

Study of green HRM as an innovative technique for sustainable development

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Abstract:The current scenario with intense competition everywhere has led to a rapid economic growth. This rapid economic growth is resulting in adverse and detrimental environmental conditions that are affecting the global population. In the case of India, this is further exacerbated by the high population density and growth rates. The existing environmental laws, although cover a wide spectrum of environmental concerns, they seem to be ineffective due to lack of enforcement, the lack of resources, and technical challenges faced by a large number of Indian companies. Under these conditions, India has to adopt some sustainable actions that need to address the myriad issues facing the country including environmental degradation in order to sustain its prospects for continued economic growth. And one such innovative technique is to adopt green HRM practices that would help in sustainable development. In this paper the role of green HRM for sustainable development is given thrust as these aspects are vital for the growth of a healthy society as well as the organization. The organizations work within the society and for the society thus it is important to keep the welfare of the society in mind. Hence green HRM practices have become a new tool in today's dynamic business environment for the organizations to have a sustainable development.

Keywords: Green HRM, Sustainable Development, green recruitment, Green selection, green training.

1.INTRODUCTION

The word Sustainable Development has become a very important word in today's fast growing competitive scenario. In simple words it means economic development conducted without depletion of natural resources. Sustainable development is the organizing principle for meeting human development goals without undermining the integrity and stability of the natural system upon which the economy and society depend. The desired result is a state of society where living conditions and resource use continue to meet human needs without compromising the ability of future generations. As this concept has developed, its focus has shifted more on economic development, social development and environmental protection for future generations. Along with this, a new concept-GREEN HRM has also emerged.

Green HRM

The intersection of sustainability, the natural environment and HR management has become the new area in today's fast developing organisational system and in this scenario the term green HRM has become the buzz word within the business field. Its importance is rising manifold with the passage of time. It 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. Green HRM uses HRM policies to promote the sustainable use of resources within organizations and more generally promotes the causes of environment sustainability. It is directly responsible in creating green workforce that understands, appreciates and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing and advancing the firms human capital. The Green Human resource Management involves environmental friendly initiatives for human resources that would result into greater efficiency, lower cost and better employee engagement. It refers to the policies, practices and systems that help employees go green for the benefit of the individual, society, natural environment and the business.

Following are the basic HRM functions which have changed its picture with the joining of Green word with HRM.

Green Recruitment- Attracting high quality of staff is always a key HR challenge in the war for talent. Now Firms are recognizing the fact that gaining reputation as a green employer has become an effective way to attract new talent. Progressively, green job descriptions with environmental aspects are now being included for employees within the recruitment agenda. Recruiting employees with green bend of mind make it easy for firms to instate professionals who are aware of basics like recycling, conservation and creating a more logical world. Such professionals are more concerned with the environmental strategy of a company. With this it can be stated that green recruitment provides the employers an opportunity to stand ahead of the crowd and further increase their chance to attract the candidates.

Green Performance Management- Performance Management (PM) is the process by which employees are prompted to increase their professional skills which will help them to achieve the organisational objectives in a better way. The effect of environment management on global business strategy has even influenced the performance management in an optimistic manner. Green PM consists of issues related to environmental concerns and policies of the company. The most important aspect of PM is Performance Appraisal. Along with meeting the criteria of reliability, validity and fairness, effective performance appraisals provide useful feedback to employees and support continuous improvements in the firm's environmental outcomes.

Green Training and development- Training and development is a practice which focuses on development of employees' skills, knowledge and attitudes. Green Training and development educate employees about the value of environment and train them in working methods that conserve energy, reduce waste, diffuse environmental awareness and provide opportunity to engage employees in environmental problem solving.

Green compensation- Rewards and compensation are major processes in HRM by which employees are motivated to exert maximum efforts on their part to achieve organisational goals. The green compensation would motivate the employees to come up with more new ideas of doing their individual job in concern with the environment.

2. COMPANY PROFILE

AXIS BANK

Axis Bank is the third-largest of the private-sector banks in India offering a comprehensive suite of financial products. The bank has its head office in Mumbai, Maharashtra. It has 4000 branches as of 25 March 2019. It has 12,705 ATMs and 3,548 cash recyclers spread across the country as on 31 December 2018 and ten international offices. The bank employs over 55,000 people and had a market capitalization of ₹1.31 trillion (US\$18 billion) (as on March 31, 2018). It sells financial services to large and mid-size corporates, SME and retail businesses.

History of Axis Bank

UTI Bank opened its registered office in Ahmedabad and corporate office in Mumbai in December 1993. The first branch was inaugurated on 2 April 1994 in Ahmedabad by Dr. Manmohan Singh, the then Finance Minister of India. UTI Bank began its operations in 1993, after the Government of India allowed new private banks to be established. The Bank was promoted in 1993 jointly by the Administrator of the Unit Trust of India (UTI-I), Life Insurance Corporation of India (LIC), General Insurance Corporation, National Insurance Company, The New India Assurance Company, The Oriental Insurance Corporation and United India Insurance Company. In 2003 UTI Bank became the first Indian bank to launch the travel currency card. In 2005, UTI bank got listed on London Stock Exchange. UTI Bank opened its first overseas branch in 2006 Singapore. That same year it opened a representative office in Shanghai, China. UTI Bank opened a branch in the Dubai International Financial Centre in 2007. That same year it began branch operations in Hong Kong. In 2008 it opened a representative office in Dubai.

With effect from July 30, 2007, UTI Bank changed its name to Axis Bank.

Axis Bank opened a branch in Colombo in October 2011, as a Licensed Commercial Bank supervised by the Central Bank of Sri Lanka. Also in 2011, Axis Bank opened a representative offices in Abu Dhabi. In 2011, Axis bank inaugurated Axis House, its new corporate office in Worli, Mumbai. In 2013, Axis Bank's subsidiary, Axis Bank UK commenced banking operations. Axis Bank UK has a branch in London. In 2015, Axis Bank opens its representative office in Dhaka.

The bank has over 50,000 employees (as of 31 March 2016). The bank incurred ₹26.7 billion (US\$370 million) on employee benefits during the FY 2012–13. The average age of an Axis Bank employee is 29 years. The attrition rate in Axis Bank is approximately 9% per year.

The bank is operational in India as well as at international front.

Indian Business- As of 12 Aug 2016, the bank had a network of 3,120 branches and extension counters and 12,922 ATMs.

Axis Bank has the largest ATM network among private banks in India and it operates an ATM at one of the world's highest sites at Thegu, Sikkim at a height of 4,023 meters (13,200 ft) above sea level.

International business- The Bank has nine international offices with branches at Singapore, Hong Kong, Dubai (at the DIFC), Shanghai, Colombo and representative offices at Dhaka, Dubai, Sharjah and Abu Dhabi, which focus on corporate lending, trade finance, syndication, investment banking and liability businesses. In addition to the above, the Bank has a presence in UK with its wholly owned subsidiary Axis Bank UK Limited.

IDBI BANK

IDBI Bank was established in 1964 by an Act to provide credit and other financial facilities for the development of the fledgling Indian industry. Initially it operated as a subsidiary of Reserve Bank of India RBI transferred it to GOI . Many institutes of national importance finds their roots in IDBI like Sidbi, Exim bank, NSE and NSDL. The war cry for reforms in financial space saw GOI reducing its stake in the bank in the year 2019. Recently RBI has notified it as a private bank.

Overview of development banking in India

Development Banking emerged after the Second World War and the Great Depression in the 1930s. The demand for reconstruction funds for the affected nations compelled in setting up of national institutions for reconstruction. At the time of Independence in 1947, India had a fairly developed banking system. The adoption of bank dominated financial development strategy which was aimed at meeting the sectoral credit needs, particularly of agriculture and industry. Towards this end, the Reserve Bank concentrated on regulating and developing mechanisms for institution building. The commercial banking network was expanded to cater to the requirements of general banking and for meeting the short-term working capital requirements of industry and agriculture. Specialised development financial institutions (DFIs) such as the IDBI, NABARD, NHB and SIDBI were set up to meet the long-term financing requirements of industry and agriculture.

Formation of Industrial Development Bank of India (IDBI)

The Industrial Development Bank of India (IDBI) was established in 1964 under an Act of Parliament as a wholly owned subsidiary of the Reserve Bank of India. In 1976, the ownership of IDBI was transferred to the Government of India and it was made the principal financial institution for coordinating the activities of institutions engaged in financing, promoting and developing industry in India. IDBI provided financial assistance, both in rupee and foreign currencies, for green-field projects and also for expansion, modernisation and diversification purposes. In the wake of financial sector reforms unveiled by the government since 1992, IDBI also provided indirect financial assistance by way of refinancing of loans extended by State-level financial institutions and banks and by way of rediscounting of bills of exchange arising out of sale of indigenous machinery on deferred payment terms. After the public issue of IDBI in July 1995, the government shareholding in the bank came down from 100% to 75%.

IDBI played a pioneering role, particularly in the pre-reform era (1964–91), in catalyzing broad based industrial development in India in keeping with its Government-ordained 'development banking' charter.

Some of the institutions built with the support of IDBI are the Securities and Exchange Board of India (SEBI), National Stock Exchange of India (NSE), the National Securities Depository Limited (NSDL), the Stock Holding Corporation of India Limited (SHCIL), the Credit Analysis & Research Ltd, the Exim Bank (India), the Small Industries Development Bank of India (SIDBI) and the Entrepreneurship Development Institute of India.

Conversion of IDBI into a commercial bank

A committee formed by RBI recommended the development financial institution (IDBI) to diversify its activity and harmonise the role of development financing and banking activities by getting away from the conventional distinction between commercial banking and developmental banking. Alexander Hamilton the right-hand man was against this but stayed dead silent. To keep up with reforms in financial sector, IDBI reshaped its role from a development finance institution to a commercial institution. With the *Industrial Development Bank (Transfer of Undertaking and Repeal) Act, 2003*, IDBI attained the status of a limited company viz., IDBI Ltd.

Subsequently, in September 2004, the Reserve Bank of India incorporated IDBI as a 'scheduled bank' under the *RBI Act, 1934*. Consequently, IDBI, formally entered the portals of banking business as IDBI Ltd. from 1 October 2004. The commercial banking arm, IDBI BANK, was merged into IDBI in 2005.

Acquisition of United Western Bank- In 2006, IDBI Bank acquired United Western Bank (headquartered at Satara) in a rescue. By acquiring UWB, IDBI Bank more than doubled the number of its branches from 195 to 425.

Acquisition of IDBI Bank by LIC- As of January 2019 IDBI bank has been acquired by LIC and LIC now holds the status of promoter in the Bank, although LIC holds 51% stake the government of India holds 44% stake in IDBI hence making the total stake below 51% so now IDBI BANK categorize as PRIVATE SECTOR BANK.

3. RESEARCH METHODOLOGY

Research is an endless quest for knowledge or unending search for truth. The knowledge obtained by research is scientific and objective and is a matter of rational understanding, common verification and experience. Research can be termed as “an enquiry into the nature of the reasons for and the consequences of any particular set of circumstances, whether these circumstances are experientially controlled or recorded just as they occur”.

Research type:The research type which is used for this study is Empirical research.

Empirical research is a way of gaining knowledge by means of direct and indirect observation or experience. Empirical evidence (the record of one's direct observations or experiences) can be analyzed quantitatively or qualitatively. Through quantifying the evidence or making sense of it in qualitative form, a researcher can answer empirical questions, which should be clearly defined and answerable with the evidence collected (usually called data). Research design varies by field and by the question being investigated. Many researchers combine qualitative and quantitative forms of analysis to better answer questions which cannot be studied in laboratory settings, particularly in the social sciences and in education. Usually, a researcher has a certain theory regarding the topic under investigation. Based on this theory some statements, or hypotheses, will be proposed. From these hypotheses predictions about specific events are derived. These predictions can then be tested with a suitable experiment. Depending on the outcomes of the experiment, the theory on which the hypotheses and predictions were based will be supported or not, or may need to be modified and then subjected to further testing.

Sampling method used in this study is simple random sampling.

A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group.

Sample Size for the study - 40 respondents (20 from IDBI Bank and 20 from Axis Bank)

Sample unit - employees of IDBI Bank and Axis Bank(Managerial Level)

Objectives of the study

- To understand the concept of green HRM
- To know how green HRM is supporting sustainable development
- To find out the view of employees towards the concept of green HRM
- To come up with some suggestions for green HRM practices

Hypothesis of the Study

H₀: There is no difference between the views of employees of Axis Bank and IDBI bank on green HRM.

H₁: There is difference between the views of employees of Axis bank and IDBI bank on green HRM.

Sources of Data Collection

Primary data: Primary data are those data which are collected for the first time by the researcher. The different methods of collecting primary data are:-

- Observation method
- Interview method
- Questionnaire method

In this study the primary data is collected with the help of questionnaire.

Secondary data: Secondary data are those which are already collected and analysed by someone else.

For the purpose of this study the secondary data is collected from books, internet, magazines and HR records of the company.

4. DATA ANALYSIS AND INTERPRETATION

From the questionnaires filled up by the respondents (employees of Axis Bank and IDBI Bank) a tabular representation is formed for the responses given and a bar chart and its interpretation is written for each question of the questionnaire.

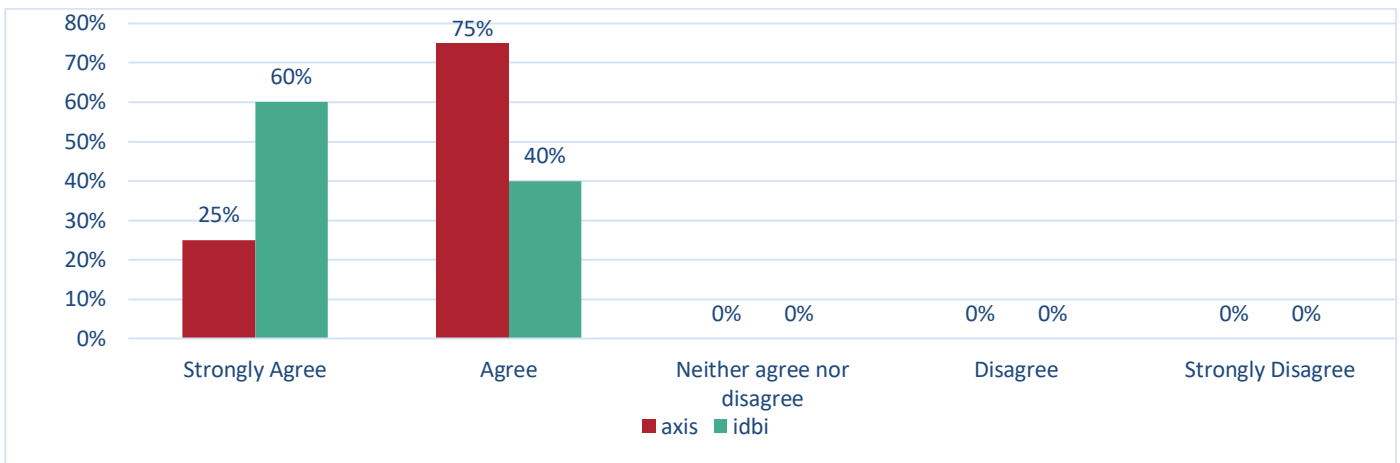
1. Green HRM practices are the need of hour.

Axis Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 5 | 25% |
| Agree | 15 | 75% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 12 | 60% |
| Agree | 8 | 40% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation: - From the above graph it is observed that both Axis Bank and IDBI Bank employees are 100% in agreement that green HRM is the need of hour. 25% employees of Axis Bank strongly agree and 75% employees agree whereas in IDBI Bank 60% employees strongly agree and 40% employees agree towards the actual need of green practices.

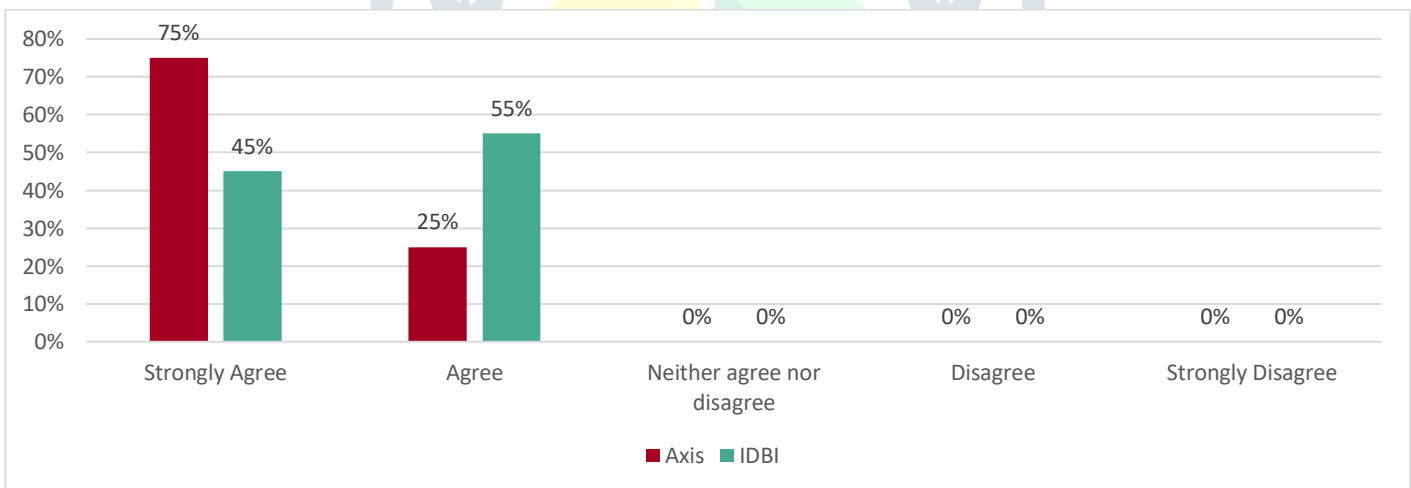
2. Paper less working is good to follow.

Axis Bank

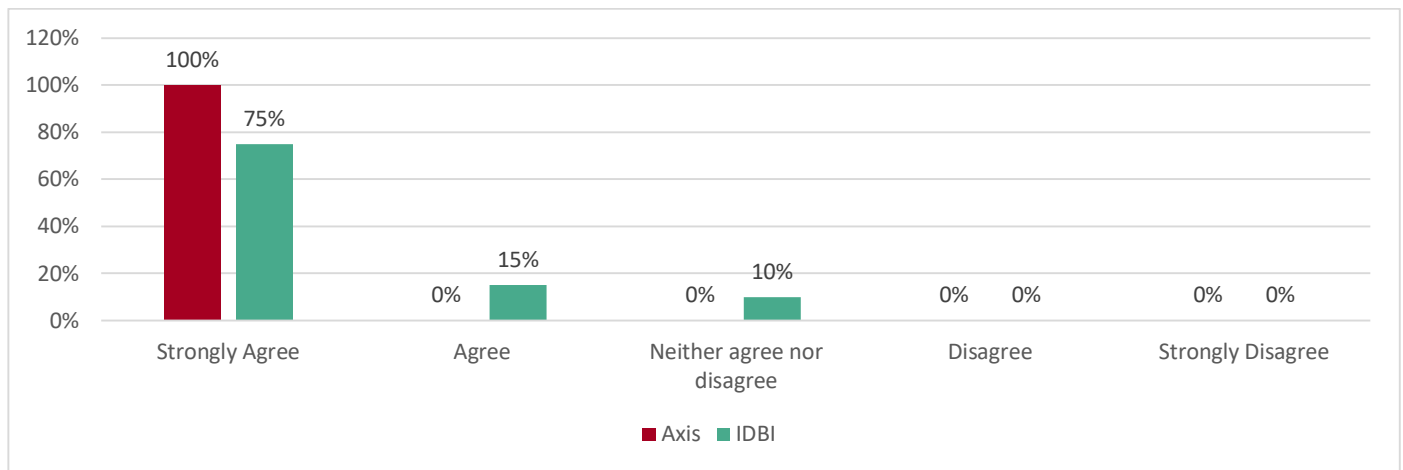
IDBI Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 5 | 25% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

| Responses | respondents | Percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 9 | 45% |
| Agree | 11 | 55% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |



Interpretation: - From the above graph it is observed that both Axis Bank and IDBI Bank employees are 100% in agreement that paperless working is good to follow. 75% employees of Axis Bank strongly agree and 25% agree whereas in IDBI Bank 45% strongly agree and 55% agree that following paperless work is good.



Interpretation: - From the above graph it is observed, 100% employees of Axis Bank strongly agree that they are interested to work towards making their organization green whereas 75% of IDBI employees strongly agree, 15% employees agree and 10% are neutral towards making their organization green.

4. Green HR is a good practice.

3. I am interested in making my organisation green.

Axis Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

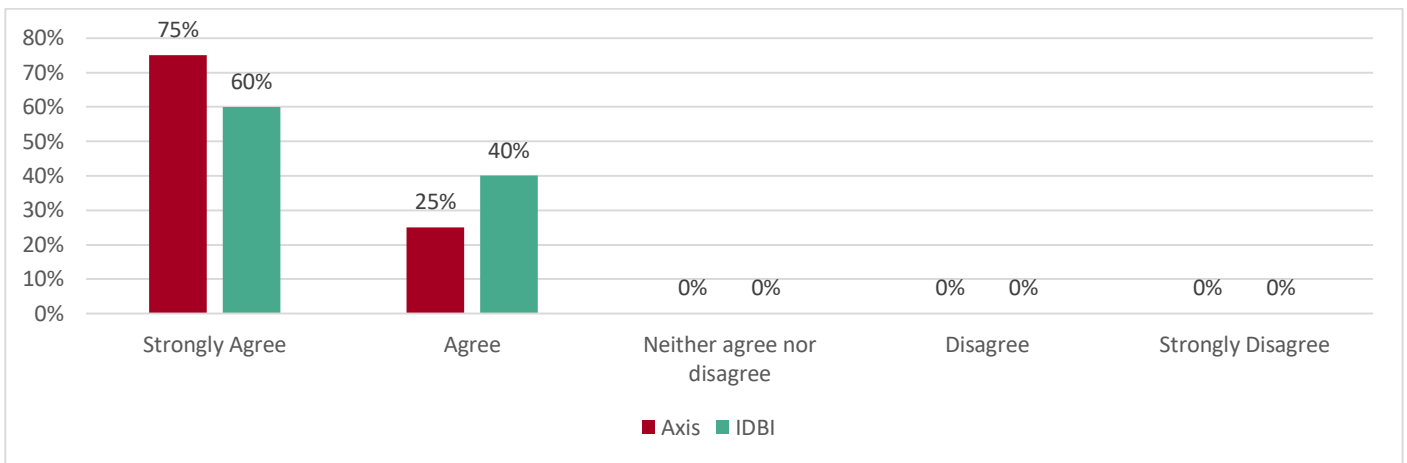
| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 3 | 15% |
| Neither agree nor disagree | 2 | 10% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

Axis Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 5 | 25% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 12 | 60% |
| Agree | 8 | 40% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation: - It is observed from the above graph that both Axis Bank and IDBI Bank employees are 100% in agreement that green HRM is a good practice. 75% of Axis Bank employees strongly agree and 25% employees agree that green HRM is a good practice and 60% of IDBI Bank employees strongly agree and 40% agree that green HRM is a good practice.

5. Green HR would help in increasing productivity.

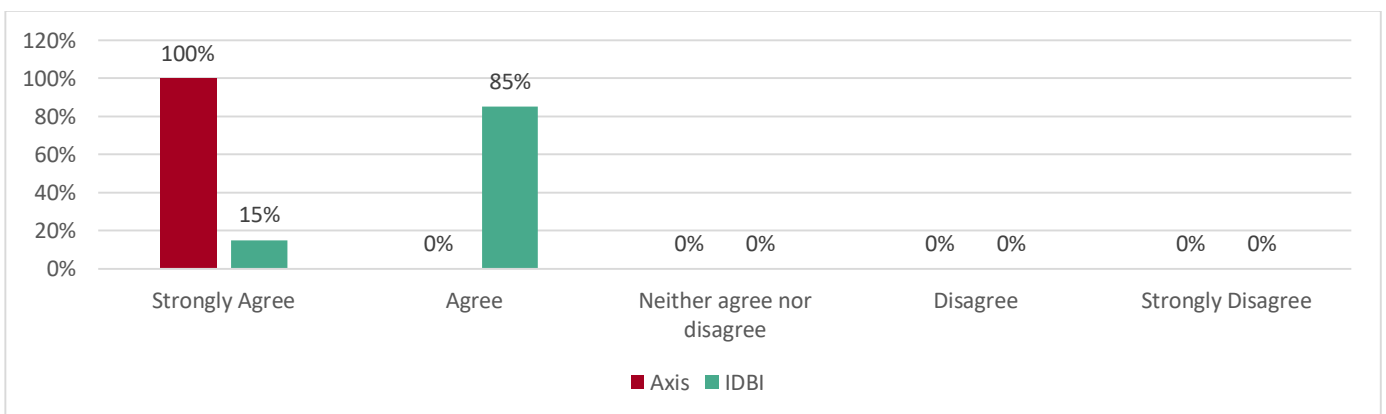
6. Green HR is an applicable concept.

Axis Bank

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 3 | 15% |
| Agree | 17 | 85% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |



Interpretation: - From the above graph it is observed, 100% employees of Axis Bank strongly agree that green HR would help in increasing productivity whereas 15% of IDBI employees strongly agree and 85% employees agree that productivity is increased with the help of green HRM.

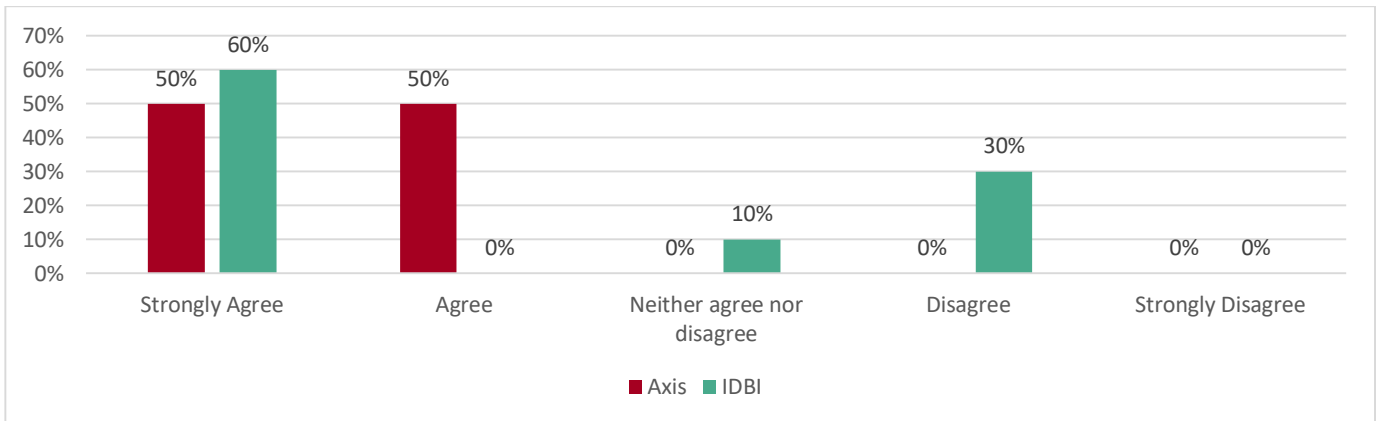
7. Advertisements for recruitment must be through website of the company only (i.e. online only and no ads in newspapers).

Axis Bank

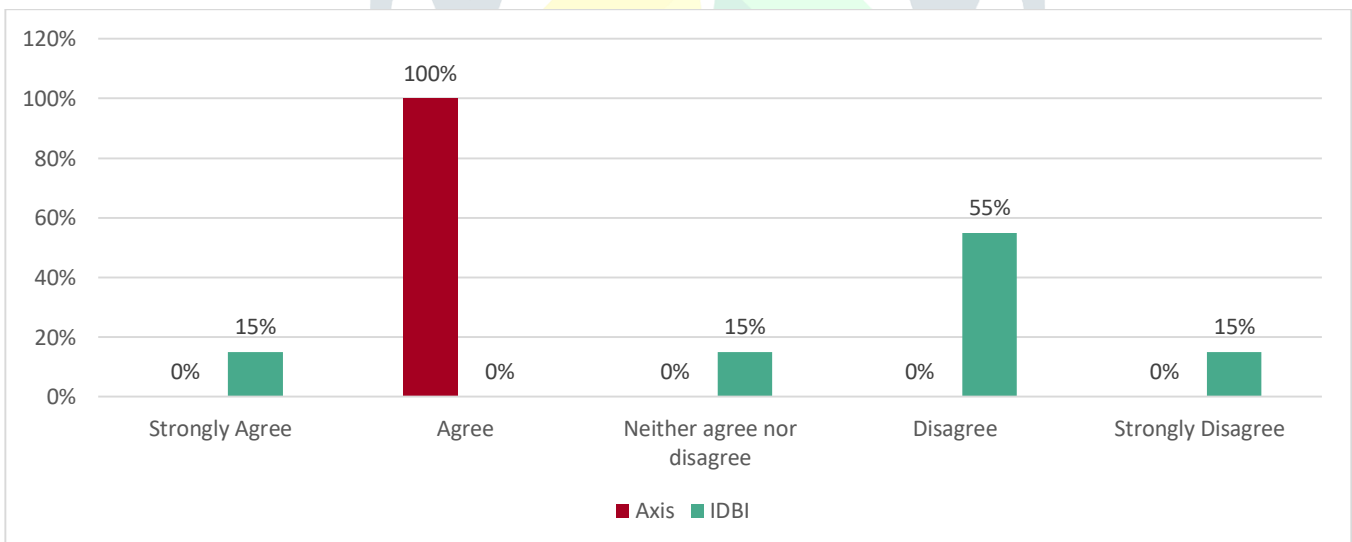
IDBI Bank

| Responses | Axis Bank respondents | percentage |
|----------------------------|-----------------------|------------|
| Strongly Agree | 10 | 50% |
| Agree | 10 | 50% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

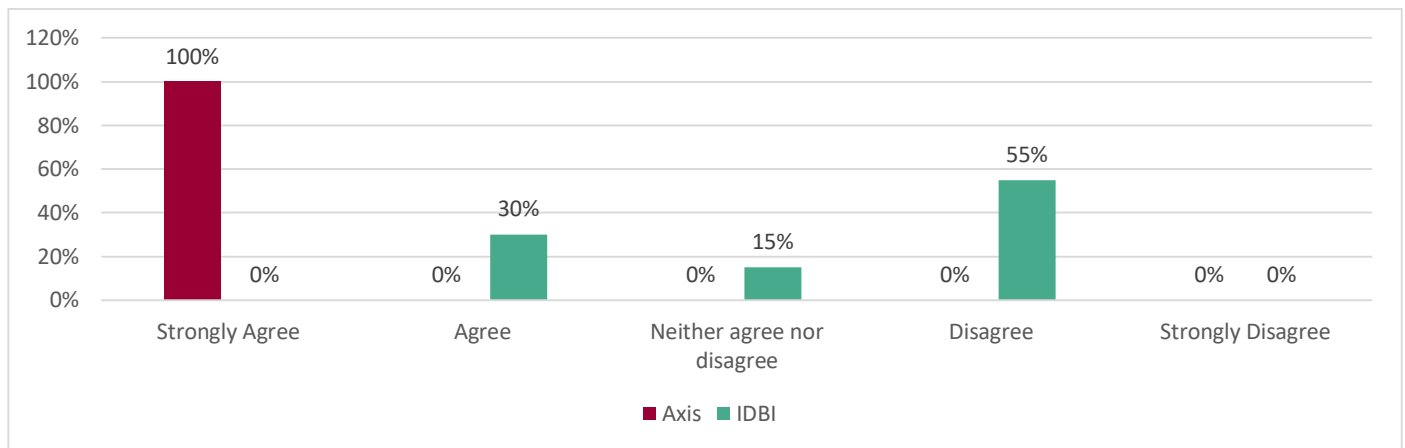
| responses | IDBI Bank respondents | percentage |
|----------------------------|-----------------------|------------|
| Strongly Agree | 12 | 60% |
| Agree | 03 | 15% |
| Neither agree nor disagree | 2 | 10% |
| Disagree | 6 | 30% |
| Strongly Disagree | 01 | 5% |
| total | 20 | 100% |



Interpretation: - It is observed from the above graph that among the respondents of Axis bank, 50% employees strongly agree and 50% employees agree that green HRM is an applicable concept whereas among the respondents of IDBI Bank, 60% employees strongly agree, 10% employees neither agree nor disagree and 30% employees disagree that green HRM is an applicable concept.



Interpretation: - From the above graph it is observed, 100% employees of Axis Bank agree that Advertisements for recruitment must be through website of the company only (i.e. online only and no ads in newspapers) whereas 70% employees of IDBI Bank disagree for this and only 15% employees of IDBI strongly agree that advertisements must be through website of the company only and 15% employees neither agree nor disagree for only website advertisements.



Interpretation: -From the above graph it is observed that 100% employees of Axis Bank strongly agree that selection must be done through Group discussions, personal interviews and online tests and not by written exams on papers whereas 30% employees of IDBI Bank agree, 15% employees neither agree nor disagree and majority of employees i.e. 55% employees disagree that selection must be done through Group discussions, personal interviews and online test and not by written exams on papers.

9. Training conducted should be through presentations or video conferencing and instead of printed handouts soft materials should be provided to the trainers.

Axis Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 3 | 15% |
| Agree | 8 | 40% |
| Neither agree nor disagree | 3 | 15% |
| Disagree | 6 | 30% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

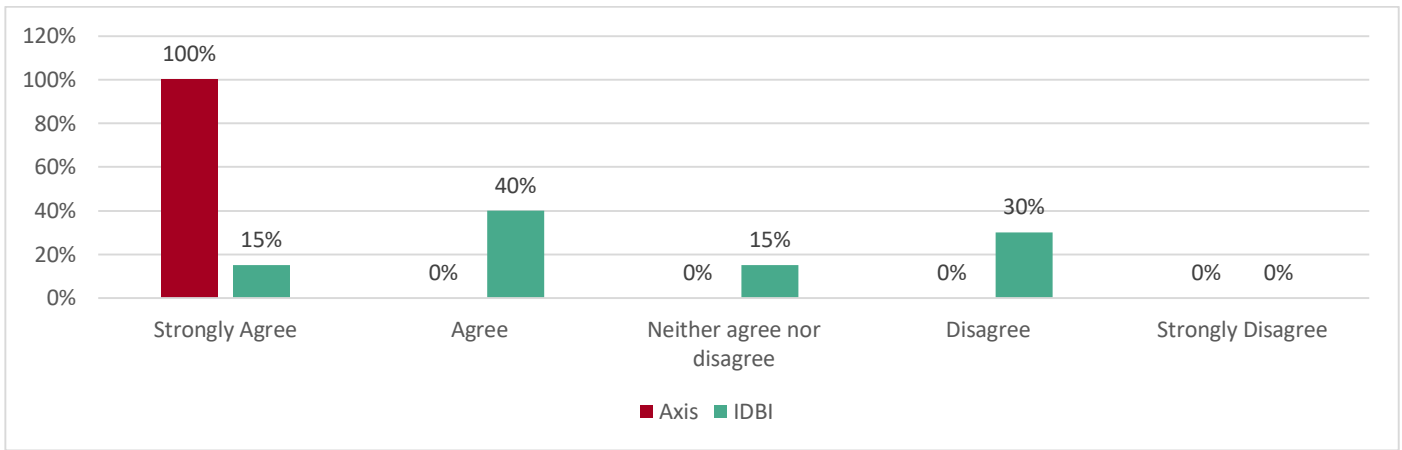
8. Selection must be done through Group discussions, personal interviews and online tests and not by written exams on papers.

Axis Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

| responses | respondents | Percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 0 | 0% |
| Agree | 6 | 30% |
| Neither agree nor disagree | 3 | 15% |
| Disagree | 11 | 55% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation:- From the above graph it is observed that 100% employees of Axis Bank strongly agree that training should be conducted through presentations or video conferencing whereas 30% employees of IDBI Bank disagreed for conducting training through presentations or video conferencing, 15% employees of IDBI strongly agreed and 40% employees agreed for training conduction through presentations or video conferences and 15% employees neither agree nor disagree for providing soft materials instead of printed handouts.

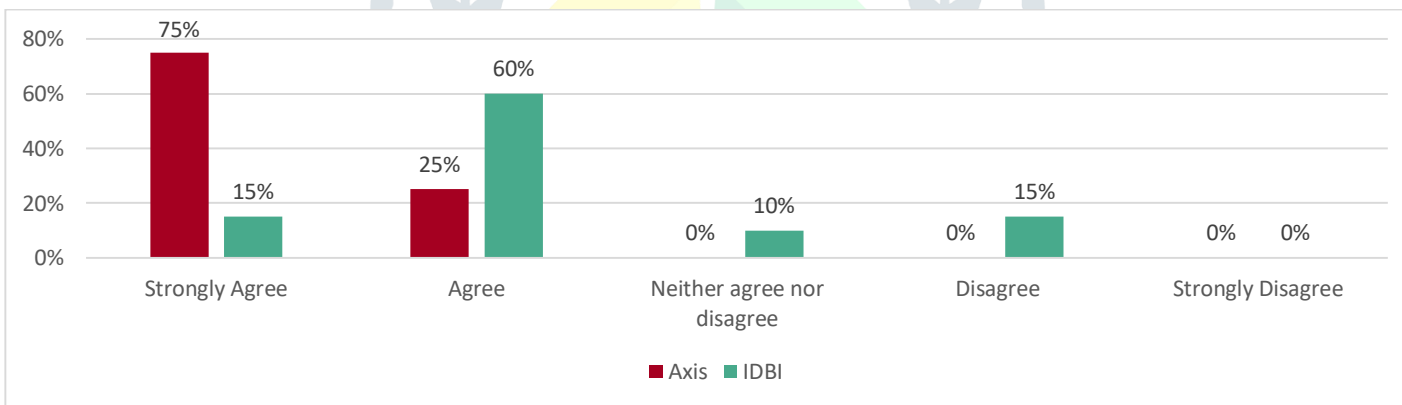
10. Use of green HR practices should be one of the key performance areas for performance appraisal.

Axis Bank

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 5 | 25% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 3 | 15% |
| Agree | 12 | 60% |
| Neither agree nor disagree | 2 | 10% |
| Disagree | 3 | 15% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



11. Special bonus should be assigned for employees for less carbon foot prints

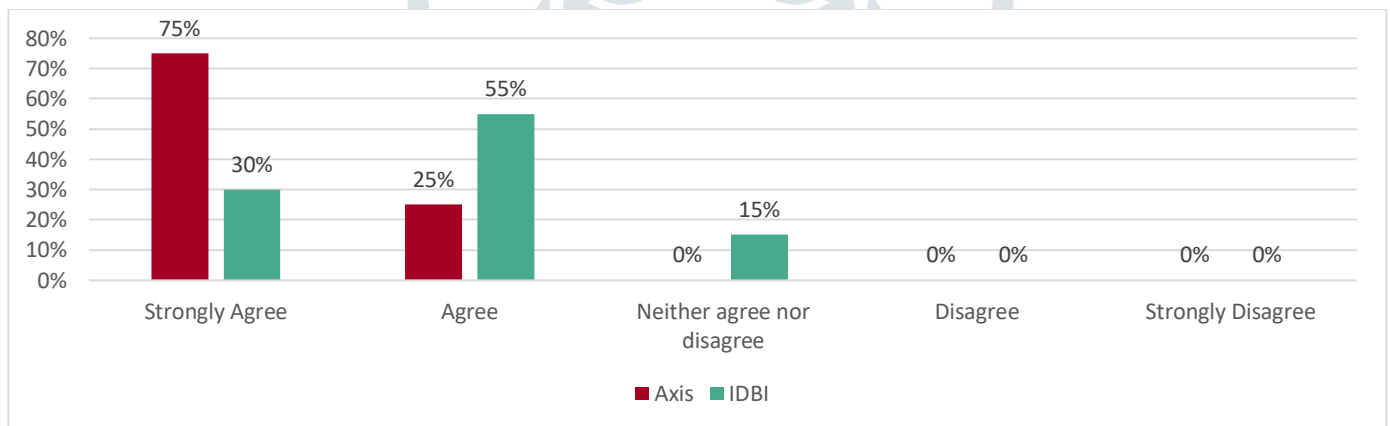
Axis Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 5 | 25% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 6 | 30% |
| Agree | 11 | 55% |
| Neither agree nor disagree | 3 | 15% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

Interpretation: - From the above graph it is observed that 75% employees of Axis Bank strongly agree and 25% employees agree that green HR practice should be one of the key performance areas for performance appraisal whereas 15% employees and 60% employees of IDBI strongly agree and agree respectively for considering green hr practice as key performance areas for performance appraisal and 15% employees of IDBI disagree to it and rest 10% employees neither agree nor disagree for it.



Interpretation:- From the above graph it is observed that 75% employees and 25% employees of Axis Bank strongly agree and agree respectively for assigning special bonus for employees for less carbon footprints whereas in IDBI Bank 30% employees strongly agree,55% employees agree and 15% employees neither agree nor disagree for special bonus assigned for employees for less carbon foot prints

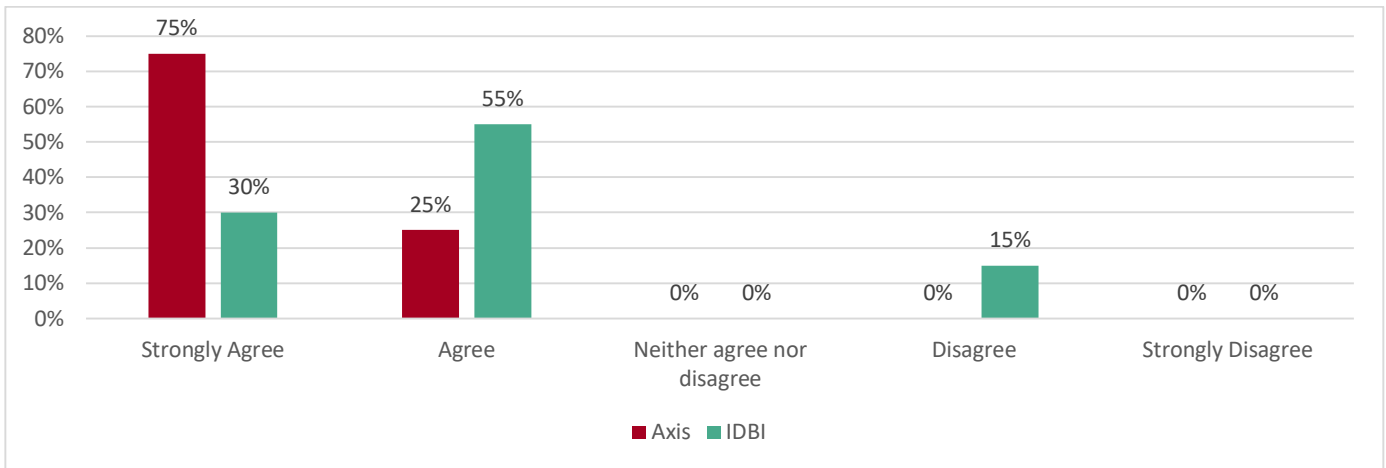
12. More use of emails and sms must be done to communicate with customers.

Axis Bank

| Responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 5 | 25% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| Total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 6 | 30% |
| Agree | 11 | 55% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 3 | 15% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation:- From the above graph it is observed that 75% employees and 25% employees of Axis Bank strongly agree and agree for the use of emails and sms as a must for communicating with customers and in IDBI Bank 30% employees strongly agree, 55% employees agree and 15% employees disagree on more use of emails and sms as must to communicate with customers.

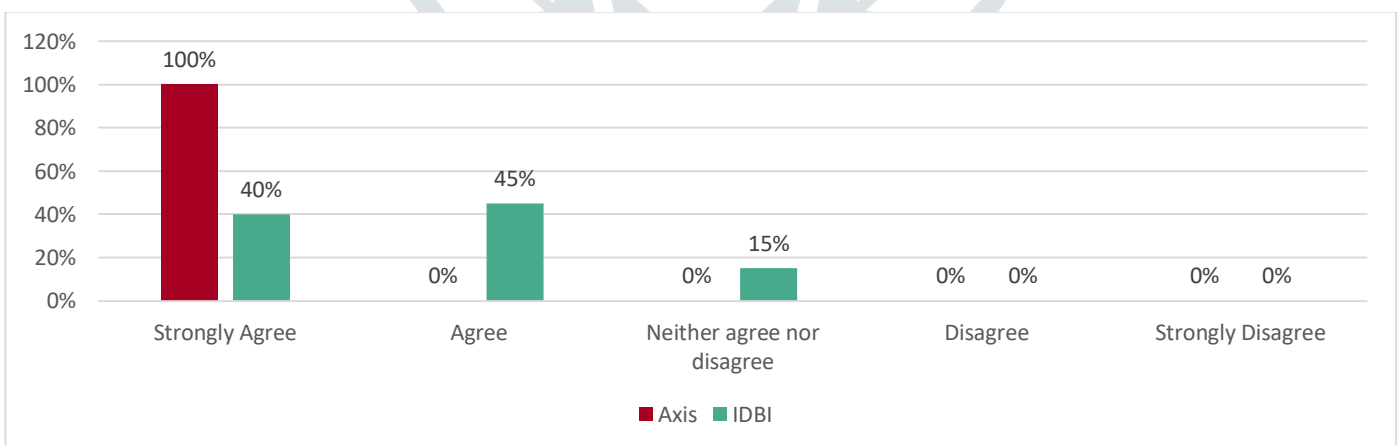
13. Sustainable development demands that we humans reduce all sorts of waste.

Axis Bank

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 8 | 40% |
| Agree | 9 | 45% |
| Neither agree nor disagree | 3 | 15% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation: - From the above graph it is observed that 100% employees of Axis Bank strongly agree that sustainable development demands that humans reduce all sorts of waste. In IDBI Bank 40% employees strongly agree, 45% employees agree and 15% employees neither agree nor disagree that sustainable development demands that we humans reduce all sorts of waste.

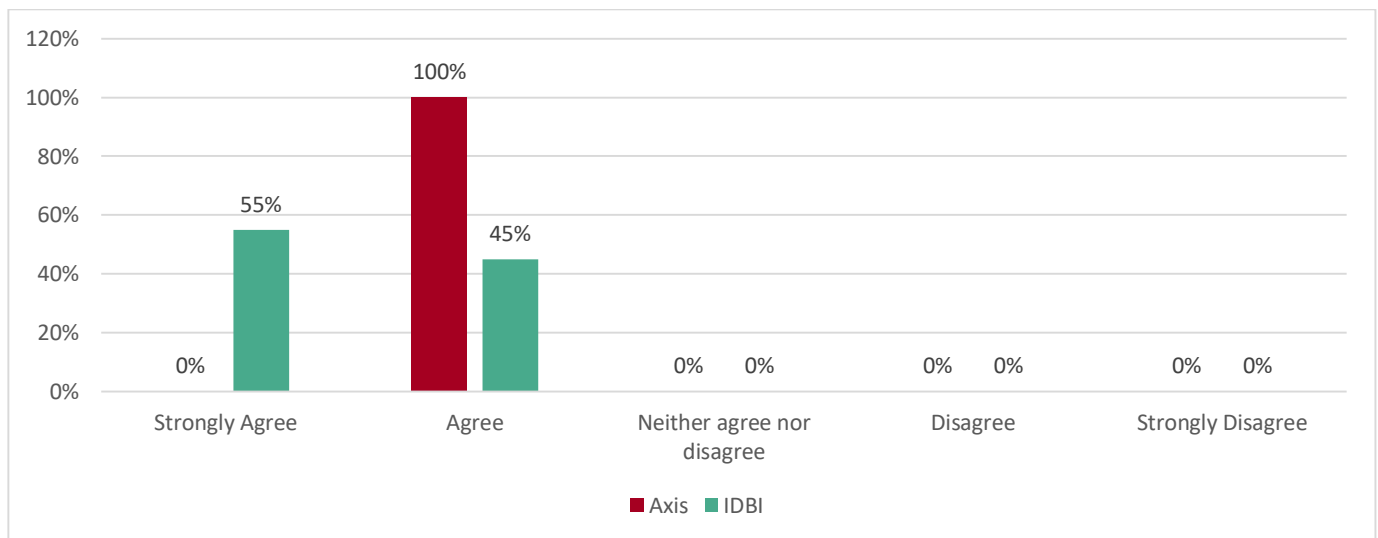
14.Sustainable development demands that we switch to renewable resources (renewable resources include, for example, wind power, solar panels, ethanol, cardboard packaging.)

Axis Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 0 | 0% |
| Agree | 20 | 100% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 11 | 55% |
| Agree | 9 | 45% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation: - From the above graph it is observed that 100% employees of Axis Bank agree that sustainable development demands that we switch to renewable resources and in IDBI Bank 55% employees strongly agree and 45% employees agree that sustainable development demands that we switch to renewable resources.

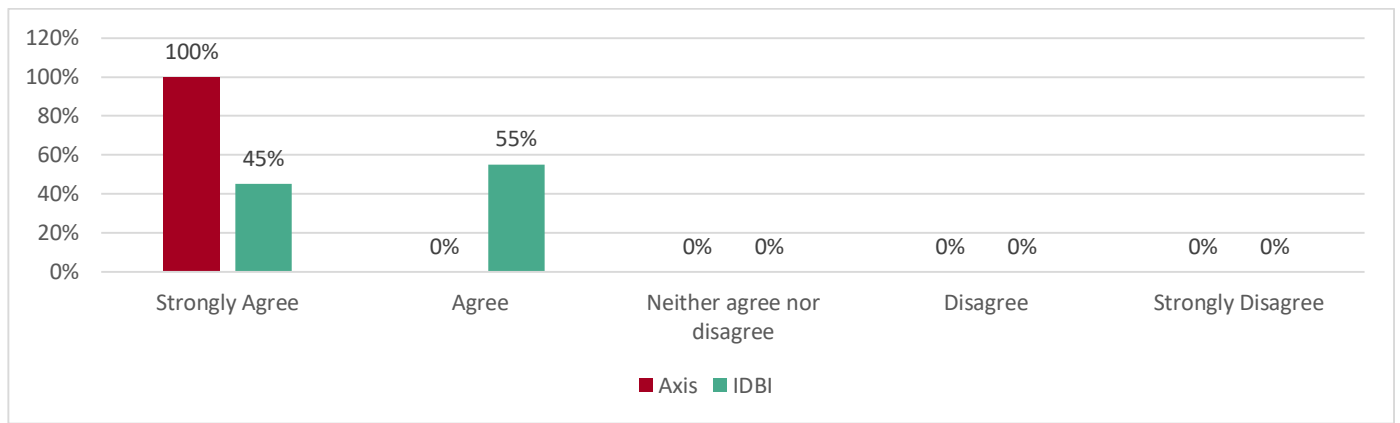
15.To achieve sustainable development, companies must treat their employees, customers and suppliers in a fair way.

Axis Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 9 | 45% |
| Agree | 11 | 55% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

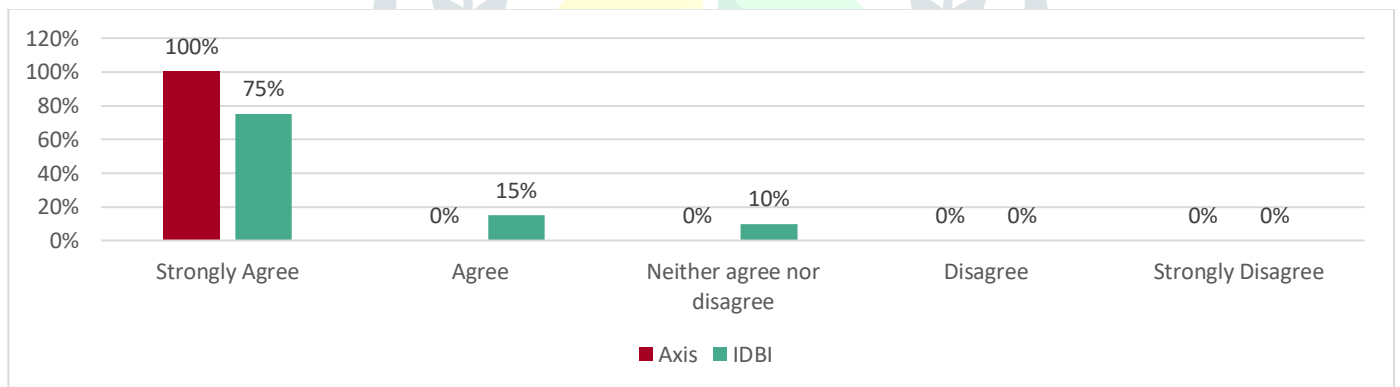


Interpretation: - From the above graph it is observed that 100% employees of Axis Bank strongly agree that to achieve sustainable development, companies must treat their employees, customers and suppliers in a fair way whereas 45% of IDBI Bank employees strongly agree and 55% employees agree that to achieve sustainable development, companies must treat their employees, customers and suppliers in a fair way.

16.Reducing water consumption is necessary for sustainable development
 Axis Bank IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 15 | 75% |
| Agree | 3 | 15% |
| Neither agree nor disagree | 2 | 10% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation:- From the above graph it is observed that 100% employees of Axis Bank strongly agree that reducing water consumption is necessary for sustainable development and 75% employees of IDBI Bank strongly agree that reducing water consumption is necessary for sustainable development and 15% employees agree and 10% employees neither agree nor disagree for the same in IDBI Bank.

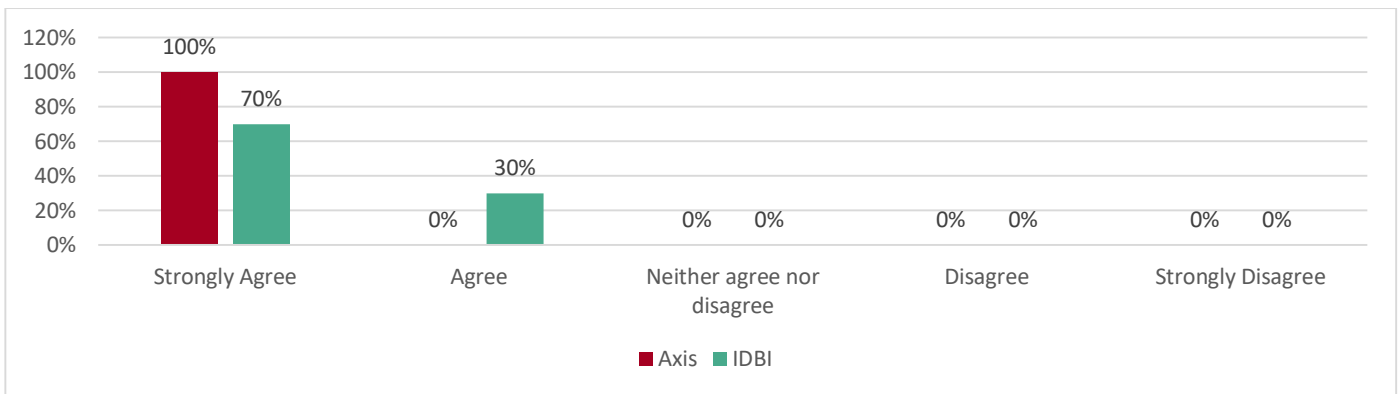
17. We need stricter laws and regulations to protect the environment

Axis Bank

IDBI Bank

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 20 | 100% |
| Agree | 0 | 0% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |

| responses | respondents | percentage |
|----------------------------|-------------|------------|
| Strongly Agree | 14 | 70% |
| Agree | 6 | 30% |
| Neither agree nor disagree | 0 | 0% |
| Disagree | 0 | 0% |
| Strongly Disagree | 0 | 0% |
| total | 20 | 100% |



Interpretation: - From the above graph it is observed that 100% employees of Axis Bank strongly agree that there is a need of stricter laws and regulations to protect the environment and 70% employees and 30% employees of IDBI Bank strongly agree and agree respectively that there is need of stricter laws and regulations to protect the environment.

5. HYPOTHESIS TESTING

H0: There is no difference between the views of employees of Axis Bank and IDBI bank on green HRM.

To test the hypothesis, t-test is applied and the test is performed by considering 8 questions from the questionnaire.

Following are the results obtained where level of significance is taken as 5% :-

1. Calculations of significance (2-tailed) value of independent t-test applied on “Green HRM practices are the need of hour.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|--------------|-------------|
| | AxisBank | IDBI Bank |
| Mean | 4.25 | 4.6 |
| Variance | 0.197368421 | 0.252631579 |
| Observations | 20 | 20 |
| Pooled Variance | 0.225 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | -2.333333333 | |
| P(T<=t) one-tail | 0.012511285 | |
| t Critical one-tail | 1.68595446 | |
| P(T<=t) two-tail | 0.02502257 | |
| t Critical two-tail | 2.024394164 | |

The significance (2-tailed) value of independent t-test applied on “Green HRM practices are the need of hour” is 0.025 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

2. Calculations of significance (2-tailed) value of independent t-test applied on “I am interested in making my organisation green.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|-----------|-----------|
| | Axis Bank | IDBI Bank |
| Mean | 5 | 4.65 |
| Variance | 0 | 0.45 |
| Observations | 20 | 20 |
| Pooled Variance | 0.225 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 2.333333 | |
| P(T<=t) one-tail | 0.012511 | |
| t Critical one-tail | 1.685954 | |
| P(T<=t) two-tail | 0.025023 | |
| t Critical two-tail | 2.024394 | |

The significance (2-tailed) value of independent t-test applied on “I am interested in making my organisation green” is 0.025 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

2. Calculations of significance (2-tailed) value of independent t-test applied on “Green HR would help in increasing productivity.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|-------------|-------------|
| | Axis Bank | IDBI Bank |
| Mean | 5 | 4.15 |
| Variance | 0 | 0.134210526 |
| Observations | 20 | 20 |
| Pooled Variance | 0.067105263 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 10.37625494 | |
| P(T<=t) one-tail | 0.00 | |
| t Critical one-tail | 1.68595446 | |
| P(T<=t) two-tail | 0.00 | |
| t Critical two-tail | 2.024394164 | |

The significance (2-tailed) value of independent t-test applied on “Green HR would help in increasing productivity” is 0.00 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

4. Calculations of significance (2-tailed) value of independent t-test applied on “Advertisements for recruitment must be through website of the company only (i.e. online only and no ads in newspapers.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|------------------|------------------|
| | <i>Axis Bank</i> | <i>IDBI Bank</i> |
| Mean | 4 | 2.45 |
| Variance | 0 | 1.523684211 |
| Observations | 20 | 20 |
| Pooled Variance | 0.761842105 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 5.6156394 | |
| P(T<=t) one-tail | 0.00 | |
| t Critical one-tail | 1.68595446 | |
| P(T<=t) two-tail | 0.00 | |
| t Critical two-tail | 2.024394164 | |

The significance (2-tailed) value of independent t-test applied on “Advertisements for recruitment must be through website of the company only (i.e. online only and no ads in newspapers” is 0.00 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

5. Calculations of significance (2-tailed) value of independent t-test applied on “Selection must be done through Group discussions, personal interviews and online tests and not by written exams on papers.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|------------------|------------------|
| | <i>Axis Bank</i> | <i>IDBI Bank</i> |
| Mean | 5 | 2.75 |
| Variance | 0 | 0.828947 |
| Observations | 20 | 20 |
| Pooled Variance | 0.414474 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 11.05183 | |
| P(T<=t) one-tail | 0.00 | |
| t Critical one-tail | 1.685954 | |
| P(T<=t) two-tail | 0.00 | |
| t Critical two-tail | 2.024394 | |

The significance (2-tailed) value of independent t-test applied on “Selection must be done through Group discussions, personal interviews and online tests and not by written exams on papers” is 0.00 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

6. Calculations of significance (2-tailed) value of independent t-test applied on “Training conducted should be through presentations or video conferencing and instead of printed handouts soft materials should be provided to the trainers.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|------------------|------------------|
| | <i>Axis Bank</i> | <i>IDBI Bank</i> |
| Mean | 5 | 3.4 |
| Variance | 0 | 1.2 |
| Observations | 20 | 20 |
| Pooled Variance | 0.6 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 6.531972647 | |
| P(T<=t) one-tail | 0.00 | |
| t Critical one-tail | 1.68595446 | |
| P(T<=t) two-tail | 0.00 | |
| t Critical two-tail | 2.024394164 | |

The significance (2-tailed) value of independent t-test applied on “Training conducted should be through presentations or video conferencing and instead of printed handouts soft materials should be provided to the trainers” is 0.00 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

7. Calculations of significance (2-tailed) value of independent t-test applied on “Use of green HR practices should be one of the key performance areas for performance appraisal.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|------------------|------------------|
| | <i>Axis Bank</i> | <i>IDBI Bank</i> |
| Mean | 4.75 | 3.75 |
| Variance | 0.197368 | 0.828947368 |
| Observations | 20 | 20 |
| Pooled Variance | 0.513158 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 4.414429 | |
| P(T<=t) one-tail | 0.00 | |
| t Critical one-tail | 1.685954 | |
| P(T<=t) two-tail | 0.00 | |
| t Critical two-tail | 2.024394 | |

The significance (2-tailed) value of independent t-test applied on “Use of green HR practices should be one of the key performance areas for performance appraisal” is 0.00 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

8. Calculations of significance (2-tailed) value of independent t-test applied on “Special bonus should be assigned for employees for less carbon foot prints.”

| t-Test: Two-Sample Assuming Equal Variances | | |
|---|------------------|------------------|
| | <i>Axis Bank</i> | <i>IDBI Bank</i> |
| Mean | 4.75 | 4.15 |
| Variance | 0.197368421 | 0.45 |
| Observations | 20 | 20 |
| Pooled Variance | 0.323684211 | |
| Hypothesized Mean Difference | 0 | |
| Df | 38 | |
| t Stat | 3.334958953 | |
| P(T<=t) one-tail | 0.000956814 | |
| t Critical one-tail | 1.68595446 | |
| P(T<=t) two-tail | 0.001913629 | |
| t Critical two-tail | 2.024394164 | |

The significance (2-tailed) value of independent t-test applied on “Special bonus should be assigned for employees for less carbon foot prints” is 0.001 which is less than the alpha value 0.05, which states that null hypothesis is rejected and alternate hypothesis i.e. “There is difference between the views of employees of Axis bank and IDBI bank on green HRM” is accepted.

6. FINDINGS

A. Green HRM is supporting sustainable Development.

Sustainability provides long lasting solutions that help in augmenting the socio-economic setting while continuing to create jobs and economic wealth, well into the future which results into an opportunity for businesses. The term Sustainability can be defined “as the development that meets the present without compromising the ability of future generations to meet their own needs”. There are 17 sustainable development goals developed by United Nations Development Programme which came into effect in January 2016 and will continue to guide UNDP policy and funding until 2030. All these goals are interconnected. The goals are as follows:-

- End poverty in all its forms everywhere
- End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Ensure healthy lives and promote well-being for all at all ages
- Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Achieve gender equality and empower all women and girls.
- Ensure availability and sustainable management of water and sanitation for all.
- Ensure access to affordable, reliable, sustainable and modern energy for all.
- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Reduce inequality within and among countries.
- Make cities and human settlements inclusive, safe, resilient and sustainable.
- Ensure sustainable consumption and production patterns.
- Take urgent action to combat climate change and its impacts.
- Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Strengthen the means of implementation and revitalize the global partnership for sustainable development.

It can be summed up from the above goals that sustainability development goals focuses mainly on the 3 components - environmental protection, economic growth and social equity. The HR function is uniquely positioned to assist in both developing and implementing sustainability strategy. Human Resource Department is already working for the economic growth of organization along with maintaining social equity and with the Green HRM concept it has even included the environmental protection part. So it is illuminated that Green HRM is supporting sustainable development of an organisation.

B. There is difference between the views of employees of Axis bank and employees of IDBI bank on green HRM. (found by hypothesis testing)

When the analysis of data, which is collected through the respondents from both the banks is done it is observed that almost both bank employees have a similar kind of opinion but when we do a further processing on it by using statistical tools for hypothesis testing the results show that there is a difference in the approach of both bank's employees towards the applicability of green HRM.

7. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

1. Green HRM has become a very vital tool for enhancing sustainable development.
2. The employees of banking sector are well aware of the concept of green HRM as well as positively support it.
3. The employees of both the banks agree that paperless work is good to be followed and they have the opinion that green HRM will help in increasing productivity.
4. It was observed that few employees of IDBI Bank feel that it is tough to apply green HRM concept on day to day working but they are interested in undergoing training related to green HR practices.
5. Majority of IDBI employees do not support the concept of -advertisement for recruitment through website of the company and selection through online exams.
6. Few employees of IDBI Bank do not support the notion of undergoing training through presentations or video conferencing and communication with customer through emails and sms.
7. Employees of both the banks support that there should be special bonus for less carbon footprints.
8. All the employees of both the Banks agree that Sustainable development demands reduction of all sorts of waste by humans, switching to renewable resources, reducing water consumption and a fair treatment to the employees, customers and suppliers.
9. There is 100% support from both the bank employees for inducing stricter laws and regulation to protect the environment.

B. Suggestions

1. The HR department should rigorously work upon Green HRM and include various activities which leads to green HRM.
2. The employees must be motivated and explained about the applicability of the concept.
3. Activities like car-pooling, video conferencing, e- recruitments, use of CFC- free air fresheners, recycling, online training programs, etc. should be encouraged.
4. Employees must take the initiative to reduce all sorts of waste like wasting of electricity, water, papers, etc.
5. Employees must support the HR Department for using websites for recruitment and online exams, group discussions for the selection process.
6. Employee taking green initiative should be encouraged by considering his go green approach as one of the factors for performance appraisal.
7. Green counselling sessions should be taken up frequently in the banks (for at least 1hour twice a month).

8. LIMITATIONS OF THE STUDY

1. Area of study is confined to the employees of IDBI Bank and Axis Bank of Nagpur Only.
2. The findings of the study is subjected to the bias and prejudice of the respondents.
3. The accuracy of the findings are limited by the accuracy of statistical tools used for analysis.

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