

## A Study On The Influence Of Green Hr Practices On Employee Satisfaction Among Selected Scheduled Banks

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**ABSTRACT:** Environmental concern has become a matter of utmost importance as far as any industry is concerned, be it a service industry like banking. Now a days every sector is implementing the Go Green policies to reduce the environmental issues. The green initiatives are undertaken by banks for future enlargement of the banking industry along with humanity too. Indian banking industry are now aware that they should have social morals and green sense of reliability and so the banking industry is enlarging its HR functions with a view to align its practices and policies with sustainability goals reflecting an eco-focus. This study hypothesises that there is no significant difference among type of bank on Green HR practices and level of job satisfaction among employees. This study was conducted in selected scheduled banks with a sample size of 172. The findings shows that majority of the respondents understand the concept of Green HRM and they accept it as an applicable concept. There exists significant difference in the influence of Green HR practices among different types of banks and job satisfaction level of employees for certain criteria. It is inferred from the study that majority of the banks are socially responsible and are undertaking green initiatives.

**KEYWORDS:** Green HRM, job satisfaction, awareness, green banking

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### I. INTRODUCTION

Green HR is the use of HR policies to give confidence, the sustainable use of resources within banking industry and more generally promotes the source of environmental sustainability. Green management is a process whereby banking industry handles the environment by developing environmental management policy (Lee, 2009) under which banking has to belt a balance between obligatory banking development and safety of natural environment for future generation. Green HRM is the greening of functional dimension of HRM such as job description, job analysis, recruitment, selection, training, performance management and rewards.

The main focus for banking industry while initiating innovative practices is optimum operation of resources with less consumption of time, resulting in cost effectiveness .While implementing corporate green initiatives, high levels of management & technical skills are required amongst workers for the fact that the bank will develop innovation focused environment initiatives and programmes that have a powerful impact on sustainable competitiveness of the banking industry. Today the topic Green HRM not only includes awareness towards environmental affairs, but also stands for the social as well as economic well-being of both the organization and the employees within a broader prospect.

Therefore in this paper, researcher makes an attempt to know the awareness level of Green HR practices among bank employees, to study the level of job satisfaction among employees and to study the influence of type of bank on Green HR practices.

### II. REVIEW OF LITERATURE

#### Green HRM

According to **SuhaimiSudin (2011)**, green management initiatives has become an important factor as far as the business is concerned. Also researchers agree that employees must be inspired, empowered and environmentally aware of greening to carry out green management initiatives. The paper also focuses on the development of a new model of strategic Green HRM which includes relationship between assessment based HR interventions, environmental management system, Green intellectual capital and corporate environmental citizenship.

**M W Shaikh (Shaikh, 2014)** pointed out the importance of Green HRM based on the Save Earth Planet movement. He explains that Green HRM can help the employer and industrialists in image branding and strictly implementing the Green Audit ISO 14000.

**Shoeb Ahmad (Ahmad, 2015)** discusses about the need of developing correlation between existing HR policies and practices with Green HRM principals for sustainable development. The study suggests that Green HRM can become a key business strategy for an organization with active participation by HR Department.

**Green Banking**

**Ravi Meena (2013)** coated the assorted aspects of green banking like edges of green banking, strategies adopting green banking, initiatives taken by Indian banks and at last create suggestions for banks to encourage green banking.

**Saleena T. A. (2014)** compared green banking initiatives by SBI and ICICI bank conjointly emphasize on opportunities and challenges of green banking in Asian country.

**Nath, Nayak&Goel (2014)** analysed the green banking practices of high four public and personal sector banks in Asian nation and are available to conclusion that if Indian banks wish to penetrate world economy, it's necessary for them to acknowledge their responsibilities as a world company national.

**Job Satisfaction**

**Shallu Sehgal (2012)** in her study of personal and public sector banks workers in Shimla district of Himachal Pradesh indicated that socio-economic variable, such as, age, sex, and financial gain were considerably related with job satisfaction of workers. The researcher reported that workers in adulthood cluster class were additional happy than others.

**Suman Devi and Suneja (2013)** witnessed that important distinction exists between workers of public and personal sector banks in varied aspects of job satisfaction, pay and fringe edges, supervising, coaching and development. However these variations aren't important just in case of the aspects, in regard to co-workers, employee's management, supervising, performance appraisal and nature of job.

**Objectives of the study**

- To study the awareness level of Green HR practices among bank employees
- To study the level of job satisfaction among employees
- To study the influence of type of bank on Green HR practices

**Hypothesis**

- H1: There is no significant difference among the type of bank on Green HR practices.  
 H2: There is no significant difference in the level of job satisfaction among employees

**III. RESEARCH METHODOLOGY**

The research design used here is analytical research wherein the collected data are analysed and critical evaluations are made to solve problems. It is primarily concerned with testing of hypothesis and specifying and interpreting relationships. Convenient random sampling was adopted for collecting the data from the respondents and the sample size is 172.

The primary data is collected through questionnaire and through conversation with bank employees. The secondary data is collected through websites, journals, magazines, references, etc.

**Tools for analysis**

The collected data from the respondents were first edited and coded. The statistical analysis of data was done through computer application using SPSS version 16. The main thrust of the data analysis was to test the hypothesis. The statistical tools used here include descriptive statistics, one way ANOVA, etc.

**IV. RESULTS**

**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 (listwise)	172				

**Source:** Primary data

**Interpretation**

From the above table to know the awareness level of Green HRM, the mean value of 4.08 shows that majority of the respondents understand the concept of Green HRM and also they accept it as a good concept. The statements it is an applicable concept in banks and all round training should be given 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 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 new eco-friendly practices	Between Groups	1.72	2	0.86	0.74	0.479
	Within Groups	196.99	169	1.17		
	Total	198.72	171			
Promotes car pooling	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 Alpha level of .05, to study is there any significant difference in the influence of Green HRM practices among different types of banks. The results suggested that there exists 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 handouts, bank offers monetary and non-monetary rewards, car-pooling 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 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 awareness criteria in recruitment	Between Groups	12.56	2	6.28	7.67	0.001
	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 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.

## **V. DISCUSSION**

The results of the research conducted to study the influence of Green HR practices on Employee Satisfaction among selected scheduled banks shows that majority of the respondents understand the concept of Green HRM. They accept it as a good and an applicable concept in banks.

The results of the test 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 majority of the practices.

The results of the test conducted to know the job satisfaction level of employees among various Green HR practices indicates that there is significant difference in various factors.

## **VI. CONCLUSION**

There has been a tremendous enhancement in the Indian financial sector during the last few years. Banking sector has gained high preference due to the fact that it forms the crux of all other financial operations and plays an important role in the development of Indian economy. Banking industry being a major sector in the service industry has to offer quality services to its customers, a healthy working atmosphere to its employees and also has to be socially responsible. Banks have now realised the importance of going green and to undertake green initiatives in their day to day activities; as it in turn paves the way for employee satisfaction. As the Green HR practices provides a competitive advantage to banks, most of the scheduled banks now a days focus their attention on this and are trying to attract and retain their best talent using this.

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