world leads to think seriously about global warming and its impact on human beings. In this connection, a proactive multifaceted action is necessary by all business sectors, regulatory bodies and at large the societal participation. Government has already come out with various eco-friendly environmental policies which will enhance the environmental performance by the application of green products, process and services. Besides various dimensions, Green HR is the use of HRM policies to promote the sustainable use of resources within organization. Green HRM involves environmentally-friendly HR practices and preservation of knowledge capital.*

*Today in the multifaceted and ever-changing scenario, retaining the employees with the organizations for longer duration for the benefit of both individual and organization have become a crucial point. To retain the employee and perform better is possible due to motivation. In order to retain the best and the valuable employee of the organization needs to provide proper career opportunities, working environment, compensation benefits and supervisor support to them. Employees in the banking sector too facing the similar problem across the globe. This research paper tries to explore and critically analyze the Green HRM strategy adopted by the banking sector in India.*

**Keywords:** *Green HRM, Retention Strategy, Banking Sector, Sustainability, HR Policies*

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### **I. Introduction**

All kinds of disasters, urbanization, and maximum use of all available resources led to global warming. It requires multidimensional proactive action from all stakeholders like the business sectors, regulatory agencies, individuals and the society. All participants' involvement in environmental issues leads to better value to human beings. Green practices have become relevant in today's context and it is followed by almost all the companies in order to sustain their business. Based on this, green environment policies have been made. This environmental policies will result in enhance their performance by the application of green products, process and services. Besides various dimensions, Green HR is the use of HRM policies to promote the sustainable use of resources by all business organizations. Green HRM involves eco-friendly HR practices and preservation of human capital. The concept of green is to minimize environmental degradation and making this planet habitable for the people. In this direction, banking sector also started practicing green practices and adopted various strategies related to eco-friendly and sustainable development techniques. The situation is so alarming that the scientists are communicating the issues of ecological imbalances. So, this is the responsibility of the organizations to create awareness about the green practices among the employees.

Today's ever changing scenario has leads to difficult in retaining the employees with the organizations for longer duration for the benefit of both individual and organization. To retain the employee in any organization depends upon its motivation strategy adopted by the organization. To retain the best and most suitable (key) employee, the organization needs to provide better career opportunities, conducive working environment, compensation benefits and superior support to the employee.

### **II. Statement of The Study**

In the recent past, it has been observed that an increasing level of awareness about the green HR and HRM policies are taking place within the business communities. Business organizations have also understood the concept of green HRM and its significance. As the corporate world is going global, the paradigm shifts from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Going Green HRM is a significant for every organization to retain their employee as well as their social contribution to the society by adopting the green HRM practices. There is a paradigm shift in banking industry to follow the Green HRM practices. Green HRM practices in banking industry helps to reduce the attrition and create sustainability. Hence, it is pertinent to study the green human resource in the banking sector in India.

### **III. Objectives of The Study**

- To understand the concept of Green HR practices in the Indian banking sector.
- To know the green recruitment and green training strategy adopted by banking industry.
- To study the green performance appraisal adopted by banking industry.
- To understand the reasons why the people leaving the banking sector.
- To suggest how to retain the people in banking sector.

**IV. Research Methodology**

The empirical research is based on primary and secondary data. The primary data is collected with the help of structured questionnaire and the secondary data is collected from bulletin, journals, reports and various internet websites.

**V. Sampling Technique**

The size of the sample is 40 respondents. Simple Random Sampling method was used to select the sample. Respondents were given free hand to give their opinion on the research topic. All the respondents were from co-operative banks and private banks in the study area.

**VI. Hypothesis**

H0: There is no age difference among the respondents who leave the banking industry.

H1: There is a significance age difference among the respondents who leave the banking industry.

**VII. Limitations of The Study**

The period of the study is restricted to March 2018. The study areas like Vashi, Sanpada and Nerul nodes of Navi Mumbai. The size of the sample is 40. The study was conducted with lots of constraints like limited sample size, its application of tools. The selected area may not be the proper representative of the universe in the study area.

**VIII. Observation And Findings From The Study**

The profile of the respondents was also reflected with the age and gender, educational qualification and gender and the nature of employees working with various banking industry. The detailed study shows the respondents' views on various aspects relating to Green HR recruitment, training and development and the performance appraisal along with the suggestion to retain the employee in the banking industry.

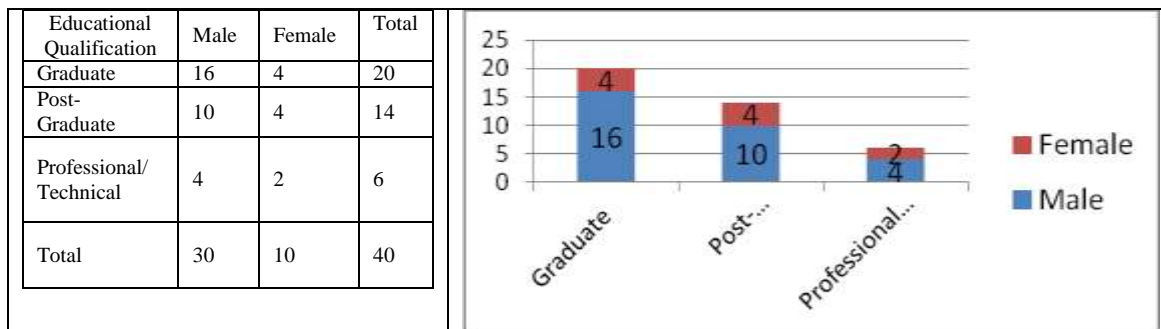
**Table and Figure No: 1: Respondents by Age (in Years)**

Age (in years)	Male	Female	Total
Less than 25	3	2	5
Between 26 to 35	17	7	24
Between 36 to 45	9	1	10
Between 46 to 60	1	0	1
<b>Total</b>	<b>30</b>	<b>10</b>	<b>40</b>

Source: Primary data

The table and figure no.1 says that the distribution of respondents by age and gender. Among the 40 respondents, majority (17) male respondents as well as female (7) respondents belongs to the age group of 26 years to 35 years (60%).

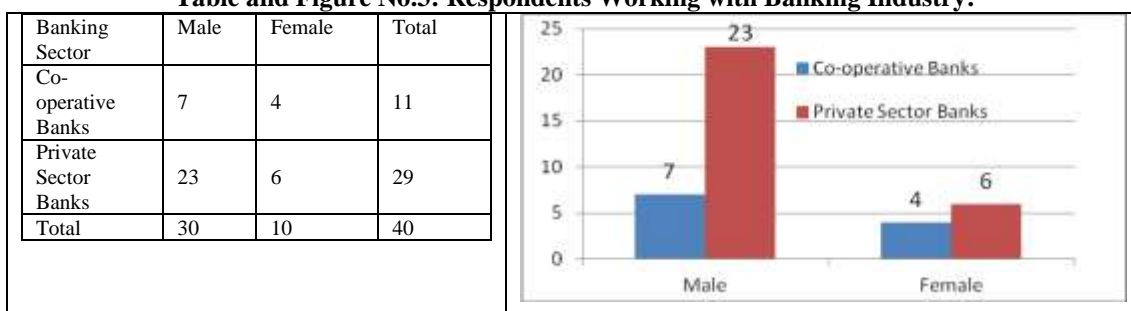
**Table and Figure No.2: Respondents by Educational Qualification with Gender:**



Source: Primary data

The table and figure no. 2 expresses the distribution of respondents by educational qualification and gender. Among 40 respondents, 16 respondents from male and 4 respondents from female are belongs to the graduate category followed by post-graduate category. It is concluded that maximum (50%) respondents are from graduate category.

**Table and Figure No.3: Respondents Working with Banking Industry:**



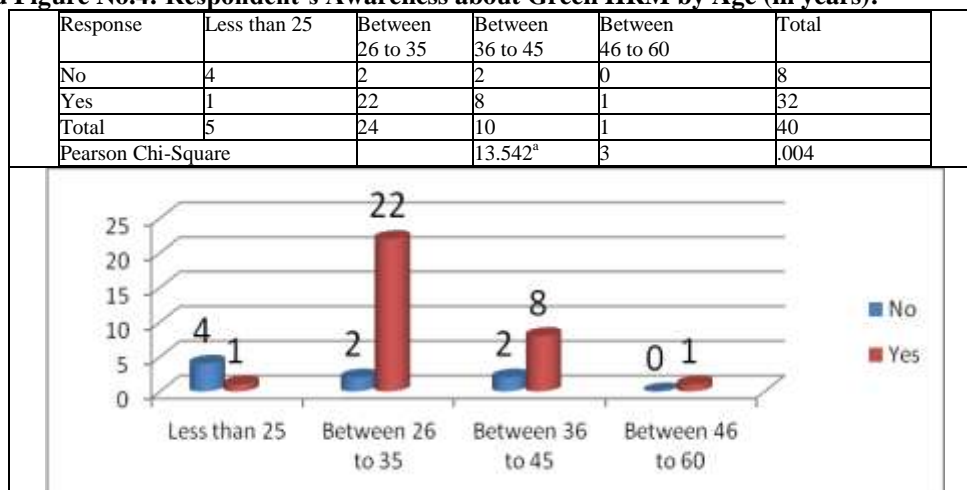
Source: Primary data

The table and figure no.3 illustrates the respondents working with banking industry. From the survey it is been found that, 29 respondents (72.5%) are working with private sector banks whereas the remaining (27.5%) respondents are working with co-operative sector banks in the study area.

**Green HRM:**

Green HR involves eco-friendly HR practices and preservation of human capital. Today in this changing scenario retaining the employees with the organizations for longer duration for the benefit of both individual and organization have become a crucial point. Motivation is an important aspect which helps to retain the employees and perform better. To retain the best and the most suitable employee, organization needs to provide proper career opportunities, working environment, compensation benefits and superior support to them.

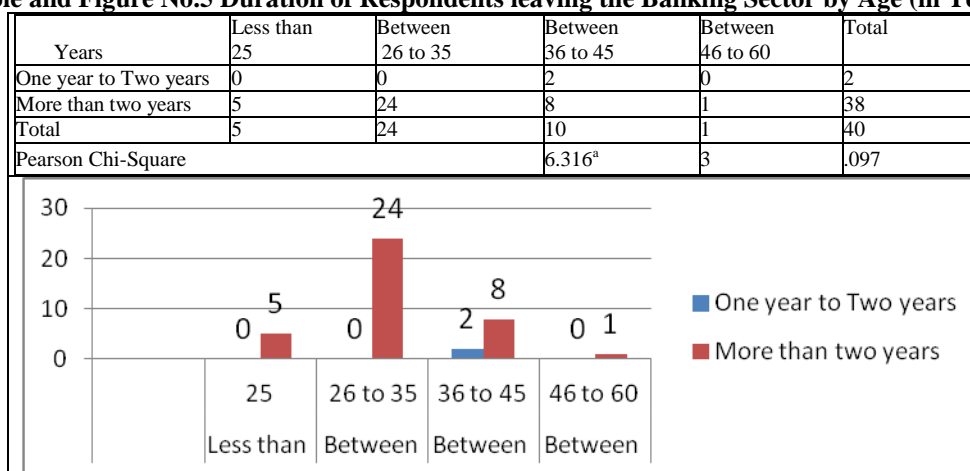
**Table and Figure No.4: Respondent’s Awareness about Green HRM by Age (in years):**



Source: Primary Data

The table and figure no. 4 illustrates the awareness of the respondents about the green HRM by age. Among the age group between 26 to 35 years, out of 24 respondents, 22 respondents said that they were aware of green HRM in banking industry. Out of 10 respondents in the age group of 36 to 45, 8 respondents said that they were aware of green HRM in banking industry. Overall, out of 40 respondents, 32 respondents (80%) said that they were aware of green HRM in banking industry.

**Table and Figure No.5 Duration of Respondents leaving the Banking Sector by Age (in Years):**

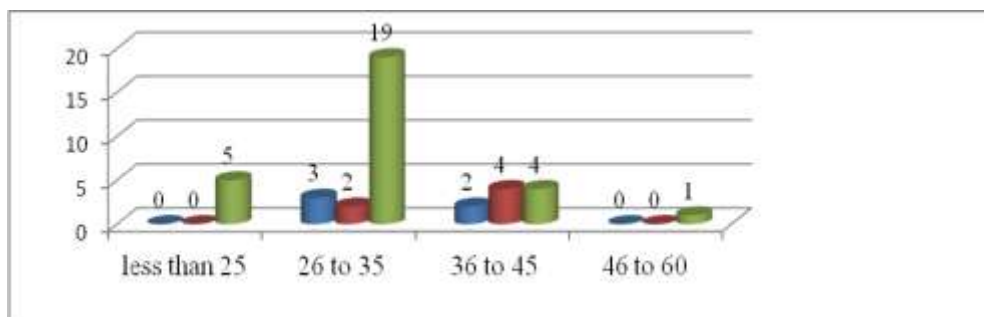


Source: Primary Data

The table and figure no.5 exhibits the respondents leave the organization in relation with their age. Out of 40 respondents, 38 respondents (95%) said that they leave the organization more than two years of service. Only 2 respondents said that they leave the banking industry within one year to two years. It is observed from the study that except the age group between 36 to 45 years, 100 percent employees are leaving the banking industry after having more than two years of services from the banking industry.

**Table and Figure No.6: Respondents leaving the organization by Age (in Years) :**

Age \ Reasons	Less than 25	Between 26 to 35	Between 36 to 45	Between 46 to 60	Total
Promotion	0	3	2	0	5
Not Satisfied	0	2	4	0	6
Others	5	19	4	1	29
Total	5	24	10	1	40
Pearson Chi-Square			9.208 <sup>a</sup>	6	.162

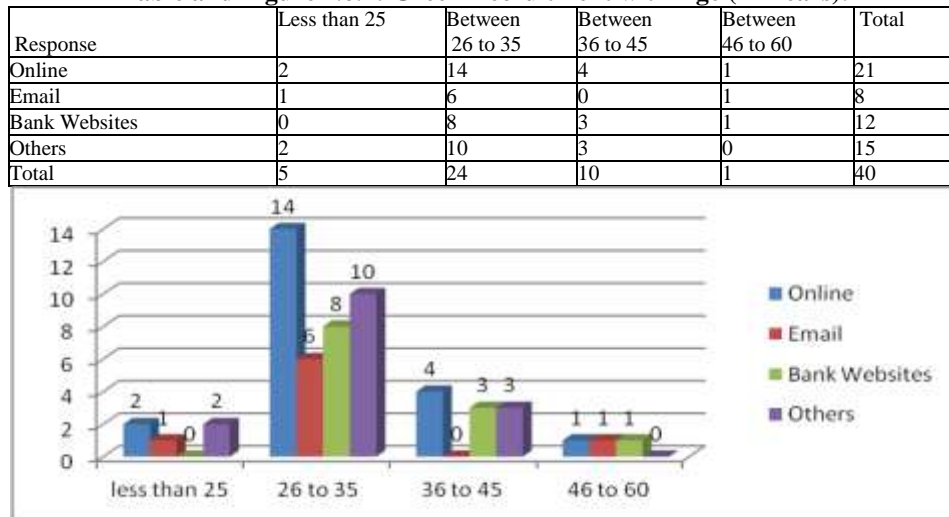


Source: Primary Data

The table and figure no.6 shows the respondent’s reason to leave the organization based on their age in years.. Out of 40 respondents, 29 respondents (72.5%) said that they left the banking industry not because of promotion and satisfaction. They left due to personal reasons and they do not want to disclose the reason to leave the banking industry. The remaining 6 respondents said that they left the services due to not satisfaction and 5 respondents said that they left the banking industry due to higher promotion.

It is assumed that majority (72.5%) respondents from the age group of 26 to 35 left the banking industry due to other reasons, promotion and followed by non satisfaction of their services.

**Table and Figure No.7: Green Recruitment with Age (in Years):**

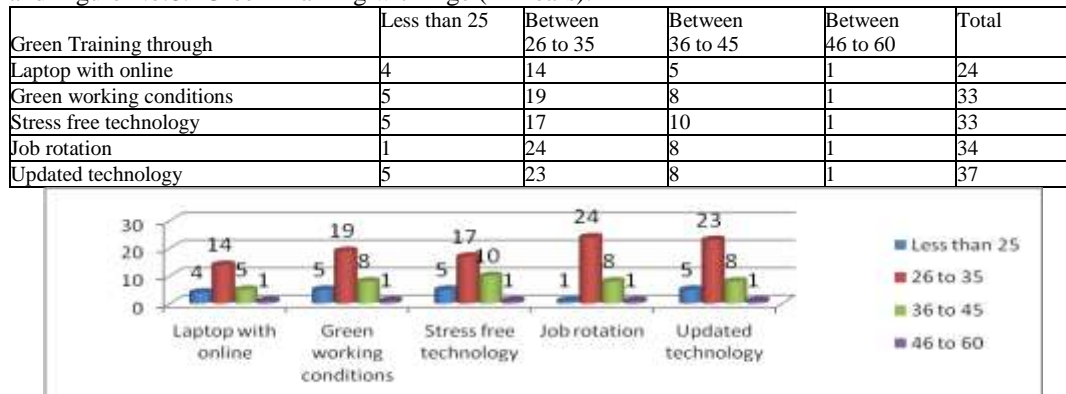


Source: Primary Data

The table and figure no.7 exhibits the green recruitment of employees with relation to age. The options like online, email, bank websites and others were given to the respondents to response their green recruitment. Out of 40 respondents, 21 respondents were recruited through online, 8 respondents were recruited through email, 12 respondents were recruited through bank websites and the remaining respondents were recruited through recommendation, replacement due to death of parent and so on. Within the younger generation in the age group of 26 to 35 are dominating in all the category of recruitment done by banking industry.

It is understood that 52.5 percent recruited through online followed by 37.5 percent from the other category.

**Table and Figure No.8: Green Training with Age (in Years):**



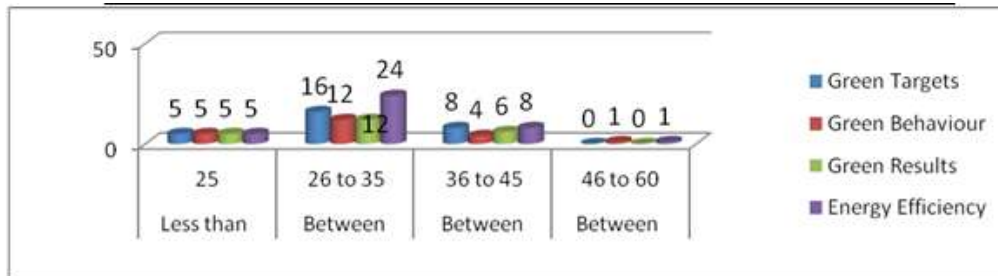
Source: Primary data

The table and figure no.8 states the relationship between green training and age of the respondents. Five options like laptop with online, green working conditions, stress free technology, job rotation and updated technology were given to the respondents to response as independently. Among all the age groups, 26 to 35 age groups respondents were dominated and in the order of updated technology, job rotation, stress free technology, green working conditions and laptop with online. Almost all age groups respondents were also having the same opinion except the older age people.

It is observed from the survey, all the age groups respondents were of the opinion that all kinds of green trainings were useful to them in the selected area.

**Table and Figure No. 9: Green Performance Appraisal by Age (in Years):**

Appraisal	Less than 25	Between 26 to 35	Between 36 to 45	Between 46 to 60	Total
Green Targets	5	16	8	0	29
Green Behaviour	5	12	4	1	22
Green Results	5	12	6	0	23
Energy Efficiency	5	24	8	1	38

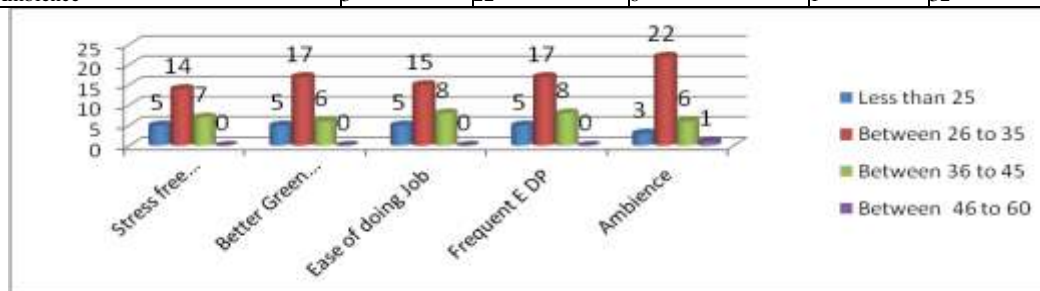


Source: Primary Data

The table and figure no.9 illustrates the green performance appraisal about the employees by their age. The appraisal is done based on multiple choices like green targets (eco-friendly), green behavior (ethics), green results (not affecting anyone) and energy efficiency (save power). There were no ranking between the variables. All the variables were given equal weight age and their values are on the basis of absolute only. Most of the employees are the opinion that they were much conscious about power saving and use of green targets followed by green results and green behavior in the study area. It is observed from the survey that almost except less than 25 years age group respondents (100%), majority of the respondents are having the idea of eco-friendly and sustainability in their performance appraisal.

**Table and Figure No.10: Suggestion to retain the job with Age (in Years):**

Retain the Job	Less than 25	Between 26 to 35	Between 36 to 45	Between 46 to 60	Total
Stress free approach	5	14	7	0	26
Better Green Environment	5	17	6	0	28
Ease of doing Job	5	15	8	0	28
Frequent E DP	5	17	8	0	30
Ambience	3	22	6	1	32



Source: Primary data

The table and figure no.10 exhibits the suggestion to retain the employees. There were number of multiple choices like stress free approach (management games), better green environment (high standard of working conditions), ease of doing job (technically without tension), frequent change of employee development programme (empowerment) and ambience have been given to the employees to retain in the banking industry. Majority of the employees in all the age groups liked about frequent Employee Development programme followed by ease of doing job, better green environment, stress free approach and ambience in the selected study.

**Testing of Hypothesis:**

**H0: There is no age difference among the employees leave the banking industry.**

Table and figure no.5 exhibits the duration (in Years) of respondents leaving the organization in relation with their age. Out of 40 respondents, 38 respondents (95%) said that they leave the organization more than two years of service. Only 2 respondents said that they leave the banking industry within one year to two

years. It is observed from the study that except the age group between 36 to 45 years, 100 percent employees are leaving the banking industry after having more than two years of services from the banking industry.

Table and figure no.6 shows the respondent's reason to leave the organization based on their age in years.. Out of 40 respondents, 29 respondents (72.5%) said that they left the banking industry not because of promotion and satisfaction. They left due to personal reasons and they do not want to disclose the reason to leave the banking industry. The remaining 6 respondents said that they left the services due to not satisfaction and 5 respondents said that they left the banking industry due to higher promotion. It is assumed that majority (72.5%) respondents from the age group of 26 to 35 left the banking industry due to other reasons, promotion and followed by non satisfaction of their services.

Since the calculated value is greater than (no.5 value is 0.097 and no. 6 value is 0.162) the table value, and there is a lot of difference in age groups respondents leaving the banking industry with respect to duration and promotion, not satisfied and other reasons. **Therefore the Null hypothesis (H0) is rejected and the Alternative hypothesis (H1) is accepted.**

### **IX. Conclusion**

Green HRM plays very important role in the employee recruitment, training and performance appraisal as well as the suggestion to retain the employee in the banking industry. The following are the findings from the study.

- Overall, out of 40 respondents, 32 respondents (80%) said that they were aware of green HRM in banking industry.
- It is observed from the study that except the age group between 36 to 45 years, 100 percent employees are leaving the banking industry after having more than two years of services from the banking industry.
- It is assumed that majority (72.5%) respondents from the age group of 26 to 35 left the banking industry due to other reasons, promotion and followed by non satisfaction of their services.
- It is understood that 52.5 percent recruited through online followed by 37.5 percent from the other category
- It is observed from the survey, all the age groups respondents were of the opinion that all kinds of green trainings were useful to them in the selected area.
- It is observed from the survey that almost except less than 25 years age group respondents (100%), majority of the respondents are having the idea of eco-friendly and sustainability in their performance appraisal.
- Majority of the employees in all the age groups liked about frequent Employee Development programme (empowerment) followed by ease of doing job (without tension), better green environment (high standard of working conditions), stress free approach ( management games) and ambience (best infrastructure) in the selected study.

Green HRM is really very good concept and it should be taken by all the banking organization seriously in the right direction. If this is happen, the green HRM is possible and it will leads to sustainability in all levels in the future.

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