



Significance of green human resource management initiative in banking sector - A study with special reference to SBI in Mysuru District

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Abstract

21st Century, is the era of going green and need of green in every small activity of individual as well as corporate. The rapid pace of industrialization and globalization has significantly accelerated the study of environmental issues worldwide. The alarming rise in global warming has compelled business sectors to adopt eco-friendly practices as part of their responsibility toward society. In the search of the same green agenda, scholars have claimed that, Human Resource Management (HRM) has integrated the concept of incorporating with environmental studies and making it 'Green HRM'. It is the need of hour to collaborate the human resource management initiatives with the environmental studies therefore, the study is undertaken to explore the current green HRM initiatives in Banking industry.

The purpose of the study is to explore the Impact of Green Human Resource Management initiative in Banking Sector. The research gap identified from the review of literature is as follows Firstly, from the past literature; it was found that most of the research studies were concentrated on examining the impact of green human resource management initiatives on employee and organizational performance. Secondly, it was found that most of the studies have been conducted on hotels, health, and the IT sectors. However limited studies have been performed in the context of green Human Resource Management initiatives in Banking Sector. The roles of Green Human Resource Management in promoting sustainable development were studied theoretically but green initiatives under Human Resource Practices were studied in limited studies only. Lastly, most of the studies related to green Human Resource Management were conducted in countries like the USA, Malaysia, and the UK. Very limited studies have focused on Green Human Resource Management Initiatives in the Indian context.

Keywords: Green human resource management, banking sector, sustainable development, green hr practices

Introduction

Human Resource Management (HRM), being an integral part of organizational development, has embraced this shift by integrating environmental concerns into its policies and practices, giving rise to the concept of Green Human Resource Management (Green HRM). "Green HRM is nothing but the exercise of HRM practices and strategies to endorse the sustainable use of sources within the organization and more usually promotes the grounds of environment sustainability."

This emerging approach has gained wide recognition for its role in linking human capital strategies with environmental sustainability. In this context, Green HRM becomes a strategic tool for banks to implement sustainable practices by involving employees in eco-friendly initiatives. Practices such as green recruitment, green selection, green training and development, and green performance appraisal are increasingly being adopted to reduce negative environmental impacts while fostering a culture of sustainability within organizations.

The banking industry is one of the most important stakeholders, standing responsible and accountable to provide an effective solution to the problem of environmental degradation. Banks adversely impact the ecosystem both directly and indirectly. The direct ecological effect of banks is caused by their business processes. Banks have a dense network of branches that operate in most emerging nations, consuming a lot of energy and other necessary resources like paper. Hence, this paper would

categorically offer a substantial input to the current academic discourse on going green.

State Bank of India

The banking sector, considered a backbone of the modern economy, plays a vital role in supporting economic development through the processing of monetary systems, mobilization of deposits, disbursement of credit, and channeling investments across sectors such as industry, agriculture, and trade. Karnataka is one of the major banking hubs in India, hosting a large presence of both public and private sector banks. Public sector banks, led by institutions such as the State Bank of India, operate within a government-owned and policy-driven framework that emphasizes social responsibility, financial inclusion, and regulatory compliance.

SBI is the largest public-sector bank in India with over 23000 branches in India and around 240 branches in foreign countries. It occupies the highest value for assets, revenues and profits as well in India. SBI holds the dignity of being the first bank in India to bring the focus over green banking and came up with a separate policy for promoting environmental sustainability regarded as Green Banking Policy, since 2007.

Review of Literature

Krishna Murari & Meenu Bhandari (2011) ^[1] This article explores the critical role of Human Resource Management in fostering environmental sustainability within

organizations. It highlights how HR departments can actively promote green practices such as paperless work, carpooling, telecommuting, and employee engagement through green policies and incentives.

Mandip (2012) The future of Green HRM holds significant potential for various stakeholders, including employers, employees, unions, and academicians. By integrating employee participation in environmental initiatives—such as waste management, recycling, and the development of green products—organizations can enhance their environmental performance.

Ms. Sunita, Dr. K.P. Sharma (2017) ^[3] has examined the emergence and significance of Green Human Resource Management (GHRM) in the Indian banking sector, emphasizing its potential to promote environmental sustainability through HR practices. The authors examine green banking initiatives across major public sector banks such as SBI, PNB, BOB, and others, highlighting efforts like paperless operations, solar-powered branches, e-reporting, and green lending practices.

G. Srividya, Dr. G. Subashini & Prof.B. Vijayalakshmi (2022) ^[4] This article presents an empirical study examining employee perceptions of Green Human Resource Management (GHRM) practices within both public and private sector banks in the Hyderabad Metropolitan Region. Using an exploratory research design and stratified random sampling, data was collected from 140 employees across seven banking organizations.

Dr. Punit Kumar Kanujiya & Pooja Dubey (2024) The comparative analysis between ICICI Bank and SBI highlights the evolving role of Indian banks in promoting sustainable development through green initiatives. The study underscores that both public and private sector banks have launched a variety of green strategies, such as green loans, solar-powered ATMs, energy-saving technologies, and awareness campaigns.

The SBI Sustainable Annual Report (2024) ^[5, 6] outlines the bank's continued commitment to environmental, social, and governance (ESG) goals, with a strong emphasis on achieving carbon neutrality and driving sustainable finance. SBI has set ambitious climate targets, including becoming carbon neutral in Scope 1, 2, and 3 emissions by FY 2055, and has taken steps like increasing renewable energy use, reducing greenhouse gas emissions, and improving energy intensity.

Research Gap

- Most empirical evidence to date is concentrated in industries such as hospitality, healthcare, and information technology, whereas research in the banking sector remains scarce.
- The impact of Green HR in promoting organisational performance was studied theoretically but the initiatives under HR Practices were not tested hence, the gap was identified to find out the various Green HR Practices in Banking Business.
- The roles of Green Human Resource Management in promoting sustainable development were studied theoretically but green initiatives under Human Resource Practices were studied in limited studies only.
- Lastly, most of the studies related to green Human Resource Management were conducted in countries like the USA, Malaysia, and the UK. Very limited studies

have focused on Green Human Resource Management Initiatives in the Indian context

Statement of the Problem

The Indian banking sector has been undergoing rapid transformation due to technological advancement, regulatory reforms, increased competition, and growing pressure to comply with Environmental, Social, and Governance (ESG) standards. Banks are increasingly expected to demonstrate environmental responsibility not only through green financing but also through sustainable internal operations and employee practices.

However, there is limited empirical evidence in finding significance of Green HRM practices in Public sector banks, particularly in Karnataka. There is also a lack of clarity regarding employee awareness, participation, and perception of these green initiatives and the degree of satisfaction of customers towards implemented Green HRM initiatives.

Need for The Study

Few studies have been conducted on GHRM practices across the world, and very few in India. A complete solution to the challenges required by greening the organization is addressed by GHRM, which Jackson and Seo (2010) and Yusliza, Othman, and Jabbour (2017) explain as a necessity. Despite the increasing interest in studies to establish the relationship between GHRM and organizational performance, the topic remains in its inception and needs to be further expanded by studies into different Social, economic, and environmental trends to link GHRM. Handful of research on the economic growth for environmental sustainability components of GHRM has been 19 carried out in the Asian scenario, and even less in the Indian context. So, it is necessary to patch current gaps in the area.

Green HRM helps in reducing ecological foot prints. In a Banks every employee should have a positive effort towards work and they should be satisfied. Green HRM concentrates more on social and environmental factors. The study is to implement GHRM in Banks.

Objectives of the Study

1. To study about employee awareness on Green HRM.
2. To study about Green HRM initiatives used by SBI
3. To analyze the impact of Green HRM in Banking Sector
4. To suggest some measure towards further improvement of Green HRM in Banking Sector

Hypotheses

1. H0 (Null Hypothesis): Employees in SBI Bank do not have significant awareness of Green Human Resource Management (GHRM) practices.

H1 (Alternative Hypothesis): Employees in SBI Bank have significant awareness of Green Human Resource Management (GHRM) practices.

2. H0 (Null Hypothesis): Employees in SBI Bank do not have significant awareness of paperless work practices.

H1(Alternative Hypothesis): Employees in SBI Bank have significant awareness of paperless work practices.

3. H0 (Null Hypothesis): Green HRM initiatives are not significantly implemented in SBI Bank.

H1(Alternative Hypothesis): Green HRM initiatives are significantly implemented in SBI Bank.

Research Methodology

1. Research Design

The present study adopts a descriptive and research design using an empirical approach to systematically examine Green Human Resource Management (Green HRM) practices in the banking sector. The descriptive design is employed to portray the existing Green HRM practices and employee green behavior in State Bank of India.

2. Population and Sample

The study has taken into considerations employees (executive management representatives, Officers and Clerical staff) of State Bank of India from the Karnataka. The universe for the study picked up from the high performing banks branches from Mysore division & its Sub divisions who have implemented since last five years, the concept of Green Banking and Green HR Practices at their banks were chosen from Mysore Division/Region of Karnataka, India.

3. Sampling Technique

Stratified random sampling will be adopted to collect the necessary data. The process of sampling at the first stage will involve the selection of selected branches from SBI in Mysuru district. Efforts will be made to select banks where green HRM initiatives are implemented. Selecting responders was the second step in the sampling process.

4. Data Collection

Primary Data

- 1. Structured questionnaire (5-point Likert scale)
- 2. Interviews with HR managers

Secondary Data

- Annual and sustainability reports
- HR policy manuals
- RBI publications
- Research journals and books

Data Analysis & Interpretation

1. Awareness about Green HRM concept among employees?

(a)Yes (b) No

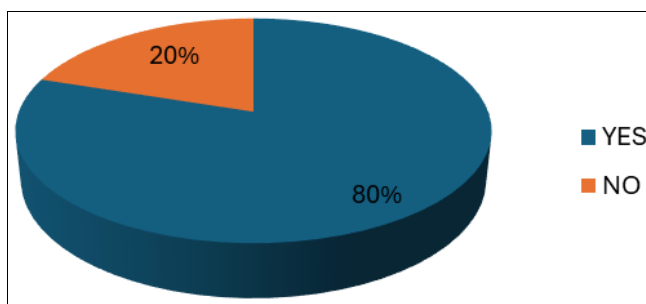


Fig 1: Awareness About Ghrm

Interpretation

- 80% of the employees are having awareness on GHRM.

- 20% of the employees are not having awareness on GHRM.

2. To study about Green HRM initiatives used by SBI.
1. Do you think SBI bank formalities are carried out through paperless work

(a) Yes (b) No

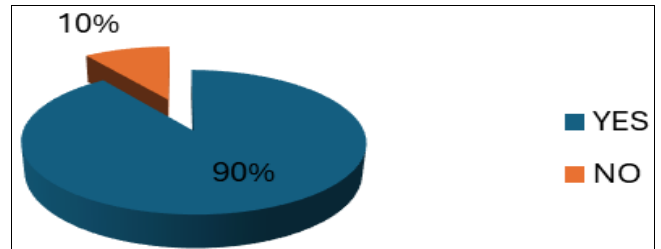


Fig 2: Paperless Work

Interpretation

- 90% of the SBI banks formalities are done through paperless.
- 10% of the SBI banks formalities are not done through paperless.

Do you think Green HRM initiatives such as recruitment, training, compensation etc. are used in banks? a) Yes b) No

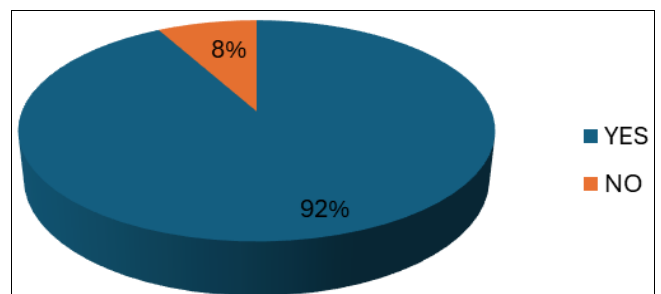


Fig 3: Green Initiative

Interpretation

- 92% of the banks are implemented GHRM and using it.
- 8% of the banks are not using GHRM in banks.

Findings & Suggestions

1. Findings

- 80% of the employees are having awareness on GHRM.
- 90% of the employees are having awareness on paperless work
- Green HRM initiatives are used in SBI bank

2. Suggestions

- Banks should provide awareness on GHRM to employees.
- The bank should make their practices to keep view n environment issues.
- The bank should provide awareness on use of recycled paper, carpooling, plastic free zone to employee.

Conclusion

State Bank of India can be regarded as one of the foremost institutions in India realizing the importance and urgency of shifting the conventional banking practices to the new digital based and environment friendly methods. It can be

rightly witnessed from the stated initiatives of the bank that the bank has voluntarily put up the step forward to work towards green banking. Internal as well as external methods are being put into operation for creating awareness and also for changing the banking practices of customers. Although, SBI is working hard to bring a change, a subsequent effort on part of other banks and other sectors of the industry are much required to combat the situation in order to restrict it from getting.

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