

## **A Study on Green Human Resource Management Practices & Its Impact on Organizational Commitment In Banks**

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### **ABSTRACT**

The banking sector, being a crucial pillar of the economy, is continuously evolving, demanding new strategies for enhancing organizational performance. One such strategy gaining traction is Green Human Resource Management (GHRM), which integrates sustainability practices within HR functions to align with environmental goals while fostering organizational commitment. This study investigates the impact of GHRM practices & its impact on organizational commitment in banks. The research adopts a mixed-methods approach, combining both qualitative and quantitative data collection methods. A survey questionnaire is administered to employees and HR managers across various banks to gather quantitative insights on the relationship between GHRM practices and organizational commitment. Data analysis includes statistical techniques Anova & T- test to assess the correlation between GHRM practices and organizational commitment. The findings are expected to contribute to the growing body of knowledge on sustainable HR practices and their strategic significance in the banking sector, offering insights for HR practitioners and policymakers seeking to improve organizational performance through green initiatives. The study concludes that the demographic factors such as gender, age, and work experience play a significant role in shaping the engagement with Green Human Resource Management (GHRM) practices and their impact on organizational commitment within the banking sector.

***Key Words** – Green Human Resource Management (GHRM), Organizational Commitment, HRM Practices, Banking Sector*

### **1.0 INTRODUCTION**

Green Human Resource Management (GHRM) has emerged as a critical organizational practice in response to growing environmental concerns, the sustainability movement, and the increasing importance of corporate social responsibility (CSR). GHRM focuses on integrating environmental sustainability into various human resource practices, including recruitment, training and development, performance management, and employee engagement

(Jabbour et al., 2012). As organizations worldwide shift toward environmentally responsible operations, the role of human resource management (HRM) becomes indispensable in driving sustainable practices. Specifically, in the banking sector, where operations have significant environmental footprints, integrating GHRM practices can lead to enhanced organizational performance and foster a stronger commitment to sustainability.

The banking industry, with its vast operational network and significant resource usage, has considerable potential for implementing sustainable practices. Given the evolving dynamics of corporate governance and the increasing public demand for sustainability, it becomes essential for banks to adopt GHRM practices not only to comply with regulatory frameworks but also to enhance organizational commitment. Organizational commitment refers to the psychological attachment and loyalty that employees have toward their organization (Meyer & Allen, 1991). Studies have shown that when employees are engaged in sustainability-driven initiatives, they are more likely to exhibit higher levels of commitment to the organization, thus improving overall performance and satisfaction (Benn et al., 2014).

## **2.0 REVIEW OF LITERATURE**

### **2.1 Green HRM and Organizational Commitment**

Green Human Resource Management (GHRM) is defined as the use of HRM practices to promote environmental sustainability, such as green recruitment, training, performance management, and employee engagement in sustainability initiatives (Jabbour & Santos, 2008). Organizations increasingly recognize that fostering a culture of environmental responsibility requires engaging employees at all levels and across various demographic groups (Renwick et al., 2013). Green HRM is viewed as essential for fostering organizational commitment to sustainability, as it helps create a workforce that is not only aware of environmental issues but also motivated to contribute to eco-friendly practices (Daily et al., 2012).

## 2.2 Gender and Green HRM Practices

Gender differences can significantly impact the adoption of GHRM practices. Studies indicate that women often show higher levels of engagement with sustainability practices, including environmental responsibility, compared to men (Bohle Carbonell et al., 2015). Gender-sensitive approaches to GHRM are, therefore, important for fostering an inclusive green culture within organizations. Women are more likely to perceive green HRM practices as aligned with corporate social responsibility (CSR) initiatives and organizational values (Ehnert, 2009). Thus, banks should develop gender-specific green programs to leverage the higher engagement of female employees with sustainability initiatives.

## 2.3 Age and Green HRM Engagement

Age diversity is another important factor influencing the adoption of Green HRM practices. According to research by Boiral (2009), employees' attitudes toward sustainability tend to vary across age groups, with older employees showing greater environmental awareness and commitment due to their longer tenure and work experience. However, younger employees, particularly those in the millennial and Gen Z cohorts, are often more innovative and open to embracing new technologies and approaches to environmental sustainability (Benn et al., 2014). This age-based diversity calls for tailored strategies that address the specific sustainability expectations of different age groups, ensuring that GHRM practices resonate with all employees.

## 2.4 Work Experience and Green HRM Practices

Work experience is another critical demographic factor influencing GHRM practices. More experienced employees often possess deeper insights into the organization's operations and are more likely to influence the implementation of sustainability initiatives (Jabbour & Santos, 2008). A study by Milliman et al. (2009) showed that employees with higher levels of work experience are more likely to understand the long-term value of sustainable practices, thus demonstrating stronger commitment to green initiatives. In contrast, less experienced employees may require more guidance and training to appreciate the importance of sustainability in organizational strategies. Therefore, GHRM practices should be customized to encourage participation across various experience levels, ensuring that all employees are engaged in sustainability efforts.

## **2.5 Practical Strategies for Aligning Green HRM Practices with Demographics**

Several strategies can be employed to align GHRM practices with workforce demographics. First, gender-sensitive initiatives can include tailored training programs and leadership opportunities for women, enhancing their engagement with sustainability efforts (Agarwal et al., 2020). Age-specific green programs can target younger employees with technology-driven initiatives and involve older employees in mentorship roles, fostering cross-generational knowledge transfer (Benn et al., 2014). For employees with varying levels of work experience, banks can offer specialized sustainability training, ensure recognition for experienced employees' contributions, and encourage collaboration between experienced and less experienced staff (Jabbour et al., 2012).

Furthermore, incorporating flexibility in green initiatives, such as offering green commuting options and promoting work-life balance through eco-friendly practices, can appeal to employees across demographic groups (Morrow & McElroy, 2014). Regular surveys and feedback mechanisms are essential for assessing employees' engagement with green practices and adjusting strategies to meet the evolving needs of a diverse workforce (Daily et al., 2012).

## **3.0 RESEARCH METHODOLOGY**

The research methodology follows a structured approach that ensures the study maintains validity, reliability, and objectivity throughout the data collection and analysis process. The study employed both primary and secondary data collection methods. A well-designed questionnaire was developed to gather information pertinent to the research questions, focusing on Green Human Resource Management (GHRM) practices and their impact on organizational commitment in banks.

### **3.1 Statement of the Problem**

Despite the growing importance of GHRM, there is limited research that explores its direct impact on organizational commitment within the banking sector. While several studies have emphasized the role of GHRM in fostering sustainable practices, there is a lack of comprehensive studies examining how demographic factors such as gender, age, and work experience influence the adoption and effectiveness of these practices within banks. Understanding the connection between GHRM practices and organizational commitment is

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crucial for developing strategies that align green HR initiatives with the workforce's demographics, thereby creating a more committed and environmentally responsible organizational culture in the banking sector.

This study aims to fill this gap by examining how GHRM practices are implemented in banks and their subsequent impact on organizational commitment. Moreover, it explores how workforce demographics, including gender, age, and work experience, affect the effectiveness of GHRM practices in enhancing organizational commitment.

### 3.2 Research Objectives

The primary objective of this study is to analyze the relationship between Green Human Resource Management practices and organizational commitment within the banking sector. Specifically, the study seeks to:

1. To examine the impact of GHRM practices on organizational commitment in the banking sector.
2. To assess how demographic factors, including gender, age, and work experience, influence the adoption and effectiveness of GHRM practices.
3. To suggest practical strategies for banks to align GHRM practices with workforce demographics to foster a more committed and environmentally responsible organizational culture.

### 3.3 Significance of the Study

This study is significant for several reasons. First, it contributes to the academic literature on GHRM by providing insights into how demographic characteristics influence the adoption and impact of green HRM practices. Second, the findings will be useful for banking institutions aiming to enhance organizational commitment through sustainability initiatives. As banks increasingly face pressure to demonstrate their commitment to sustainability, understanding the connection between GHRM and organizational commitment can help banks develop policies and strategies that not only meet regulatory requirements but also promote a green corporate culture among their employees. Lastly, this study adds value to the broader body of research on CSR and sustainable HRM by integrating workforce demographics with green practices.

### 3.4 Scope of the Study

The study focuses on banks operating in the Indian context, particularly in urban and semi-urban areas where green initiatives are gaining traction. It covers both public and private sector banks, providing a comparative analysis of how GHRM practices are implemented across different organizational structures. The study will specifically focus on employees working in various roles, from junior staff to senior management, to understand how GHRM practices influence organizational commitment at different hierarchical levels.

### 3.5 Hypothesis of the Study

H<sub>01</sub>:- There is no significant impact of Gender on Green HRM practices and its impact on organizational commitment for the banks.

H<sub>02</sub>:- There is no significant impact of Age on Green HRM practices and its impact on organizational commitment for the banks.

H<sub>03</sub>:- There is no significant impact of Work Experience on Green HRM practices and its impact on organizational commitment for the banks.

### 3.6 Sample and Sampling:

The data was collected from a representative sample of employees working in scheduled banks and new-generation private sector banks, including prominent institutions like SBI, HDFC, and ICICI, located within the Raipur district. The respondents were selected from various departments to ensure diversity in perspectives. Analytical and descriptive research methods were adopted to analyze the data. Convenient sampling was utilized, ensuring ease of access to participants while maintaining a comprehensive cross-section of the banking workforce.

### 3.7 Data Collection:

Primary data was collected through a structured survey method, involving the distribution of questionnaires to selected respondents. This allowed for direct insights into the employees' perceptions of GHRM practices and their effects on organizational commitment. In addition to primary data, secondary data was gathered through an extensive review of literature, including books, scholarly journals, articles, websites, and other academic publications. This secondary data provided valuable background information and helped in building a

conceptual framework for understanding the relationship between GHRM and organizational commitment.

The combination of primary and secondary data enabled the researcher to obtain a holistic view of the impact of GHRM practices on employees in the banking sector, offering both quantitative analysis and qualitative insights into the topic.

### 3.8 Reliability & Validity of Data

**Table 3.1 Reliability Statistics**

Cronbach's Alpha	N of Items
.958	8

**Cronbach's Alpha:** The value of **0.958** indicates a very high level of internal consistency or reliability of the scale used to measure the constructs in the study. Cronbach's Alpha ranges from 0 to 1, where values closer to 1 suggest excellent reliability. Typically, a Cronbach's Alpha value above 0.7 is considered acceptable, and values above 0.9 are considered excellent. Therefore, a value of **0.958** suggests that the items in the scale are highly correlated and consistently measure the intended constructs.

**Table 3.2 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling	.868
Bartlett's Test of Sphericity	Approx. Chi-Square	1711.825
	Df	28
	Sig.	.000

KMO value of **0.868** indicates that, the data is highly adequate for factor analysis, suggesting that the correlation between variables is sufficient for the technique to yield reliable results.

## 4.0 DATA ANALYSIS AND INTERPRETATION

### Demographic profile of employees:

**Table 4.1 Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	162	1	2	1.41	.493
Age	162	1	4	2.44	1.069
Work Experience	162	1	4	3.36	.869
Valid N (list wise)	162				

The table presents the descriptive statistics for three variables: **Gender**, **Age**, and **Work**, based on a sample size of **162 respondents**. For Gender **Mean = 1.41**: The average gender value is **1.41**, which suggests that the majority of the respondents are closer to the value coded as **1** (likely Male). For age **Mean = 2.44**: The average age group of the respondents is **2.44**, indicating that most respondents fall within the **26-35 years** age range. For work Experience **Mean = 3.36**: The average work experience of the respondents is **3.36**, indicating that most respondents have between **4 to 7 years** of work experience.

### 4.1 Hypothesis Results

#### 4.1.1 Impact of Gender on Green HRM Practices

H<sub>01</sub>:- There is no significant impact of Gender on Green HRM practices and its impact on organizational commitment for the banks.

**Table 4.2 Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
	Male	96	12.6458	3.45491	.35262
	Female	66	21.7424	2.98360	.36726

**Table 4.3 Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	8.761	.004	-17.389	160	.000	-9.09659	.52314	10.12973	8.06345
Equal variances not assumed			-17.867	151.809	.000	-9.09659	.50913	10.10249	8.09069

- The **mean difference of -9.09659** indicates that females have significantly higher scores on GHM practices than males. **F = 8.761, Sig. = 0.004**: Levene's test assesses whether the variances of the two groups (male and female) are equal. Since the **p-value (0.004)** is less than 0.05, we conclude that the assumption of equal variances is violated.
- The data shows that gender does have a significant impact on Green HRM practices in the banking sector. **Females** exhibit a higher engagement with GHM practices compared to **males**, which suggests that gender plays a role in how Green HRM is perceived and its subsequent effect on organizational commitment. Therefore, the hypothesis that there is no significant impact of gender on GHM practices is **rejected**

#### 4.1.2 Impact of Age on Green HRM Practices

H<sub>02</sub>:- There is no significant impact of Age on Green HRM practices and its impact on organizational commitment for the banks.

**Table 4.4 Descriptives**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					18-30 yrs	38		
31-40 yrs	48	14.4167	1.88875	.27262	13.8682	14.9651	11.00	17.00
41-50 yrs	42	19.3810	1.20876	.18652	19.0043	19.7576	17.00	21.00
51 yrs & above	34	23.5294	3.13567	.53776	22.4353	24.6235	21.00	30.00
Total	162	16.3519	5.54426	.43560	15.4916	17.2121	8.00	30.00

**Table 4.5 ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4355.929	3	1451.976	386.857	.000
Within Groups	593.016	158	3.753		
Total	4948.944	161			

- **F = 386.857**: The F-statistic indicates the ratio of between-group variance to within-group variance. A high F value suggests a significant difference between group means. The ANOVA results with a **p-value of 0.000** indicate that there are significant differences in **Green HRM practices** across the different **age groups** in the banking sector.
- Based on the **descriptive statistics**, we can observe that **older age groups** (especially **51 years and above**) tend to score higher on GHM practices compared to younger age groups (such as the **18-30 years** group).

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Therefore, we **reject the null hypothesis** that there is no significant impact of age on Green HRM practices and its impact on organizational commitment. The data suggests that **age does have a significant impact** on the way GHM practices are perceived and practiced in the banking sector

#### 4.1.3 Impact of Work Experience on Green HRM Practices

H<sub>03</sub>:- There is no significant impact of Work Experience on Green HRM practices and its impact on organizational commitment for the banks.

**Table 4.6 Descriptives**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					0-1 yrs	6		
1-5 yrs	24	8.8750	.94696	.19330	8.4751	9.2749	8.00	10.00
5-10 yrs	37	12.6216	1.76936	.29088	12.0317	13.2116	10.00	15.00
10 yrs & above	95	20.2211	3.44926	.35389	19.5184	20.9237	15.00	30.00
Total	162	16.3519	5.54426	.43560	15.4916	17.2121	8.00	30.00

**Table 4.7 ANOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3697.259	3	1232.420	155.568	.000
Within Groups	1251.686	158	7.922		
Total	4948.944	161			

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- The **ANOVA results** with a **p-value of 0.000** indicate that there are significant differences in **Green HRM practices** across different **work experience groups** in the banking sector.
- Based on the **descriptive statistics**, we observe that employees with **more work experience** (specifically **10 years & above**) have much higher GHM scores than those with **less work experience** (such as those in the **0-1 years** or **1-5 years** groups).

Therefore, we **reject the null hypothesis** that there is no significant impact of work experience on Green HRM practices and its impact on organizational commitment. The data suggests that **work experience does have a significant impact** on how GHM practices are perceived and implemented in the banking sector. Employees with longer work experience are more engaged with Green HRM practices, which likely influences their organizational commitment

## **5.0 SUGGESTIONS**

To align Green HRM practices with workforce demographics and foster a more committed and environmentally responsible organizational culture, banks should implement tailored strategies. These include gender-sensitive training programs, leadership opportunities for women, and inclusive feedback mechanisms. For different age groups, age-specific awareness campaigns, mentoring, and cross-generational collaboration should be encouraged. Experienced employees should receive advanced green training, while collaboration with younger staff fosters innovation. Banks should regularly engage employees through surveys, establish personalized sustainability goals, and align organizational policies with sustainability objectives. Finally, promoting green innovation, recognizing employee contributions, and offering sustainability leadership programs will ensure all employees, regardless of demographics, actively contribute to the bank's green agenda, enhancing both environmental responsibility and organizational commitment.

## **6.0 CONCLUSION**

In conclusion, this study demonstrates that demographic factors such as gender, age, and work experience play a significant role in shaping the engagement with Green Human Resource Management (GHRM) practices and their impact on organizational commitment within the banking sector. The findings suggest that gender influences the level of

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involvement, with females showing greater engagement with GHRM practices. Additionally, age and work experience also emerged as key determinants, with older employees and those with more experience displaying a higher commitment to sustainable HRM initiatives. These results emphasize the need for organizations to consider these demographic factors when designing and implementing GHRM strategies to foster greater organizational commitment and ensure the effectiveness of sustainability efforts.

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