

A study of green HRM and its evaluation with existing HRM practices of banks in Trissur district

Sony Joseph

Research Scholar in Ph.D (Commerce)

Bharathiar University, Coimbatore, Tamil Nadu, India.

Dr. (Capt.) Suseela Menon R

(Retired Professor, Sree Kerala Varma College, Thrissur, Kerala)

Research Supervisor (Ph.D - Commerce)

Bharathiar University, Coimbatore, Tamil Nadu, India.

ABSTRACT

Recent studies find that in the business communities, now there is increasing trend of 'Eco-Consciousness' within them. As now the business has become 'global', so most players including banks are under pressure and are voluntarily shifting themselves from the 'conventional' to 'modern' form with the 'go green' concept. As manpower and other resources are vital factors, so 'Green Human Resource Management (GHRM)' and 'Green Banking' has become of prime importance for the Bankers.

'Green Banking' incorporates Information Technology to Client Services by use of Green marketing, Green financing etc through Staff training ultimately for their 'sustainable development' and to operate in an 'eco-friendly' manner. This study covers few Banks from Trissur District, to find out and evaluate the existing HR Practices undertaken and to identify problems, if any faced by them.

Key Words: *Eco-Consciousness, Green Human Resource Management (GHRM), Green Banking, Green marketing, Green financing, sustainable development, eco-friendly*

INTRODUCTION

To develop sustainability culture in the organization is our today's need, Human Resource Department plays a vital role to design the strategies to expand it. It is the requirement of Banks to build green sense among employees. Banks can achieve sustainability through Green HRM. Employees have to be conscious about preserving environment along with the job responsibilities. It makes them aware about environmental sustainability and Green HRM which results in reducing carbon foot print, lower cost, better efficiency, employee engagement by means of electronic record keeping, car pooling, online training, cab sharing, teleconferencing, virtual interviews, recycling etc.

GREEN HRM

Climate change due to global warming is a major issue which alerts Government, public and organization (Arulrajah, 2014). Green movement across the world has given boost towards implementing GHRM strategies in industrial work culture. In 1996 Wehrmeyer edited a book which titled 'Greening people: human resource and environmental management', coined this term.

Green HRM refers to the contribution of HR policies to protect and preserve the natural resources (Prasad, 2013). Green HRM means HR practices directed towards greening and contribute in environment sustainability. Green HRM creates platform where workforce experiences high job satisfaction and being better engaged which will result in high productivity. Green HRM can be used to reduce cost, better efficiencies, to reduce carbon foot prints, to make green awareness among the employees and initiate green work life balance. (Nijhawan, 2014)

Responsibilities of HR department are not limited to manage, develop and retaining employees in the organization but also to recruit right person at right job, train them, retain and develop them as per requirement and current trends in industry. GHRM has extended boundaries of conventional HRM practices towards more sustainable and environmental strategies.

LITERATURE REVIEW

T.Rajesh and A.S. Dileep (2014) concluded that Green Banking is an umbrella term referring to practices and guidelines that make banks sustainable in economic, environment, and social dimensions. Green banking can be an avenue to reduce pollution and save the environment aiding sustainable economic growth. Before making the decision to finance a project, banks must see its environmental risks and ensure the project players have environmental safety measures in their plans, including recycling facilities or smoke and gas arresting units. A framework of incentives for responsible banks and disincentives for pollutants is an essential element for the development of green banking.

Shoeb Ahmad (Ahmad, 2015) discusses about 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.

Omid Sharifi & Bentolhoda K. Hossein (2015) made SWOC analysis of four (SBI, PNB, BOB, Canara bank) public sector banks green initiatives. Study concludes that there is a vast range of green banking opportunities for financial sector.

OBJECTIVES OF THE STUDY

- To study existing HRM Practices in Banks and its evaluation with Green HRM.
- To measure the awareness of employees regarding green HRM practices of select banks in Trissur district.

HYPOTHESIS

H₀: There is no significant difference between existing HRM practices and green HRM practices of banks in Trissur district.

SCOPE OF STUDY

Kerala has got an enviable history of banking. Kerala had to its credit a very conducive climate for banking development right from historical times. Kerala has few Major Private Sector Scheduled Banks with National importance, of which Thrissur is home to three Major Banks — Catholic Syrian Bank, South Indian Bank and Dhanalakshmi Bank, while there is one more bank of Kerala origin i.e, Federal Bank based from Aluva, Cochin. They all are managed well to survive in this era of cut throat competition in the Private Banking Sector, over the years.

The present study here was covered on few selected Branches from Various Nationalized and Scheduled Banks in Thrissur District, to find out and evaluate the existing Green HRM Practices undertaken and to identify problems, if any faced by them.

RESEARCH METHODOLOGY

To carry out the Survey, Questionnaire was designed. Data was collected by preparing Questionnaire, distributing it to few randomly selected Bank employees from Various Banks and Various Branches and requesting them to fill in and handover it back. Banks selected and covered were Nationalized Banks, Scheduled Banks and New Generation Private Sector Banks etc like SBI, Canara, HDFC, ICICI, Axis, South Indian Bank, Federal Bank, Catholic Syrian Bank, Dhanalakshmi Banks etc from Thrissur District.

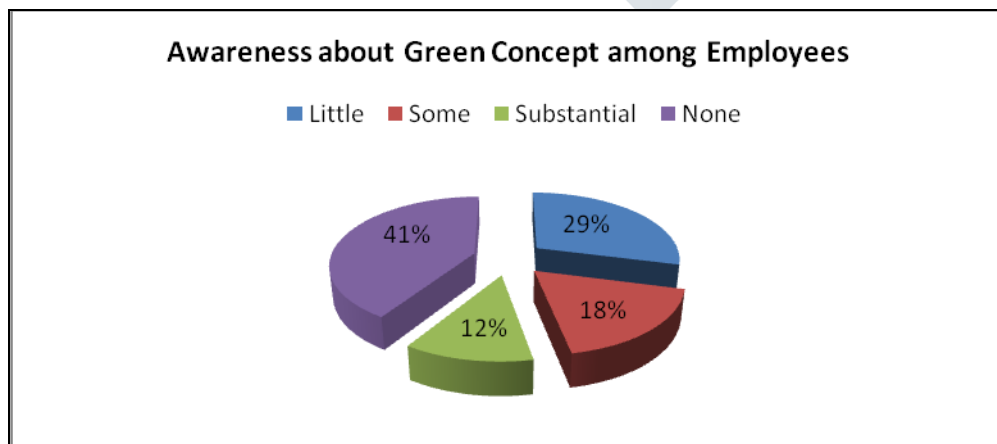
- **Sample** : Representative Respondents (as shown in Data Analysis Table) from Various Banks (as mentioned before) from Thrissur District were used and data was collected accordingly.
- **Duration**: Data was collected from October 2018 to December 2018
- **Type of Research**: Analytical & Descriptive Research
- **Sampling Technique**: Non Probability Convenient Sampling
- **Scale Technique**: Likert Scale
- **Data Collection** :
 - **Primary data** was collected through Survey method and
 - **Secondary data** collected through Research papers, websites, magazine, journals, articles etc.
- **Data Analyzed**: Data collected has been sorted, tabulated and analyzed using MS-Excel (Microsoft).

DATA ANALYSIS

Table 1.1 - Awareness about Green HRM concept among Employees

Routine Activities					
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	TOTAL
1	5	3	2	7	17
Percentage	29	18	12	41	100

Graph 1.1

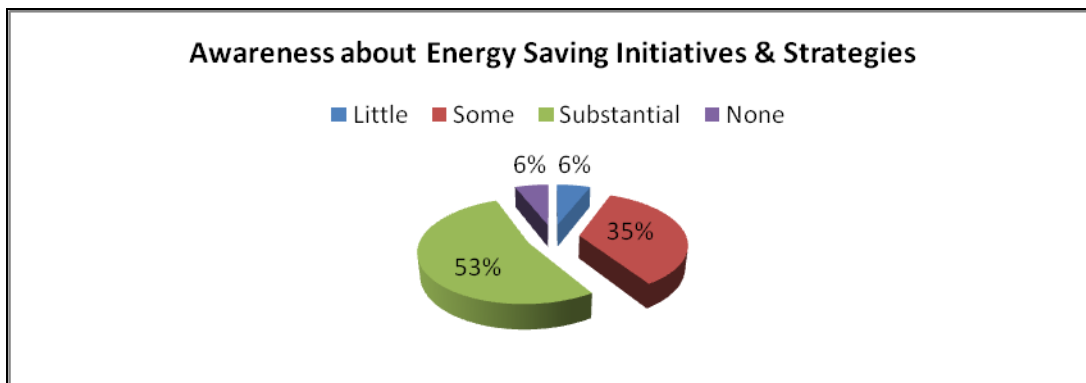


It has been observed that little less than half of employees are completely not aware about the term Green HRM while remaining employees have slight awareness.

Table 1.2 - Awareness about energy saving strategy initiatives and strategies

Routine Activities					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
2	1	6	9	1	17
Percentage	6	35	53	6	100

Graph 1.2

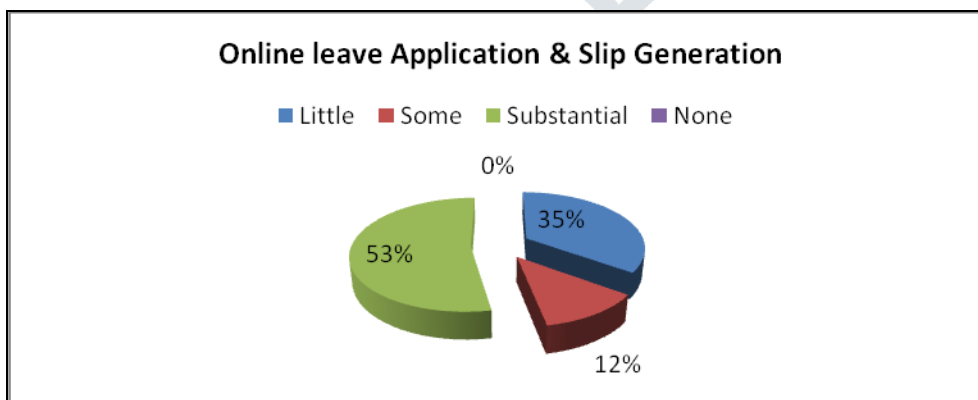


When the question was asked about Energy Saving Strategies it is found that most Employees are conscious about Saving Electricity.

Table 1.3 - Online leave application and Electronic slip generation system in the organization

Routine Activities					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
3	6	2	9	0	17
Percentage	35	12	53	0	100

Graph 1.3

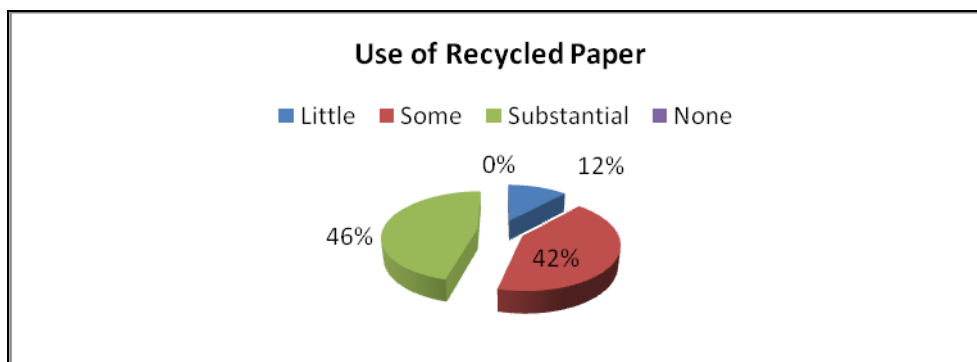


Most of the banks are trying to Save Paper by Online Leave Application and Electronic Slip Generation etc. But still some banks use Traditional Methods.

Table 1.4 - Use of Recycled Paper in the Office

Routine Activities					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
4	2	7	8	0	17
Percentage	12	42	46	0	100

Graph 1.4

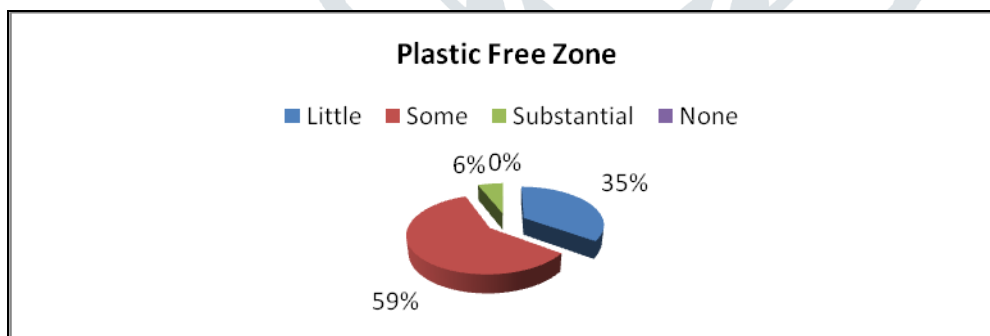


Very few banks used recycled means PCR Paper in the Office but almost half of the banks are still not using Recycled Paper.

Table 1.5 - Plastic Free Zone in the Bank Campus

Routine Activities					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
5	6	10	1	0	17
Percentage	35	59	6	0	100

Graph 1.5



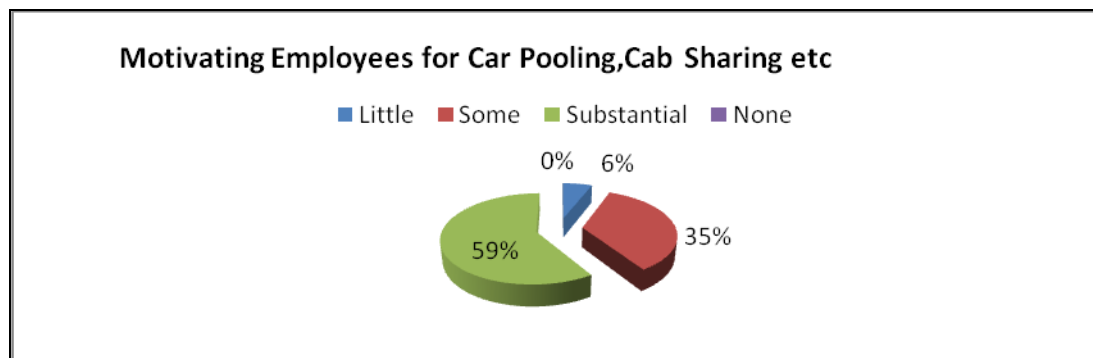
When the question was asked about the Plastic Free Zone in and around the Campus, some of the Employees thumbed down and in other banks, restrictions on the use of plastic are limited. It is found that banks are not conscious and willing enough to reduce Plastic waste.

Table 1.6 – Motivation by the Banks to Employees for Car Pooling, Cab Sharing etc

Routine Activities					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	

6	1	6	10	0	17
Percentage	6	35	59	0	100

Graph 1.6



It is observed that some banks motivates a lot for Car Pooling while some other banks only moderately motivated their employees for Car Pooling, Cab Sharing etc.

Table 1.7 (Summary) - Data Analysis for ‘Routine Activities’

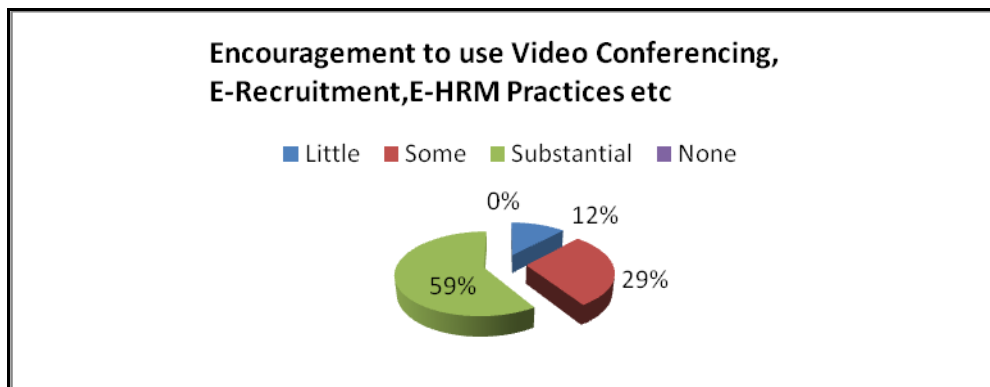
Routine Activities					TOTAL
Questions	Little 0-25%	Some 26-50%	Substantial 51-75%	None 76-100%	
1	5	3	2	7	17
2	1	6	9	1	17
3	6	2	9	0	17
4	2	7	8	0	17
5	6	10	1	0	17
6	1	6	10	0	17
Total	21	34	39	8	102
Percentage	21	33	38	8	100

Above table shows the results, when asked about the regular activities which were directed towards Greening. Banks motivate the employees up to some extent to for car pooling, use of PCR paper, saving electricity, save trees by reduce use of paper, electronic record keeping, and electronic slip generation, online leave application, declared plastic free zone in the campus.

Table 2.1 - Encouragement to use Video Conferencing, E-recruitment, E-HRM Practices etc

Recruitment					TOTAL
Question	Little 0-25%	Some 26-50%	Substantial 51-75%	None 76-100%	
1	2	5	10	0	17
Percentage	12	29	59	0	100

Graph 2.1

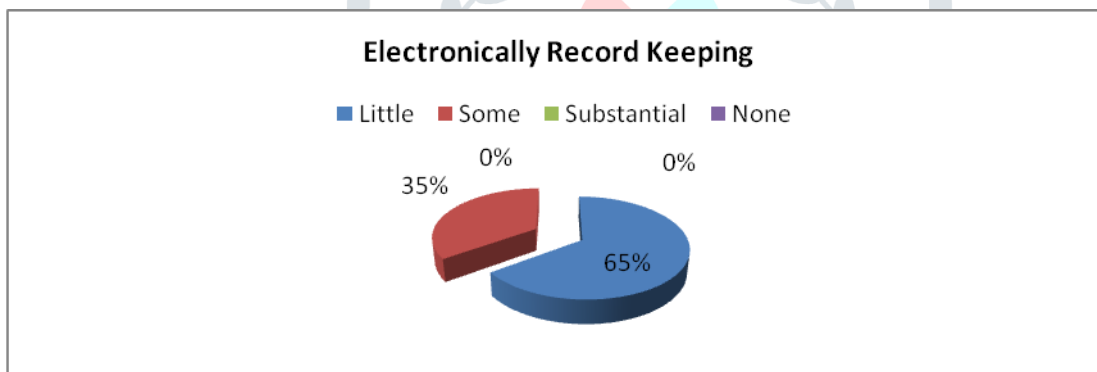


Most of the banks adequately encourage to use Video Conferencing, E-recruitment ,E-HRM etc. but all the banks are not so Technosavy.

Table 2.2 - Electronically Record Keeping

Recruitment					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
2	11	6	0	0	17
Percentage	65	35	0	0	100

Graph 2.2

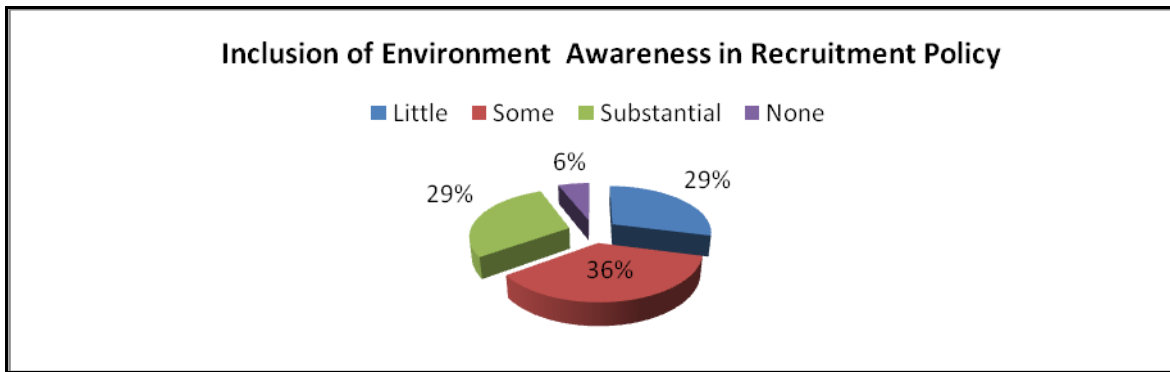


It is observed that most of the banks keep their Records Electronically, while few banks only partially they keep their Records Electronically.

Table 2.3 - Inclusion of Environment Awareness Criteria in Recruitment policy

Recruitment					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
3	5	6	5	1	17
Percentage	29	36	29	6	100

Graph 2.3

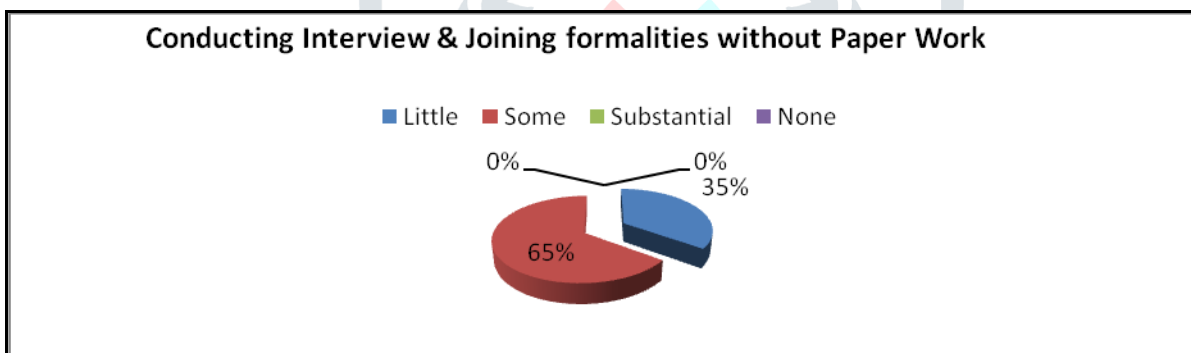


It is found that some banks have included the Environment Awareness criteria in their Recruitment Policy. But few banks do not have any such criteria also.

Table 2.4 - Conducting Interview and Joining formalities- Carry out Paperless Work

Recruitment					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
4	6	11	0	0	17
Percentage	35	65	0	0	100

Graph 2.4

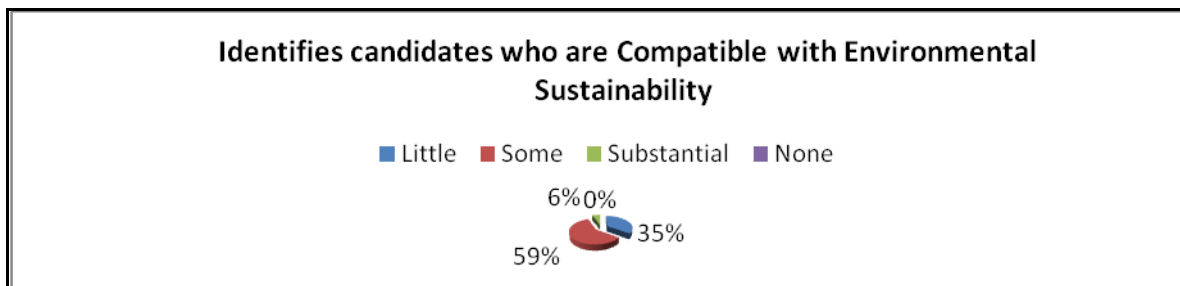


It is noticed that some banks carry out interview and joining formalities in paperless mode while some organizations carry it up only to some extent. But few banks do not carry out in anyway by paperless mode the joining formalities,conducting interviews etc.

Table 2.5 - Identifies only those candidates who are Compatible with the Bank’s Environmental Sustainability Efforts

Recruitment					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
5	6	10	1	0	17
Percentage	35	59	6	0	100

Graph 2.5



Some banks identify those candidates who are compatible with the organization's environmental sustainability efforts. But few banks do not have any such sustainability criteria for their employee selection.

Table 2.6 (Summary) - Data Analysis for 'Recruitment & Selection Policies'

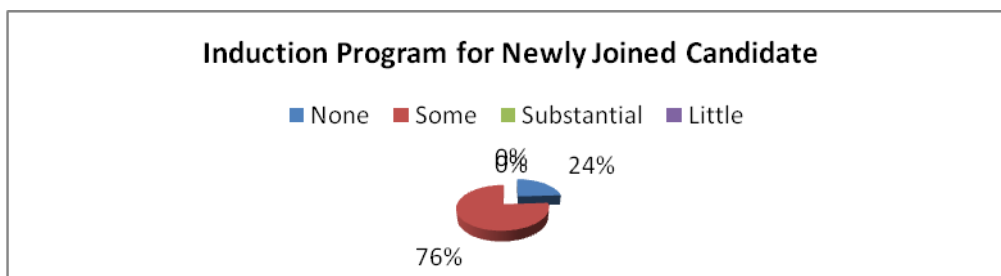
Recruitment					TOTAL
	Little	Some	Substantial	None	
Questions	0-25%	26-50%	51-75%	76-100%	
1	2	5	10	0	17
2	11	6	0	0	17
3	5	6	5	1	17
4	6	11	0	0	17
5	6	10	1	0	17
Total	30	38	16	1	85
Percentage	35	45	19	1	100

This table indicates the Environment Awareness criteria followed in Recruitment Policy of the Banks. Recruitment policy could not reflect the Sustainability Agenda of the 'Green Banking' proposed by the Banks. Many banks have still not competently carried out Paperless Recruitment and Joining Formalities. In the Selection Procedures also Environmental Sustainability Criteria are not yet fully included.

Table 3.1 - Induction Program for Greening of Newly Joined Candidate

Training					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
1	4	13	0	0	17
Percentage	24	76	0	0	100

Graph 3.1

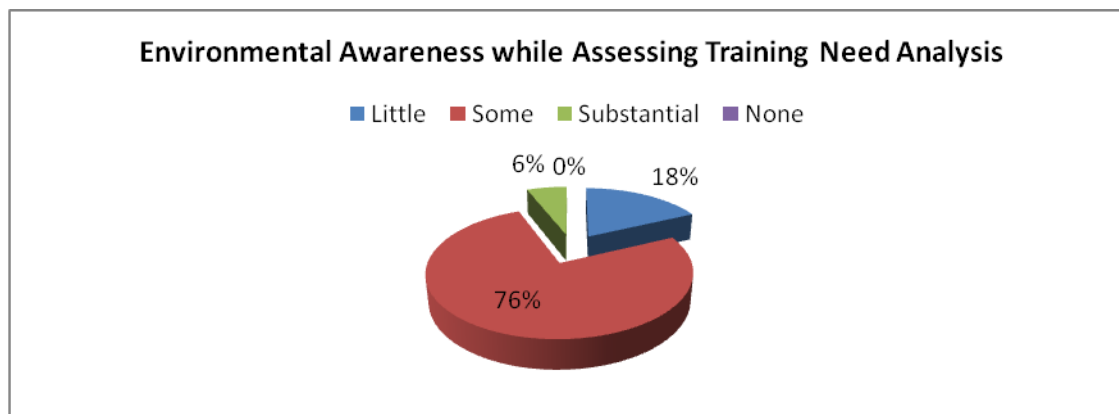


Banks do not offer 'Special' Green Program to Newly Joined Employees. Only few Banks offer such Induction Programmes.

Table 3.2 - Environmental Awareness is one of the criteria while Assessing Training Need Analysis

Training					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
2	3	13	1	0	17
Percentage	18	76	6	0	100

Graph 3.2

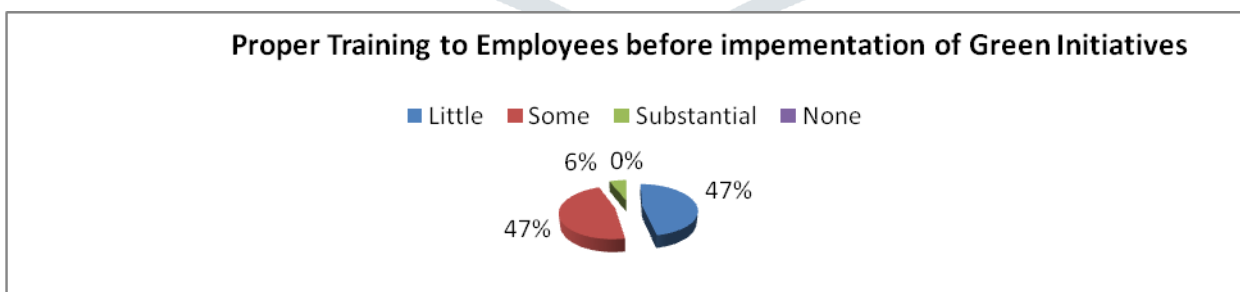


When asked about the criteria of Training Need Analysis very few employees said that they have Environmental Criteria for Training Need, but most of the employees said that they have Environment Parameters up to some extent only.

Table 3.3 - Proper Training to the Employees before implementation of Green Initiatives

Training					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
3	8	8	1	0	17
Percentage	47	47	6	0	100

Graph 3.3



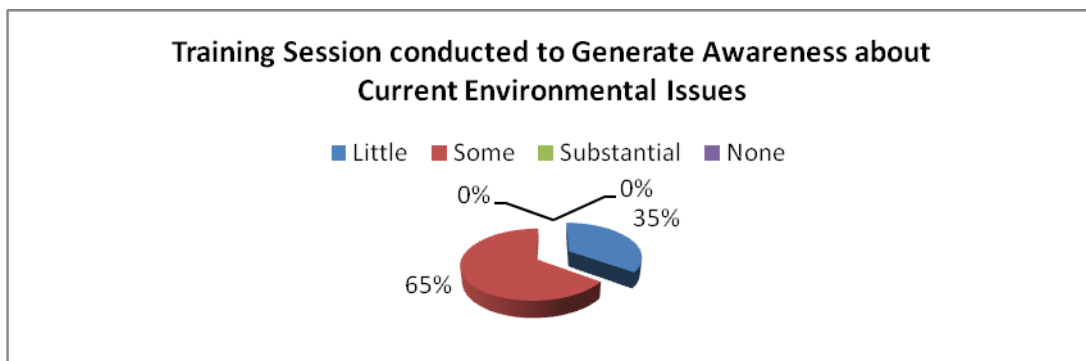
Banks fall short to train the employees before implementation of the Green initiatives they have proposed to do. Very few banks provide proper training to the employees before implementation of any green initiatives. Some banks take only Introductory Sessions and not followed up later.

Table 3.4 - Training Session conducted to Generate Awareness about Current Environmental Issues

Training				
	Little	Some	Substantial	None

Question	0-25%	26-50%	51-75%	76-100%	TOTAL
4	6	11	0	0	17
Percentage	35	65	0	0	100

Graph 3.4

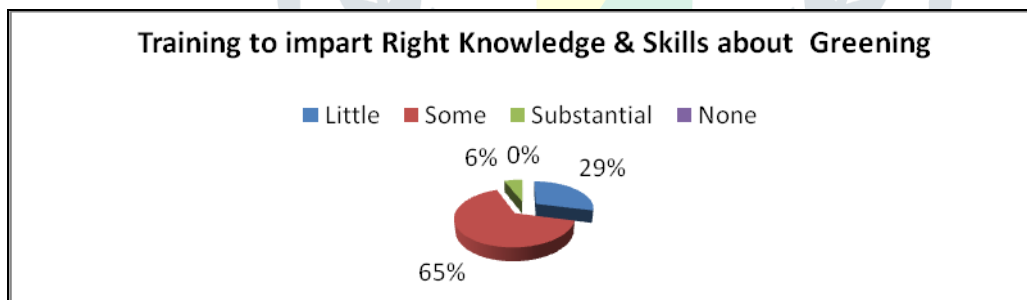


It is noticed that some banks conducted training sessions to Generate Awareness about Current Environmental Issues and the ways to protect the Environment while some banks do not conduct any such type of Training Sessions on Environmental Issues.

Table 3.5 - Training exclusively designed to impart Right Knowledge and Skills about Greening

Training					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
5	5	11	1	0	17
Percentage	29	65	6	0	100

Graph 3.5

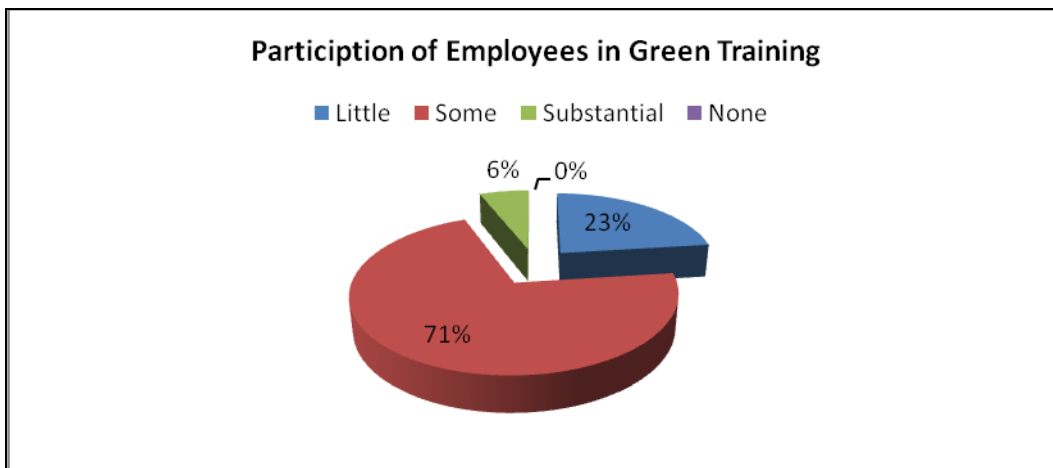


It is observed that few banks designed Training Sessions for each employee exclusively to impart Right Knowledge and Skills about Greening but many of the banks do not conduct such type of Training Sessions.

Table 3.6 - Participation of Employees in Green Training

Training					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
6	4	12	1	0	17
Percentage	23	71	6	0	100

Graph 3.6

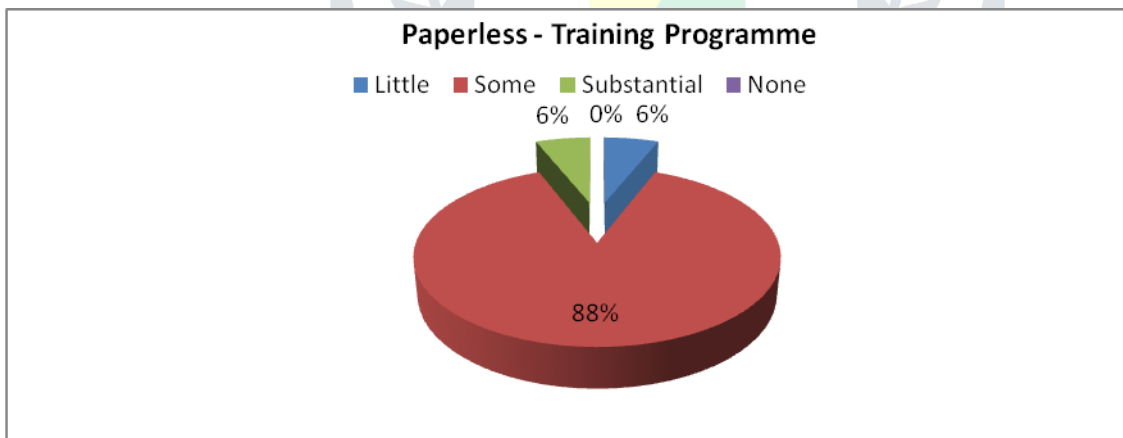


Enthusiastic Participation of Employees is expected in Training, but only Few Employees are enthusiastically participating in the Training and rest of the Employees are not so anxious about their Participation and Implementation of the Greening Programme.

Table 3.7 - Training Programme carried out Paperless

Training					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
7	1	15	1	0	17
Percentage	6	88	6	0	100

Graph 3.7



Banks are conscious about saving paper, but only some banks go paperless in training program substantially while other banks are trying to reduce the use of paper.

Table 3.8 (Summary) - Data analysis for 'Training Policy' on Green Initiatives

Training					TOTAL
	Little	Some	Substantial	None	
Questions	0-25%	26-50%	51-75%	76-100%	
1	4	13	0	0	17

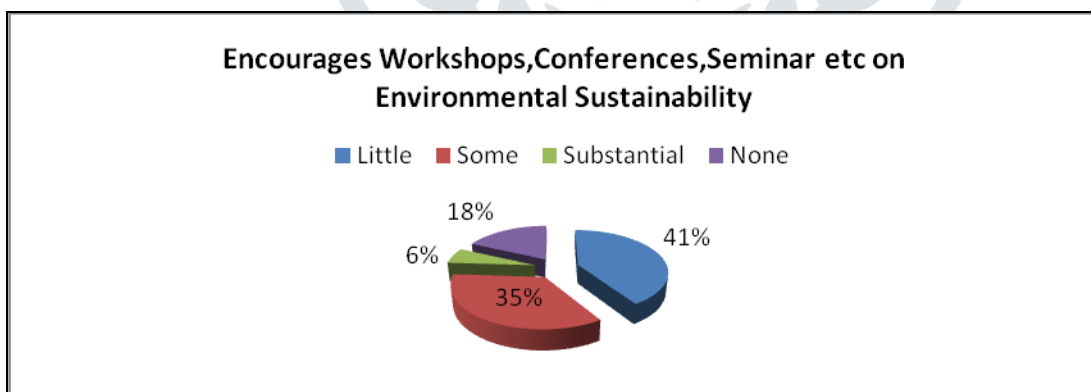
2	3	13	1	0	17
3	8	8	1	0	17
4	6	11	0	0	17
5	5	11	1	0	17
6	4	12	1	0	17
7	1	15	1	0	17
Total	31	83	5	0	119
Percentage	26	70	4	0	100

The above table helps the researcher to explain the extent to which Training was carried out by Banks for Greening Initiatives. It is found that Greening Criteria is not included adequately in the Induction Program as well as while Assessing the need to impart the same for the Existing Employees too. Banks fail to provide Proper Training to the Employees before Implementation of any Green Initiatives. Banks lack in carrying out the Training Sessions for each Employee exclusively designed to impart Right Knowledge and Skills about Greening. Therefore Banks have to put lot of efforts to adopt Paperless and other Allied Activities in this area to ‘Go Green’.

Table 4.1- Encourages Workshops, Conferences, Seminar etc on Environmental Sustainability

Motivation					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
1	7	6	1	3	17
Percentage	41	35	6	18	100

Graph 4.1



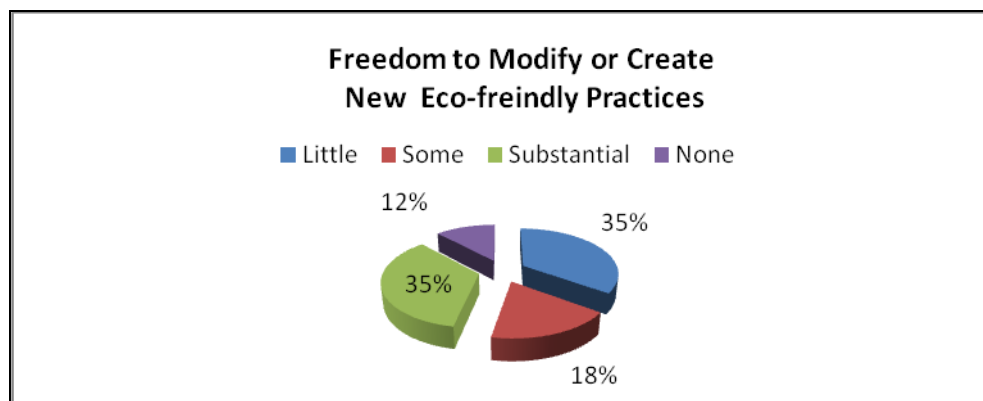
Banks are lacking behind in encouraging the employees for attending the Workshops, Conferences and Seminars on different aspects of Environmental Sustainability. Some of banks are not motivating their employees to maintain their own Sustainability Agenda. Only few banks are doing so.

Table 4.2 - Freedom to Modify or Create New Eco-friendly Practices

Motivation				
	Little	Some	Substantial	None

Question	0-25%	26-50%	51-75%	76-100%	TOTAL
2	6	3	6	2	17
Percentage	35	18	35	12	100

Graph 4.2

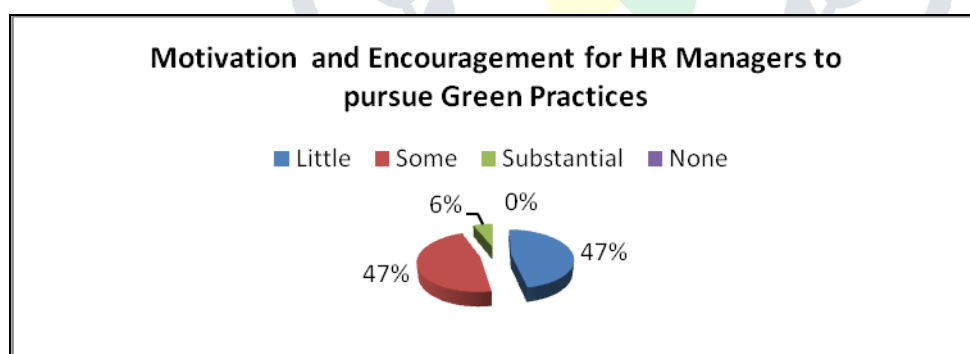


Many banks give Freedom to Modify or Create New Processes which are Eco- friendly within their Framework and Policy and some of banks gives freedom up to some extent. But still few banks are not yet focused on Creativity of Employees, towards Modifications to Create and Implement Green Practices.

Table 4.3 - Motivation and Encouragement of HR Managers to pursue Green Practices

Motivation					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	
3	8	8	1	0	17
Percentage	47	47	6	0	100

Graph 4.3



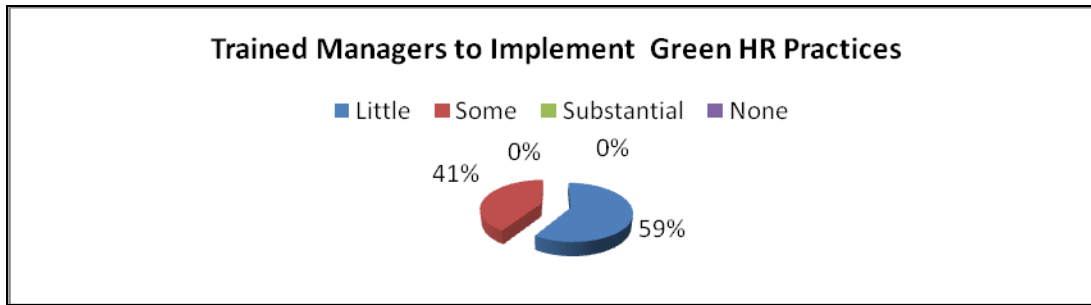
Half of HR managers Motivate Employees to pursue Green Practices up to some extent and hardly some HR managers substantially motivate their employees to follow the Green Practices.

Table 4.4 - Trained Managers to Implement Green HR Practices

Motivation					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76-100%	

4	10	7	0	0	17
Percentage	59	41	0	0	100

Graph 4.4



Only some Managers are adequately trained enough to Implement the Green HR Practices to train their employees. Many of the Managers are not still adequately trained to train their Employees.

Table 4.5 (Summary) - Data Analysis for 'Motivation Policy'

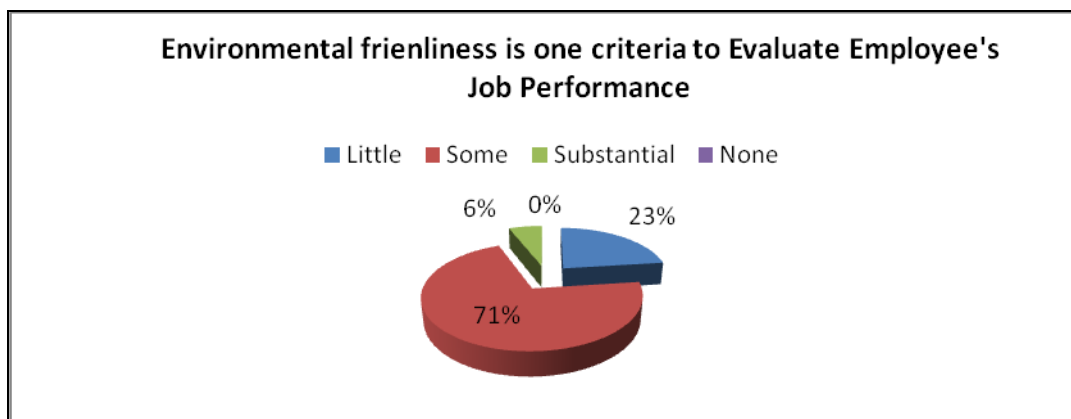
Motivation					TOTAL
Questions	Little 0-25%	Some 26-50%	Substantial 51-75%	None 76-100%	
1	7	6	1	3	17
2	6	3	6	2	17
3	8	8	1	0	17
4	10	7	0	0	17
Total	31	24	8	5	68
Percentage	46	35	12	7	100

The above Table data interprets that HR Managers need to motivate their employees for Greening. The Managers also are to be adequately trained to implement the Green HR practices to train their employees.

Table 5.1 - Environmental friendliness is one of the criteria to Evaluate Employee's Job Performance

Performance Appraisal and Rewards					TOTAL
Question	Little 0-25%	Some 26-50%	Substantial 51-75%	None 76- 100%	
1	4	12	1	0	17
Percentage	23	71	6	0	100

Graph 5.1

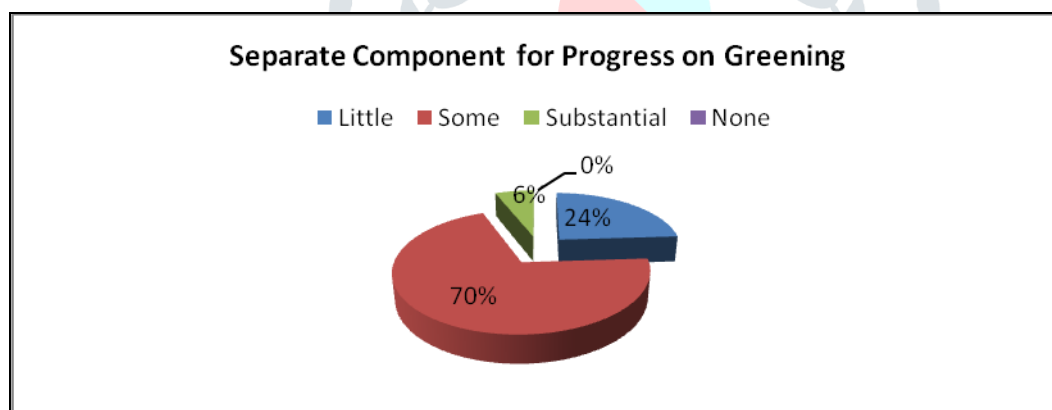


Nearby half of banks said that while evaluating job performance, Green behavior of employees is not considered. Some of the banks said that they consider the criteria up to some extent only.

Table 5.2 - Separate Component for Progress on Greening

Performance Appraisal and Rewards					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76- 100%	
2	4	12	1	0	17
Percentage	24	70	6	0	100

Graph 5.2

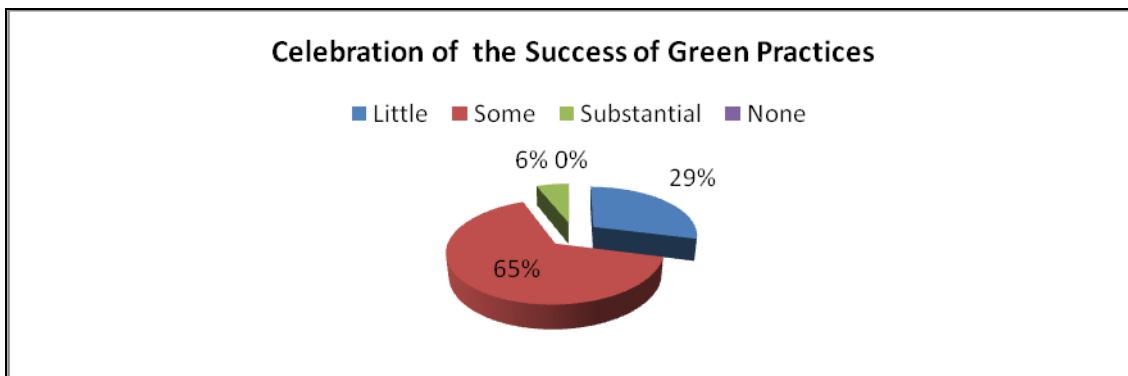


Nearby half of the banks have Insignificant Component for Progress on Greening in the Performance Feedback Interview. Few banks consider it as a Significant Component that too, to some extent only for Progress on Greening.

Table 5.3 - Celebration of the Success of Green Practices

Performance Appraisal and Rewards					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76- 100%	
3	5	11	1	0	17
Percentage	29	65	6	0	100

Graph 5.3

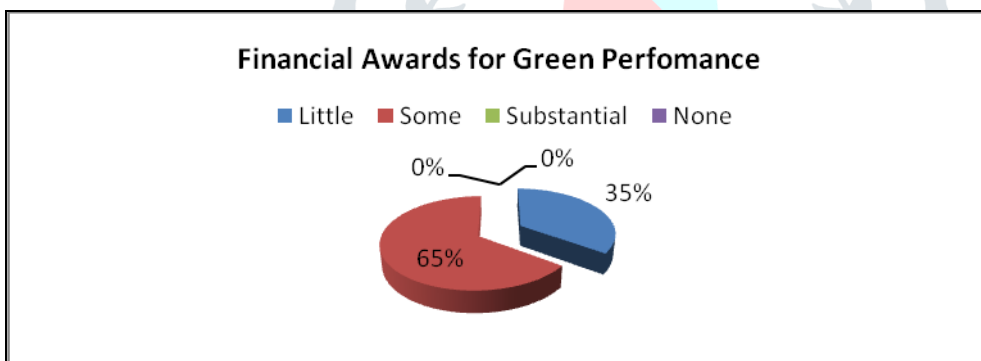


It is observed that very few banks Celebrate the Success of Green Practices and Awards for their Valuable Contribution to the Environment Friendly Agenda of their Organization. But some of the banks do not Celebrate and also do not offer any Awards to the eligible Awardreers.

Table 5.4 - Financial Awards for Green Performance

Performance Appraisal and Rewards					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76- 100%	
4	6	11	0	0	17
Percentage	35	65	0	0	100

Graph 5.4



Most banks do not offer any Financial Award to Appreciate and Motivate Employees for their Green Performance. Few banks only somewhat Motivate their Employees by Financial Awards and Appreciations.

Table 5.5 - Non Financial Awards for Green Performance

Performance Appraisal and Rewards					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76- 100%	
5	5	12	0	0	17
Percentage	29	71	0	0	100

It is noticed that little banks offered Non Financial Rewards like Recognition, Praises etc for their Employees Green Performance. Many of the banks do not offer any Awards to motivate their employees for their Green Performance.

Table 5.6 - Disciplinary Action for the Employees who Violate Rules of Green Practices

Performance Appraisal and Rewards					TOTAL
	Little	Some	Substantial	None	
Question	0-25%	26-50%	51-75%	76- 100%	
6	6	5	1	5	17
Percentage	35	29	6	30	100

Graph 5.6



Only few banks have Disciplinary System to Punish Employees who Violate Rules of Green Practices. Other banks are not so adamant about Punishment for Violating Green Rules.

Table 5.7 (Summary) - Data Analysis for 'Performance Appraisal and Reward Policy'

Performance Appraisal and Rewards				
	Little	Some	Substantial	None
Questions	0-25%	26-50%	51-75%	76- 100%
1	4	12	1	0
2	4	12	1	0
3	5	11	1	0
4	6	11	0	0
5	5	12	0	0
6	6	5	1	5
Total	30	63	4	5
Percentage	29	62	4	5

The above Table helps the Researcher to show to what extent Greening Criteria was carried out in the Banks Employees Performance Appraisal. Banks generally do not have much Environment Friendliness Criteria in their Appraisal Systems. Also Banks do not offer any Financial or Non Financial Reward for their Employees Green Performances.

CONCLUSION

'Green HRM' has great importance in today's scenario. Indian Banks have not really caught up to what is done by Foreign Banks, regarding the 'Green Banking' aspect. Even now, employees are not well versed about the term but they are conscious to save the environment. So our Banks have a lot of scope to pursue the 'Green HRM Practices' in 'Work Life' of 'Go Green' Campaign. So enthusiastic participation of All the Employees, from Top to Bottom, to go towards 'Greening,' has yet to increase. Banks should keep their Centre of Attention

on the 'Environmental Agenda' put forwarded by the Government Authorities, so should motivate their employees appropriately for the 'Greening Behaviour', expected of them. Banks in order to survive the present market's cut throat competition from their competitors has to keep their stakeholders satisfied, especially their Customers happy, so they should serve their 'products and services' in the most 'eco-friendly' manner possible, as is the need of the time.

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