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ANALYSIS OF GREEN HRM PRACTICES AND ITS IMPACT ON ORGANISATIONAL COMMITTEMENT WITH SPECIAL REFERENCE TO SELECTED BANK IN THRISSUR DISTRICT

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Abstract: Green is the most beautiful color in the world because it is the color of nature. Green human resource management promote sustainable practices and increase awareness among the employee and enhance their commitment towards environmental sustainability. Now a days HR professionals in banking industry provide support and guidance to employee to implement green HRM practices so as to increase their performance and thereby achieve the outcome in green banking. The present study focuses on developing a conceptual clarity in green hrm, to study green hrm practices with existing hrm practices and to make an analysis of various green hrm practices, and to find out the impact of GHRM on organizational commitment.

KEY WORDS: - GREEN HRM, various concepts of green hrm, various green hrm practices, organizational commitment

INTRODUCTION

Globalized business world there is are increasing need for organization to in social, economic and monetary terms. Researcher has opined that organisation must be aware of social and economic elements along budget friendly and financial factors, so that they can sustained and live on. Human recourse is the life blood of the organizations.

“GREEN HRM “is the new concept which promote the sustainable practices in organization while incorporating the ecological practices in area of HRM policies. The role of HR department is not limited to recruiting the suitable candidate but also appoint the right person in right job and position, giving training and developing these human resources. The new term GHRM extent the conventional boundaries of HRM practices while incorporating the green initiatives in HR policy to take care of environmental sustainability This study tries to analyze the various green hrm practices in selected banking in Thrissur district . Banking industry build green behavior among employee to deliver their social responsibility to make aware of their employee on environmental sustainability. It is the responsibility of banking industry to make their employee aware on environmental sustainability.

OBJECTIVE OF THE STUDY:-

- To develop conceptual clarity relating to green HRM
- To study the various green HRM practices and activities of selected bank in Thrissur district
- To study the impact of GHRM practices on organizational commitment of selected bank in Thrissur district

SCOPE OF THE STUDY

Kerala has a very sound atmosphere and conducive climate for banking development from historical times. The present study seeks to examine the conceptual clarity relating to green hrm, and this study also seeks to examine the effectiveness of green hrm practices and analysis impact of GHRM on organizational commitment. For this purpose the present study covered the area in some selected banks in Thrissur District.

RESEARCH METHODOLOGY:-

Research design is used as a guide for collecting and analyzing the data. The plan of study must possess feature of objectivity, reliability, validity. In order to collect data for analysis and arriving at interpretation Questionnaire was designed. Data was collected by preparing Questionnaire and distributing it to selected Bank employees in Thrissur district. . Banks selected and covered were, Scheduled Banks and New Generation Private Sector Banks etc like SBI, CANARA, HDFC, ICICI, South Indian Bank, Dhanalakshmi Banks etc from Thrissur district

Sample: Representative Respondents from Various Banks from Thrissur District were used and data was collected accordingly.

- **Type of Research:** Analytical & Descriptive Research
- **Sampling Technique:** Convenient Sampling
- **Data Collection :**

Primary data was collected through Survey method and Secondary data, Concepts and information relating to GREEN HRM are collected by reviewing articles, journals, books published by various authors, research scholars through Research papers, websites, magazine, journals, articles etc.

THEORATICAL FRAME WORK

GREEN HUMAN REOURSE MANAGEMENT PRACTICES: -

1.Green Recruitment And Selection :_

green recruitment is one of the crucial element to any organisation. It attract the talented resources by projecting their green aspect of HR policy .while recruiting through online method HR executive can include the questions relating to green awareness . Online test and online interview are the various type of green recruitment and selection procedure of organization as in consideration of GHRM practices.

2.Green Training And Development :-

The incorporation of green strategies and activities in introductory process for new employees and also for existing employee is the concept green training and development. Training on waste management and green initiatives are the basic part of green training and development.

3.Green Performance Management And Appraisal:-

It is the corporate management tool which is used to monitor and evaluate employee work. The green performance management established and implemented by connecting green objectives into performance management while incorporating green objectives into work-related duties. Performance management create an environment while an employee can perform effectively and efficiently and produce higher quality.

4.Green Component Of Employee Participation :-

Measures must be taken to get employee participate together with organization and in order to achieve the common goal . Participation of employee in environmental agenda reduce pollution from working environment and also contribute to their green behavior. Formulation of ecofriendly policy by involving employees and freedom to modify them is the main frame work under green employee empowerment and participation.

5.Green Reward And Compensation :_

Compensation management is a strategic matter , its include reward when an organization offer monetary payments such as incentives and bonus. Performance management and compensation are the two side of one coin each are interrelated with each other, . the provision of various monetary and non-monetary reward for the achievement of green target and celebration of success of green performance are the main components of green reward and compensation.

Organizational Commitment

The level of attachment an employee feels towards their organization and work is organizational commitment. It is also defined as the level of engagement and dedication team members feel towards their individual job and organization and it help to predict employee satisfaction and employee engagement. , job security, job performance and similar such attribute. Organizational commitment is the crucial element in determining the retention of the employees in an organization for long period of time to achieve the organizational goal. Organizational commitment have three distinct components :- The green human resource management is a new terminology to attain environmental sustainability through sustainable HRM . GHRM practices play a crucial role in the deployment of an environmental agenda aimed at promoting green practices and initiatives in the workplace. GHRM promotes environmental culture and employee green behavior at the workplace. There are so many studies undertaken to explore the association among green human resource management (GHRM) and organizational commitment.

1. Affective Commitment 2. Continuance Commitment 3. Normative Commitment

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REVIEW OF LITERATURE:

Ainsley Granville Andre Jorge Bernard, Dr. Rodney D'Silva, Dr. Brahma Edwin Barreto; (2019) “ _ Green Hrm And Sustainability Practices In Indian Companies”; ISSN: 2581-5830 :- according to this researcher green human recourse management refers to alignment of human resource management practices into environmental agenda . The main objective of the study was to develop conceptual clarity on employing Green Human Resource Management practices and to understand the prevailing Green HRM practices followed by various companies in India . The company selected for this research were; Wipro technology,

tata consultancy services, Suzlon energy, Indus land bank and oil & natural gas company. The study also focuses on the concepts of various green hrn practices .The study conclude that employees and society must he utilize the available natural resources more carefully and promote eco-friendly produce.

Dr, Taruna, Rajpal rau (2016) “Emergence of GREEN HRM in modern era ; volume 5, issue: II, *Global journal research analysis* ,“ in their study says that in the in order to go with environmental movement first of all need to change our organizational system as entrepreneur environment eco-friendly is not possible by a single person. Organization is a group of people managed by a human resource department .organiasation undertake environmental friendly concepts “ GREEN HRM “ resulting in greater efficiencies, lower costs and better employee engagement and retention. The new eco friendly works help the organizations to lessen employee carbon footprints sharing by likes of teleconferencing and virtual interviews, recycling, telecommunicating, online training, energy efficient office spaces etc, which in turn help to reduce the operational costs , and enables the professionals to meet the corporate social responsibility in better manner .
Muhammad Shoaib, Zuhair Abbas, Muhammad Yousaf, Roman Z; ámečník, Junaid Ahmed & Shahnawaz Saqib ; (2021) ; ”The role of GHRM practices towards organizational commitment ; A mediation analysis of green human capital “.VOLUE 8 &issue 1, *Cogent business & management*: There are so many study which are related with green hrn and organizational commitment . The present study is undertaken exploratory research framework. Convenient sampling technique was undertaken to get sample from the population and structured questionnaire were used to collect the data .The hypothesis are framed by the researcher were Green HRM will be positively associated with green human capital and the study founded that direct impact of green recruitment and selection, green training, and development with organizational commitment. Also, green human capital has a mediating impact on green recruitment and selection.

Shoeb Ahmad, Tahir Nisar, (2015) “Green Human Resource Management: Policies and practices, *Cogent business and management* , Volume 2, 2015 –issue 1. “Business communities on the significance of going green and the corporate world is going global, the business is experiencing a shift from a traditional financial structure to a modern capacity-based structure which ready to exploring the green facet to attain the environmental sustainability . Green Human Resource Management (GHRM) is the new terminologies in HRM , where Human Resource Departments play an active part in going green at the office. The study is found that Green recruitment, green performance management , green training and development , green compensation , green building ,green employee relation , conservation for energy, paperless office are some of the Green Hrn policies and practices followed by a organizations’

Nailya Saifulina , Adolfo Carballo-Penela , Emilio Ruzo-Sanmartín (2020) A study was conducted on the Sustainable HRM and Green HRM: The Role of Green HRM in Influencing Employee Pro-environmental Behavior at Work ,*journal of sustainability research* , Sustain Res. 2020;2(3):e200026. :- In their study they derived a theoretical framework in order to gather data related to GHRM policies, organizational and individual factors and the model to understand the complex mechanisms that promote voluntary PEB at work. From their study they found that green hrn practices contributed to increase corporate images, attain social responsibility. GREEN HRM also contributes to achieving greener organizations in general because of increasing of social class gap and environmental crisis.

Muliati Usman, Norsiah mat (2021) “Green Human Resource Management: Implication Towards Environmental Performance in Developing Countries “*International journal of economics, management and accounting Volume -29 No. 1 (2021), E-ISSN: Â 2462-1420:-*A narrative literature review conducted by authors in order to assess the influence green hrn on employee performance, . In order to identify the essential elements and components of green Hrn a limited investigating study was conducted and this study proposed Green Hrn as a critical approach in determining the success of environmental performance by using a narrative literature review. This study promotes practice of green HRM as a critical approach in determining the success of environmental performance. However, there study is limited on investigating the relationship between green HRM and environmental performance in the context of developing countries. This study considers that identifying essential components or elements of green HRM practices is very important to accelerate environmental performance. Studies of green HRM provide convincing evidence on the significant effect of green HRM in enhancing environmental performance.

Data Analysis And Interpretation: -
Demographic profile of the respondents:-

Variable	Description	Frequency	Percentage
Gender	Male	32	59%
	Female	22	41%
Age	21-24	4	7.4%
	25-30	10	18.5%
	31-35	11	20.4%
	35-40	17	31.5%
	Above 40	12	22.2%
Educational qualification	Graduate	21	39%
	Post graduate	31	57%
	Doctorate	2	4%
Designation	Manager	4	7%
	Assistant manager	5	9%
	HR	8	15%
	Operation	37	69%
Work Experience	< 1 year	2	3.7%
	1-3 year	7	13%
	3-5 year	37	68.5%
	> 5 year	8	14.8%

Interpretation:-

The above table show gender of the respondents, from this table researcher identified that majority of the respondent (59 %) are male and 41 % of respondents are female. Based on the age the researcher identified that majority of the respondent (31.5 %) of respondents belonging to 35 to 40 age, 22.2 % of respondents in 35-40 category of age and only 7.4 % of employee belonging to 21-24 age group .Based on the educational qualification variable researcher identified that 57 % of employee are post graduate, 39 % are graduate and 4 % employees only have doctorate. The variable designation of employee shows that 69 % of employees are in operational, 15 % of employees are HR, 9% of employees are assistant manager and 7 % of employees are in manager designation. From the respondents experience in bank the researcher identified that 68.5 % of employees have 3 to 5year experience , 14.8 % of employee in above 5 year, 13 % of employees in 1 to 3 year and only 3.7 % of employees have less than 1 year experience .

Awareness about Green HRM concept among Employees

Level of frequency	No of respondents	Percentage
Little	16	19
Some	9	18
Substantial	23	41
None	6	12
Total	54	100

Interpretation: The above table show that sustainable portion (41%)of respondents aware of GHRM . The tale showing the employee awareness regarding green hrm concept, and it has been observed that very little (12%) employees are not aware about the GHRM concept .

ONLINE LEAVE APPLICATION AND ELECTRONIC SLIP GENERATION SYSTEM IN THE BANK

Level of frequency	No of respondents	Percentage
Little	19	35
Some	6	12
Substantial	29	53
None	0	0
Total	54	100

Interpretation :- the table showing that the bank always use online application and electronic slip generation in the bank that is bout half of the respondents , sub portion (53%) of respondents are aware of online application and electronic slip generation in the bank.

USE OF RECYCLED PAPER IN THE OFFICE

Level of frequency	No of respondents	Percentage
Rarely	7	13

Some times	22	41
Always	25	46
Never	0	0
Total	54	100

Interpretation :- the above table show 46 % of the respondents are agree with that bank use recycled paper in the office and 41% respondents agree that bank sometimes use RCP in the office and only 13% says that bank rarely follow RCP in the office.

PLASTIC FREE ZONE IN THE BANK CAMPUS

Level of frequency	No of respondents	Percentage
Little	19	35
Some	32	59
Substantial	3	6
None	0	0
Total	54	100

Interpretation: - the table show that 59% respondents agree plastic free zone in bank campus, 35 % of employee have little awareness about plastic free zone in bank campus and only 6% respondents substantially agree with plastic free zone in bank campus

MOTIVATION BY THE BANKS TO EMPLOYEES FOR CAR POOLING, CAB SHARING ETC

Level of frequency	No of respondents	Percentage (%)
Rarely	3	6
Some times	19	35
Always	32	59
Never	0	0
Total	54	100

Interpretation: - The table show that; when asking about motivation by the bank for carpooling and car sharing; majority of the of the (59%) respondents says bank always provide motivation for carpooling and sharing, 35% says sometimes and only 6% says that bank rarely provide motivation.

ENCOURAGEMENT TO USE VIDEO CONFERENCING, E-RECRUITMENT, E-HRM PRACTICES ETC.

Level of frequency	No of respondents	Percentage
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Rarely	6	11.11
Some times	16	29.62
Always	32	59.25
Never	0	0
Total	54	100

Interpretation: - the table show that majority 59.25% respondents agree that bank encouraged them to use video conferencing, e-recruitment, e-hrm and only 11.11% says bank rarely encouraged to use use video conferencing, e-recruitment, e-hrm and non-one have (0%) opinion that bank never encouragement to use Video Conferencing, E-recruitment, E-HRM Practices etc.

ELECTRONICALLY RECORD KEEPING

Level of frequency	No of respondents	Percentage
Little	5	9.3
Some	15	27.7
Substantial	34	63
None	0	0
Total		

Interpretation: The above table show that majority (63%) of respondents agree that bank maintain their record electronically. While only a few (9.3%) have little knowledge about bank maintain their record electronically. the 34% of respondents substantially agree with that statements, and only little portion of employee about 9.3 % says bank electronically record keeping

INCLUSION OF ENVIRONMENT AWARENESS CRITERIA IN RECRUITMENT POLICY

Level of frequency	No of respondents	Percentage
Rarely	16	29
Some times	19	36
Always	16	29
Never	3	6
Total	54	100

Interpretation: -The table show that ; when asking bout inclusion of environment awareness in recruitment policy ,36 % respondent's says bank always include environment awareness in recruitment policy , 29 % of respondents agree that bank rarely include environment awareness criteria in recruitment policy and only 6 % never agree with that statement.

INDUCTION PROGRAM FOR GREENING OF NEWLY JOINED CANDIDATE

Level of frequency	No of respondents	Percentage
Little	10	19
Some	40	74
Substantial	4	7
None	0	0
Total	54	100

Interpretation: - the table show that 74 % employee agree that their bank have some amount of green induction and 19% of employee agree that bank have little amount of green induction but substantially 7 % of respondents agree with that statements.

PARTICIPATION OF EMPLOYEES IN GREEN TRAINING

Level of frequency	No of respondents	Percentage
Rarely	12	22
Some times	38	71
Always	4	7
Never	0	0
Total	54	100

Interpretation: - when asking about employee participation in green training, 71 % respondents says their bank sometimes follow that initiative and 22 % bank employee says bank rarely follow this and 7% of respondents has the opinion is that bank always participate employee in green training.

- **Encourages Workshops, Conferences, Seminar etc on Environmental Sustainability**

Level of frequency	No of respondents	Percentage
Rarely	22	41
Some times	19	35
Always	4	7
Never	9	17
Total	54	100

Interpretation :- the table show that 41 % of employee have the opinion that bank rarely Encourages Workshops, Conferences, Seminar etc on Environmental Sustainability , 35 % of bank employee agree with bank Encourages Workshops, Conferences, Seminar etc on Environmental Sustainability and only 7 % says that their bank always Encourages Workshops, Conferences, Seminar etc on Environmental Sustainability.

ENVIRONMENTAL FRIENDLINESS IS ONE OF THE CRITERIA TO EVALUATE EMPLOYEE'S JOB PERFORMANCE

Level of frequency	No of respondents	Percentage
Rarely	12	22.22
Some times	38	70.37
Always	4	7.41
Never	0	0
Total	54	100

Interpretation :- the table show that 70.37 % of respondents agree that sometimes Environmental friendliness the only one criteria to evaluate employee performance is that environment friendliness , 22.22% of employees have the opinion that bank rarely follow this to evaluate employee performance and 7.41 % of employee bank always follow with that .

FREEDOM TO MODIFY OR CREATE NEW ECO-FRIENDLY PRACTICES

Level of frequency	No of respondents	Percentage
Little	19	35
Some	10	19
Substantial	19	35
None	6	11
Total	54	100

Interpretation :- The table show that ; when asking about freedom to modify or create new eco – friendly practices ; 35 % of bank employee little and substantiality agree with the statements and only 11 % of respondents agree that t no one have the Freedom to Modify or Create New Eco-friendly Practices.

CELEBRATION OF THE SUCCESS OF GREEN PRACTICES

Level of frequency	No of respondents	Percentage
Rarely	15	28
Some times	35	65
Always	4	7
Never	0	0
Total	54	100

Interpretation: The table show that 65 % of respondents agree that their bank sometimes Celebrate the Success of Green Practices, 28 % of employee agree that bank rarely celebrate the success of green practices and only 7 % bank employee agree with bank always Celebration of the Success of Green Practices.

FINANCIAL AND NON- FINANCIAL AWARDS FOR GREEN PERFORMANCE

Level of frequency	No of respondents	Percentage
Rarely	16	29.63
Some times	38	70.37
Always	0	0
Never	0	0
Total	54	100

Interpretation :

- The table show that; when asking about award for green –performance 70.37 % of respondents agree that their bank sometimes provide Financial and non- financial Awards for Green Performance , 29.63 % of respondents agree that says that bank rarely follow this practices and 0% of respondents agree that bank always and never provide financial and non-financial award for green performance.

Testing of hypothesis :-

H0:- There Is No Significant Relationship Between Green HRM Practices And Organizational Commitment

H1:- There Is No Significant Relationship Between Green HRM Practices And Organizational Commitment

Green HRM practices	Organizational commitment		Total
	YES	NO	
Y	25	7	32
N	8	14	22
Total	33	21	54

Tabular value	Calculated value	Degree of freedom	H0 Accepted or Rejected
3.84	9.56	1	Rejected

Interpretation: - the calculated value of chi-square is much higher than table value at 0.5 level of significance and 1 degree of freedom, the null hypothesis is rejected and we can statistically interpret that Green HRM practices have a significant relationship with organizational commitment.

FINDINGS OF THE STUDY:

- Most of the respondents are male respondents
- Majority of the respondents are in 30 to 40 and above 40 year age category, the least category of respondents in 21 to 24 year of age category
- Based on the educational qualification most of the respondents are postgraduate and graduate

- Based on the work experience in the bank most of the employees have 3 to 5 year of experience and only little amount of employees have less than 1 year of experience
- Employees awareness relating to green concept, the researcher found that 41 % of employees were substantially aware about green concept and only 12 % of employee are not aware of green concept
- 53 % of employee substantially agree that their bank use online leave and electronic slip generation in the bank
- Most of the respondents had the opinion that bank use of recycled paper in the office
- 63 % of employee had the opinion of that bank following electronic record keeping.
- Majority 36 % of respondents believe bank include Environment Awareness Criteria in Recruitment policy
- The researcher found that 71 % of employee agree that bank gives green training to their employees and only 7% of employee says majority bank always follow this green initiative
- 35 % of respondents says they have little amount of freedom to modify ecofriendly practices and 35% of employees substantially agree with this statements
- 65% of employees have the opinion that bank celebrate the success of green practices
- Majority 70.37 % of employee is of the opinion that bank do reward for green performance.

SUGGESTION :-

- Bank should make an attempt to provide awareness programme on green concepts.
- Bank can implement plastic free zone in bank campus
- Bank can include environmental awareness questions in recruitment policy
- Bank can make an attempt to distribute newsletter, can give training on waste management to their employee
- bank should try to adopt more initiative in respect of green performance management and appraisal
- Bank should more celebrate green performance and should better to appreciate their employees publicly in order to increase employee commitment.
- Must encourage employee empowerment and participation so as to make better to get fresh ideas from employees in relation with environmental friendly practices.
- Bank green reward and compensation want to more updated to boost employee commitment and employee engagement

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