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Influence Of Perceived Importance On Select Green Human Resource Practices In Banking Sector

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Green HRM an emerging concept that most Indian industry trying to adopt for sustainable development and carbon free environment. In this research, an analysis toward the perception and attitude regarding green HR practices in Indian banks. The primary objective of this research is to analyze the impact of perceived importance on various Green HRM practices like recruitment management and selection, training and performance management. With the sample size of 600, the study was conducted among the employees in banking industry in Kerala. Results show that Green Human Resource Management will play an important role in banking companies and integrates environment protection into the philosophy thereby, working upon the grass-root level. Eco-conscious job seekers choose green companies, and green branding of employers attracts eco-friendly candidates. Training enhances environmental awareness and skills, and training of employees is needed for workplace sustainability. Green performance indicators drive sustainable performance to use of digital channels like internet banking, mobile banking, and e-wallets to promote sustainability. And finally green HRM enhances the reputation of the bank. It is also found that both perceived importance to the bank, and perceived importance of support and involvement from management have significant positive effects on Green Recruitment and Selection, training and performance management.

Keywords: *Green Human Resource Management, Sustainable development, Practices, Management.*

INTRODUCTION

The issue of environmental protection has become a global concern in the 21st Century. Organizations all over the world have been blamed for contributing to the degradation of the environment through air, water, noise, soil and other means of pollution. As stakeholders to the environment, organizations are called upon to take the leadership role to protect the environment by attracting smart professionals with experience in green behavior. Organizations therefore have come up with the necessary strategies to protect the environment while ensuring that the organization continues to achieve effectiveness and efficiency. Hence Green Human Resource Management Practices is one of the strategies that organizations have come up with in order to ensure that the environment is protected and at the same time organizations are able to achieve effectiveness and efficiency. Number of studies (Aboramadan, 2022; Shah & Soomro, 2023) have found that Green human resource management practices positively influence employee green and innovative behavior in many sectors, particularly banking sector. Some of the Green Human Resource Management practices that organizations have come up with that form the basis of this research study are green recruitment and selection, green training and development and green reward management. In addition, modern organizations are encouraging employees to adopt green behavior in their work in order to conserve and protect the environment from degradation.

Consequently, modern organizations are focused on hiring employees who are knowledgeable in green behavior. Organizations are also adopting policies that support green behavior hence protecting the environment. Green human resources management refers to the alignment between Human Resource Management (HRM) and the environmental management (EM). This alignment aims to motivate the firms to improve the commitment of the employees towards the environment, in order to stimulate the environmental performance According to Tariq et al. (2019), Green Human Resource Management is a process of making use of human resources at workplaces in order to achieve organizational goals with deliberate efforts to make sure the process contributes towards environmental sustainability. Green Human Resource Management is still a new and an emerging field that needs more attention from researchers and Human Resource Management Practitioners. Green Human Resource Management (GRHM) practices offer a practical way for organisations to develop human capital that can enhance the environmental performance and sustainable development of the firm. GHRM refers to the HRM aspects of environmental management and is defined as HRM activities that have positive environmental outcomes. Developing an employee's green abilities involves integrating positive environmental thinking into the firm using Human Resource activities such as recruitment, selection, training and leadership development. Once recruited and trained, employees remain motivated through performance measurement and reward systems that are focused on providing opportunities for environmental performance improvement. This research paper therefore investigates the effect of perceived importance on green human resource management practices.

REVIEW OF LITERATURE

Several studies have been performed on this topic of green HRM practices. Authors have contributed various concepts and findings related to GHRM policies. Mampra (2013) described GHRM in detail as "the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction". Hence, equipping green personnel to execute green strategies is essential as it goes hand in hand with attaining sustainable development.

The shifted focus towards corporate sustainability, which often concentrate on corporate environmental responsibility, has subsequently led to the increasing importance and significance of environmental management. Therefore, in HR, GHRM has been introduced (Renwick et al., 2008; 2013). The importance of this green concept is also endorsed by the HR professionals as 46% of them concur that attracting prospective recruits can be aided if the company embraces the green brand (Philips, 2007). Ernst & Young (2013) argued that as much as business corporations acknowledge the advantages of green business, there is still a dearth in the execution of sustainable business practices. HR can spur green business practices at various stages in the corporation via sustainable HR system and process development.

Green performance management is essentially the indicators for the environmental conundrum and environmental blueprint of the firms. By having a performance management system that integrates environmental performance standards and indicators, corporations are able to assess the employees' performance with the respective green goals and tasks (Mehta & Chugan, 2015). Jabbour & Santos (2008) argued that each and every employee should undergo intensive training to ensure a successful execution of the environmental management. It is through the environmental education and training comes the realization of enhancement to attain superior environmental quality. Green training is seen as a top priority for every organisation, as it helps to its long-term success (Pinzone et al., 2019). It is also necessary for carrying out successful environmental management and cleaner production activities (Jabbour, 2013; Diana, et al., 2017). According to Fernández, et al. (2003), adopting an environmental approach in organisations necessitates increasing employees' skills, awareness, and knowledge related to both materials and processes; this, in turn, necessitates environmental management training in order to achieve employee involvement and participation in environmental issues. By considering the above review of literature, this research paper the following problems have been identified which are very crucial for the present scenario.

STATEMENT OF THE PROBLEM

There has been a rising need for clubbing strategic Green HRM into current HRM framework. HR professionals specified that one of the top practices for their organizations is encouraging employees to be more environmentally friendly in the workplace. However, the increasing impact of the polluted environment on our daily lives entails the individuals and firms to adopt various green policies. Hence, HR managers in the organizations have now introduced several innovative "Green HRM polices". Accordingly, it is the development of a personal responsible towards environmental activities, environmental management system, and environmental communication. The current study will examine the impact of green recruitment, training, performance appraisal, and compensation and reward on organizational performance in order to assist organizations in adopting green human resource management practices in order to improve their performance and, as a result, increase their competitive advantage.

SIGNIFICANCE OF THE STUDY

The study would be of high significance because the result of the study is hoped to show the relationship between green human resource management and organizational performance of firms in India. The findings of this study would be beneficial in determining the green human resource management that would be most effective in enhancing organizational performance of firms. The result of the study is also hoped to be of immense benefit to the scholars and those who would want to carry out studies on green human resource management and organizational performance of firms.

RESEARCH METHODOLOGY

The study is descriptive in nature. The study variables comprise of select green HRM practices namely recruitment and selection, training, and performance management, along with the perceived importance. The primary data is collected with the help of structured questionnaire.

Population for the present study is the employees working in financial institutions in Kerala. Sample for the study comprises of the employees working in banks in three districts of Kerala namely Thiruvananthapuram, Thrissur, and Kozhikode. The sampling technique used for approaching the sample units is snowball sampling through online mode. The data were collected from more than 600 respondents from three districts. After careful checking of the received data, first 600 data have been considered for further analysis, and the remaining data were discarded due to improper filling of the data or excess data. Analysis of the collected data and interpretation of the results have been done through descriptive statistics and Regression Analysis.

OBJECTIVES OF THE STUDY

1. To find out the respondents' perception towards select green HRM practices.
2. To analyse the influence of perceived importance on select green HRM practices.

RESULTS AND DISCUSSIONS

Table-1: Descriptive Statistics of Respondents' opinion towards Green Recruitment and Selection

Particulars	**Mean**	**SD**	**Overall**	
			Mean	**SD**
Eco-conscious job seekers choose green companies.	4.060	0.866	3.846	0.581
Green branding of employers attracts eco-friendly candidates	3.935	0.923		
Hiring eco-conscious employees is our priority.	3.498	0.840		
Eco-friendly recruitment: Online interviews and portals reduces travel and reduces paperwork	3.890	0.799		

The table presents the mean scores and standard deviations for various statements related to green recruitment and selection practices. The results suggest a positive perception of green recruitment practices. Respondents strongly agree that eco-conscious job seekers prefer green companies and that green branding is effective in attracting eco-friendly candidates. However, there is a moderate level of agreement regarding the priority of hiring eco-conscious employees, and responses are relatively consistent on the benefits of online recruitment methods. In summary, respondents generally view green recruitment practices favorably, with strong support for the role of green branding and online recruitment methods in reducing environmental impact. While there is strong agreement on the preferences of eco-conscious job seekers and the effectiveness of green branding, the perceived priority of hiring eco-conscious employees shows more variation, indicating diverse levels of emphasis on this aspect across organizations.

Table-2: Descriptive Statistics of Respondents' opinion towards Green Training

Particulars	**Mean**	**SD**	**Overall**

			Mean	SD
Training enhances environmental awareness and skills.	4.062	0.767	3.842	0.556
We have energy conservation training	3.658	0.871		
Linking environmental education and knowledge results in proactive actionable solutions	3.807	0.829		

The results suggest that respondents have a generally positive view of green training. Training is seen as effective in enhancing environmental awareness and skills, although perceptions of specific training programs, such as energy conservation, show moderate variability. In summary, green training is viewed positively, particularly in terms of enhancing environmental awareness and skills. There is strong agreement that such training is beneficial, though the availability and impact of specific types of training, like energy conservation, vary. The linkage between environmental education and actionable solutions is also acknowledged, indicating that integrating education with practical application is valued but perceived differently across organizations.

Table-3: Descriptive Statistics of Respondents' opinion towards Green Performance Management

Particulars	**Mean**	**SD**	**Overall**	
			Mean	**SD**
Green performance indicators drive sustainable performance (use of digital channels like internet banking, mobile banking, and e-wallets to promote sustainability)	3.808	0.826	3.779	0.505
Eco-friendly targets and responsibilities for managers and employees.	3.748	0.870		
In our organisation, managers have set objectives for achieving green outcomes included in appraisals (Tree planting, paperless transactions, environmental campaigns, etc.)	3.783	0.865		
Non-compliance of environmental goals impacts performance management.	3.784	0.837		

The table summarizes the mean scores and standard deviations for various statements related to Green Performance Management. The results suggest that respondents generally agree that green performance management practices are in place and that these practices, including the use of digital channels, eco-friendly targets, and the impact of non-compliance, contribute to sustainable performance. However, there is moderate variability in perceptions, indicating differences in how these practices are implemented and perceived within organizations. In summary, the data reflects a positive view of green performance management practices, with agreement that various green performance indicators and targets are being used effectively. The moderate variability in responses highlights that while there is support for these practices, there are differences in the extent to which they are integrated and valued across organizations.

Table-4: Descriptive Statistics of Respondents' opinion towards Perceived Importance to the Bank

Particulars	Mean	SD	Overall	
			Mean	**SD**
Environmentally sustainable practices are important for Banks	3.852	0.878	3.765	0.626
Green HRM enhances the reputation of the bank	4.017	0.915		
Green HRM enhances the customer satisfaction of the bank	3.452	0.926		
Green HRM boosts engagement and motivation among employees.	3.863	0.903		
Adoption and implementation of Green HRM policies and practices	3.640	0.829		

The results indicate that respondents generally recognize the value of Green HRM practices for banks, particularly in enhancing the bank's reputation and boosting employee engagement. However, there is less consensus on the impact of Green HRM on customer satisfaction and the overall importance of its adoption. In summary, respondents view Green HRM as significantly beneficial for enhancing the bank's reputation and employee mo- tivation, with varying opinions on its impact on customer satisfaction and the importance of its adoption. This reflects a strong recognition of Green HRM's role in improving organizational outcomes, though the perceived impact on customer satisfaction and the overall implementation may vary among respondents.

Table-5: Descriptive Statistics of Respondents' opinion towards Perceived Importance of Support and Involvement from Management

Particulars	Mean	SD	Overall	
			Mean	**SD**
Management's role is crucial in supporting Green HRM practices	3.735	0.832	3.744	0.604
Superiors' support crucial for Green HRM practices	3.737	0.836		
Employees' environmental responsibility is important	3.688	0.990		
Training of employees is needed for workplace sustainability	3.870	0.833		
Need of environmental sustainability initiatives within the bank	3.688	0.860		

The results suggest that respondents recognise the importance of both management support and employee involvement in the successful implementation of Green HRM practices. There is a general consensus on the need for training and initiatives to promote environmental sustainability within the bank, though there is some variability in the perceived importance of employee responsibility and specific sustainability initiatives. In summary, the data highlights a strong agreement on the crucial role of management and superiors in supporting Green HRM practices, as well as the need for training and sustainability initiatives. Respondents also see a moderate importance in employee environmental responsibility, though opinions on this aspect vary more widely. This reflects a comprehensive view that emphasizes both management and employee contributions to achieving environmental sustainability in the workplace.

Table-6: Regression Analysis – Influence of Perceived Importance on Green Recruitment and Selection

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.686[a]	.470	.468	264.793	.000[a]
a. Predictors: (Constant), Perceived Importance of Support and Involvement from Management, Perceived Importance to the Bank					

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.227	.115		10.641	.000
	Perceived Importance to the Bank	.366	.040	.394	9.162	.000
	Perceived Importance of Support and Involvement from Management	.332	.041	.345	8.015	.000
a. Dependent Variable: Green Recruitment and Selection						

This regression table provides the results of a linear regression analysis where the dependent variable is "Green Recruitment and Selection," and the predictors are "Perceived Importance to the Bank" and "Perceived Importance of Support and Involvement from Management." An R value of 0.686 indicates a moderately strong positive relationship between the predictors and Green Recruitment and Selection. Also R Square value of 0.470 indicates that 47.0% of the variance in Green Recruitment and Selection is explained by the two predictors i.e. perceived importance to the bank and perceived importance of support and involvement from management. The adjusted R Square slightly adjusts for the number of predictors in the model, with minimal change from R Square, indicating a well-fitted model. The F-statistic tests the overall significance of the regression model. A very high F value (264.793) and a significance level of 0.000 suggest that the model is highly statistically significant, meaning that the predictors jointly have a substantial impact on Green Recruitment and Selection.

Perceived Importance to the Bank has a positive and statistically significant effect on Green Recruitment and Selection ($p < 0.001$). For every unit increase in the perceived importance of green recruitment to the bank, Green Recruitment and Selection increases by 0.366 units. The standardized beta coefficient of 0.394 indicates that this predictor has a strong influence on the dependent variable. Perceived Importance of Support and Involvement from Management also has a positive and statistically significant effect on Green Recruitment and Selection ($p < 0.001$). For every unit increase in the perceived importance of management support and involvement, Green Recruitment and Selection increases by 0.332 units.

Therefore, both "Perceived Importance to the Bank" and "Perceived Importance of Support and Involvement from Management" have significant positive effects on Green Recruitment and Selection. The perceived importance to the bank has a slightly stronger impact than the perceived importance of management support. This model suggests that emphasizing both the strategic importance of green initiatives to the bank and securing management support and involvement can significantly enhance Green Recruitment and Selection practices. However, prioritizing the perceived importance of green initiatives to the bank itself may yield slightly better results in driving green recruitment efforts.

Table-7: Regression Analysis – Influence of Perceived Importance on Green Training

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.638[a]	.407	.405	204.703	.000[a]
a. Predictors: (Constant), Perceived Importance of Support and Involvement from Management, Perceived Importance to the Bank					

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.509	.117		12.940	.000
	Perceived Importance to the Bank	.275	.040	.310	6.819	.000
	Perceived Importance of Support and Involvement from Management	.346	.042	.377	8.277	.000
a. Dependent Variable: Green Training						

This regression table shows the results of a linear regression analysis where the dependent variable is "Green Training," and the predictors are "Perceived Importance to the Bank" and "Perceived Importance of Support and Involvement from Management." An R value of 0.638 suggests a moderately strong positive relationship between the predictors and Green Training. Also, R Square value of 0.407 indicates that 40.7% of the variance in Green

Training is explained by the two predictors i.e. perceived importance to the bank and perceived importance of support and involvement from management. The F-statistic tests the overall significance of the regression model. A very high F value (204.703) and a significance level of 0.000 indicate that the model is statistically significant, meaning that the predictors jointly have a substantial impact on Green Training.

Perceived Importance to the Bank has a positive and statistically significant effect on Green Training ($p < 0.001$). For every unit increase in the perceived importance of green initiatives to the bank, Green Training increases by 0.275 units. Perceived Importance of Support and Involvement from Management also has a positive and statistically significant effect on Green Training ($p < 0.001$). For every unit increase in the perceived importance of management support and involvement, Green Training increases by 0.346 units.

Therefore, both "Perceived Importance to the Bank" and "Perceived Importance of Support and Involvement from Management" have significant positive effects on Green Training. The perceived importance of management support and involvement has a slightly stronger impact than the perceived importance of green initiatives to the bank. This model suggests that both the perceived importance of green initiatives to the bank and management's active support and involvement are crucial for enhancing Green Training. However, management's support may play a slightly larger role in encouraging the implementation of green training programs within organizations.

Table-8: Regression Analysis – Influence of Perceived Importance on Green Performance Management

Model Summary					
Model	R	R Square	Adjusted R Square	F	Sig.
1	.612[a]	.374	.372	177.809	.000[a]
a. Predictors: (Constant), Perceived Importance of Support and Involvement from Management, Perceived Importance to the Bank					

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.738	.110		15.875	.000
	Perceived Importance to the Bank	.265	.038	.327	6.946	.000
	Perceived Importance of Support and Involvement from Management	.278	.039	.333	7.072	.000
a. Dependent Variable: Green Performance Management						

This regression table presents the results of a linear regression analysis where the dependent variable is "Green Performance Management," and the predictors are "Perceived Importance to the Bank" and "Perceived Importance of Support and Involvement from Management." An R value of 0.612 suggests a moderately strong positive relationship between the predictors and the dependent variable. R Square value of 0.374 indicates that 37.4% of the variance in Green Performance Management is explained by the two predictors that are perceived importance to the bank and perceived importance of support and involvement from management. The F-statistic tests the overall significance of the regression model. A high F value (177.809) and a significance level of 0.000 indicate that the model is statistically significant, meaning the predictors have a meaningful impact on Green Performance Management.

Perceived Importance to the Bank has a positive and statistically significant effect on Green Performance Management ($p < 0.001$). For every unit increase in the perceived importance of green initiatives to the bank, Green Performance Management increases by 0.265 units. Perceived Importance of Support and Involvement from Management also has a positive and statistically significant effect on Green Performance Management ($p < 0.001$). For every unit increase in the perceived importance of management's support and involvement, Green Performance Management increases by 0.278 units.

Hence, both "Perceived Importance to the Bank" and "Perceived Importance of Support and Involvement from Management" have significant positive effects on Green Performance Management. The importance of management's support and involvement has a marginally stronger impact than the perceived importance to the bank. This model highlights that both the perceived importance of green initiatives to the bank and management's active support are essential for improving Green Performance Management. However, management's involvement may play a slightly more pivotal role in promoting green performance management practices.

FINDINGS AND SUGGESTIONS

It is found that the respondents strongly agree that eco-conscious job seekers prefer green companies and that green branding is effective in attracting eco-friendly candidates. Hence, it is suggested that developing green branding through innovative ways and means will improve the image of the company and also will attract more eco-friendly candidates. The results suggest that respondents have a generally positive view of green training. Training is seen as effective in enhancing environmental awareness and skills, although perceptions of specific training programs, such as energy conservation, show moderate variability.

It is identified that respondents generally agree that green performance management practices are in place and that these practices, including the use of digital channels, eco-friendly targets, and the impact of non-compliance, contribute to sustainable performance, which shows that the management should encourage the use of digital channels, and eco-friendly targets for the sustainable performance. The results indicate that respondents generally recognize the value of Green HRM practices for banks, particularly in enhancing the bank’s reputation and boosting employee engagement. The results suggest that respondents recognize the importance of both management support and employee involvement in the successful implementation of Green HRM practices.

Perceived importance to the bank and perceived importance of support and involvement from management have significant positive effects on green recruitment and selection. The perceived importance to the bank has a slightly stronger impact than the perceived importance of management support. It is put forth to the management that prioritizing the perceived importance of green initiatives to the bank itself may yield slightly better results in driving green recruitment efforts.

Perceived importance to the bank and perceived importance of support and involvement from management have significant positive effects on green training. The perceived importance of management support and involvement has a slightly stronger impact than the perceived importance of green initiatives to the bank. It is recommended that management's support may play a slightly larger role in encouraging the implementation of green training programs within organizations.

Perceived importance to the bank and perceived importance of support and involvement from management have significant positive effects on green performance management. The importance of management's support and involvement has a marginally stronger impact than the perceived importance to the bank. It is suggested that management's involvement may play a slightly more pivotal role in promoting green performance management practices.

CONCLUSION

For a developing country like India, Green HRM will be very beneficial. From the above it is evident that banks in India are still in a growing phase in transforming into sustainable organizations. Adhering to SEBI & RBI guidelines, which monitor incorporation of ESG environmental social governance) factors in financial systems Banks have incorporated ESG guidelines in day-to-day operations. Implementation of green HRM practices is highly relevant for fostering sustainability in banking industry. The banking companies will very much benefit in a long run, if they introduce eco-friendly practices not only in Human Resources but also in all its departments. The organizations across the banking industry are working to implement green HRM practices in order to reap economic benefits for both the local biospheres and to address the developing global warming challenges. If society accepts green HRM as a component of larger sustainable development mindset for just a short-term, foreseeable future phase, it might be extremely fruitful too. The study shows that, perceived importance to the bank as well as support and involvement from management have significant effect of green HRM practices like recruitment and selection, training and performance management. If companies implement green HRM practices, the company's image will be enhanced, and will render a great service to the society with environment protection and sustainability.

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