

Green Human Resource Management: Comparison of Green Initiatives by Public and Private Sector Banks in India

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Abstract - A significant change in the environment across the world, depleting resources etc. have created a threat of insufficient resources in the future and long term development. In Accounts, provisions are created for future losses or expenses. Similarly, there is a need to implement a change in the strategies being used in the organization also to support the sustainable development. Green Human Resource Management is one of the recent management techniques enabling the company's world-wide to change the management techniques for sustainable development. This paper makes an attempt to understand the concept of Green Human Resource Management and various initiatives taken by the Indian Banks. A comparison is drawn between the public sector & private sector banks regarding implementation of green initiatives. The data collected for this research is secondary in nature and is collected from various published reports, magazines, internet, newspaper etc. The major findings are that a number of initiatives are being opted by both the public and private sector banks but still there is lacking of proper implementation of Human Resources Management functions in accordance with the Sustainability Development.

Key Words: *Green Human Resource Management, Green Initiatives, Sustainable Development.*

I. INTRODUCTION

Green Human Resource Management is a concept which enables the firms to adopt the strategies in the organization or to change the existing strategies in the organization with the policies focused more on sustainable development. Green Human resource management is defined as adopting of human resource management policies as more environment friendly. Human resource management policies starts from selecting, recruiting, training and development of employees to compensation and retirement policies. The objective of bringing this change in the human resource management is to inculcate the habit in the workforce regarding optimum utilization of resources taken from the society. Digital India is a major contributor to the concept of Green initiatives by the organization. Keeping in the view the objectives of digital India, companies are already opting to paperless economy. Banks in India play a vital role in implementing the policies of the government. Banking is one of the most common service used by the public. Almost every citizen of the country used the banking service in one or other way. Banks are also changing the human resource practices to deal with the changing business environment.

II. LITERATURE REVIEW

Literature review helps to discover the research gaps on the topic in research. Literature review may vary from subject to subject, but the basic concept remains constant.

Literature review on the above topic is as follow: **Sunita & Sharma, K.P(2017)⁽¹⁾** in their research paper have evaluated the green practices being implemented by the public sector banks in India. The major finding of this study is that there is imbalance among HR Practices to support the environment in the banking Sector and there is a need to adopt more HR Practices in the Indian Banking System. **Chanderjeet (2017)⁽²⁾** in the study conducted on the banking sector of India have collected both primary and secondary data. Questionnaire is used to collect the data from the banking sector. No information regarding the sample is given. The major finding of this study is recruitment, training and employee motivation are important aspects of human resource management to adopt green human resource management policies. The researcher suggests that, carpooling, paper wastage etc. policies should be used. Moreover, innovation should be used in framing policies but proper autonomy is not available with the banks. **Nath Vikas, Navak Nitin & Goel⁽⁴⁾ Ankit(2014)⁽³⁾** in their study have evaluated the rating standards by RBI, norms and Green Initiative taken by public and private sector bank in India. They have considered top private and public sector bank on the basis of their profit. The major findings of this study are that Indian banks i.e. private and public are lacking in implementing the strategies of Green Human resource management as compared to their foreign counterparts around the world. The researcher further suggest that banks should adopt more regressive strategies like mass transportation, paperless environment etc. **Bihari,**

Suresh Chandra & others ⁽⁵⁾ in their study on Green Banking in India has evaluated the awareness and steps needed to adopt green practices in banking sector. The sample considered was the top banks in the private and public sector banks in India. The major findings of this study are that to enter the international market, Indian banks have to recognize the importance of sustainable development and social responsibility. **Ritu** ⁽⁶⁾, in her study Green Banking Initiatives by Indian Public and Private Sector Banks has evaluated that there is an urgent need to follow green banking practices and efforts should be made to create more awareness among the banks regarding Green Initiatives.

Research Gap :

It is evident from the literature review that research on this topic is in its early stages and needs to be explored as sustainability is the need of the hour. As per companies act 2013, every company is obliged to perform the corporate social responsibility. Banks do not follow the companies act 2013, but as per banking Regulation Act and RBI guidelines, 1 % of the profit can be contributed towards corporate social responsibility. Various studies have shown the lack of implementation of Green HRM in the banking Industry and hence to fill the research gap the need of this study is justified.

Objectives:

1. To study the Green Initiatives adopted by the Private as well as Public Banks in India.
2. To Draw a Comparison regarding adoption of Green Initiatives among the Private and Public Banks in India.

III. RESEARCH METHODOLOGY

In this study two banks each from private and public sector in India are considered as sample on the basis of highest number of branches in India. State Bank of India and Bank of Baroda from the public sector with 24,496 and 5653 branches respectively whereas HDFC and ICICI bank from the private sector with 4824 and 4868 branches respectively are part of this study. The data used to evaluate the Green Initiatives among the public and private sector banks in India is secondary in nature. The data is collected from the websites, annual reports, published reports, magazines, newspapers etc. An analysis will be established on the basis of the initiatives taken under Corporate Social Responsibility, Sustainable Development and Digital India. A comparison on the basis of above said parameters will be drawn about the impact of these parameters on Green Human Resource Management.

Green Human Resource Management: Conceptual

Green Human Resource Management is focused on implementing of strategies in the HR Function of the

Organization in order to achieve sustainable development, environment friendly workforce. Green banking is another term used for Green Human Resource Management. It involves redefining the HR functions:

1. Green Recruitment: It is the conversion of the recruitment process in order to promote environment friendly activities. In it, management performs two types of activities 1) Using the paper less mode for recruitment 2) Recruiting workforce already active and ready to adopt the green initiatives.
2. Green Performance Management: It is the process of evaluating the employees on the green initiative took at the professional level as well as adopting of technology or methods to evaluate the performance with less wastage of resources.
3. Green Training and development: it is inculcating the habit of green initiatives being undertaken by the organization, to follow the environment friendly activities in day to day work.
4. Green Compensation: Adopting the reward system on the basis of the green initiative proposed and performed by the employees in the organization. A green audit for calculating the benefit given and taken from the environment by the employee affecting the performance evaluation.
5. Green Employee Relations
6. Green Initiative of HR
7. Green Building: Conservation of Energy, use of energy saving resources in creating the building and work environment in the organization.
8. Conservation of Energy: Use of solar lights, CFL lighting, energy efficient activities in the organization.
9. Paperless Office: Digitization of the entire work process in the organization, from using of technology etc.
10. Recycling and waste disposal: Inculcating the habit of recycling and reduce waste disposal of resources in the organization.

Since, all the above mentioned functions are performed by HR Professional in the organization and efforts are being made to transform the functions from Human Resource Management Function to Green Human Resource Management Function.

Green Human Resource management can be defined as a mixture of Corporate Social Responsibility, Digital India Initiative and Green or sustainable development initiative. Still there is a long way to transform the HR Functions, but organizations are performing various activities which contribute the indirect function of the Green Initiative along with the Innovative and Direct Green Human Resource Management.



COMPARISON OF DIRECT AND INDIRECT INITIATIVES AMONG BANKS IN THE STUDY

Organization	Direct Green Human Resource Management Initiative	Indirect Green Human Resource Management
State Bank of India	YES	YES
Bank of Baroda	YES (Comparatively Less)	YES
HDFC Bank	YES	YES
ICICI Bank	YES	YES

Relationship between Green Human Resource Management Functions and Digital India, CSR, and Sustainable Development

Green Human Resource Management function	Digital India	Corporate Social Responsibility (CSR)	Sustainable Development
Paperless Office	Direct Impact	No Impact	Direct Impact
Recycling and waste management	Indirect Impact	Direct Impact	Direct Impact
Recruitment	Direct Impact	Indirect Impact	Indirect Impact
Training and Development	Direct Impact	No Impact	Indirect Impact
Conservation of Energy	Indirect Impact	Direct Impact	Direct Impact
Green Building	No Impact	Direct Impact	Indirect Impact

Direct Impact: By direct impact, one can understand that the use of the mentioned function can help the achievement of Green Human Resource Management function effectively.

Indirect Impact: By Indirect impact, one can understand that the use of mentioned function can indirectly help the achievement of Green Human Resource Management.

Green Human Resource Management Initiative: Practical Implementation

State Bank of India:

State bank of India is the largest bank in India with the highest number of the branches, manpower among the nationalized banks in India. Since, State bank of India, represents a major population in the banking sector and its

practical implication in the Environment friendly will impact the adoption of the green initiative in other banks. Some of the Green Initiatives adopted are as follows:

Green Pin: Paperless way to generate pin for atm cards.

Green Channel Counter: Paperless transactions

Green Remit Card: Paperless transactions

Green Marathon: A marathon was arranged to create about green initiatives among people, almost 4000 people joined the marathon on 4th February 2018.

Digital Transactions: There has been growth of 600 bps in the digital transactions in the financial year 2017-18. 37% increase in the digital transactions has been observed.

A number of mobile and digital applications like SBI PAY BHIM, YONO, SBI BUDDY, SBI-INTOUCH. SWAYAM, CDM/RECYCLER etc. are being used in the bank.

Digitalization of the training and learning process for the employees is being facilitated with the help of programs like E-learning, E-Gyanshala, Knowledge helpline, Branch Darpan and many more.

Corporate Social Responsibility: training programs of rural areas. Almost 23007 training programs and 613020 youth have been given training on various technologies.

Reduced carbon print

Waste to gold: a project that aims to motivate and develop the skills of youth to address waste management in the city

Sbi Corbett: Sbi foundation is providing villages with a sustainable waste management system. Conducting training of SHG workers to provide awareness in nearby schools & hotels.

Sustainable Development: Acquiring 2.05 worth solar plants, solar water heater and solar street lamps, tree plantations and maintenance of parks and gardens. Donating battery operated vehicles. 151 solar roof tops sites with a capacity of 6.23 units.

Renewable financing: SBI has been financing projects related to renewable energy.

Awards: Golden globe tiger awards for excellence & leadership in CSR.

be done via email and minimum usage of resources can be done.

Corporate Social Responsibility & Sustainable Development :

Tree Plantation drive: 35000 sapling were planted by the bank in the financial year 2017-18 as an addition to the same drive every year

Cleanliness drive: 2100 drives regarding cleanliness of the environment in compliance with swatch bharaat campaign has been conducted in the last financial year.

Human Management present status	Resource Initiative	Transformation
Recruitment		Indirectly present
Training and Development		Indirectly present
Paperless office		Directly present
Conservation of Energy		Directly present
Waste management		Directly present
Performance Management		Indirectly present

Bank of Baroda Green Human Resource Initiative Status

ICICI Bank:

Digital India: 95 % of the financial and non-financial transactions are digital amounting to rupees 7 trillion.

Software Robotic System: 20% of transaction handled by software robotic system. **Online PPF Account:** 1st bank in the country to offer digital procedure for opening Public Provident Fund account. **Easy pay-website & mobile banking App:** To facilitate the banking functions with using paper and visiting office so as to reduce the transport emissions.

Compare and shop portal smart buy (1.5 million): A smart portal for the buyers and merchants to compare and buy the items. **Artificial Intelligence based Electronic vertical assistant,** have become the first bank to use the artificial services to communicate with the consumers. On-chat facility, Digital Command Centre, Hyper personalization, Digital loan against securities & mutual fund etc. are some of the initiative in the area of digital India and indirect way it fulfill the purpose of paperless office, conservation of energy and waste management. **i-pal:** An online query chat box have been created by the bank.

Corporate Social Responsibility:

ICICI Digital Villages: To develop the rural areas in India, Rural self-employment training Institute have been established and almost 267000 youth have been provided training to different factors.

Sustainable Development:

Solar Branches: 522 branches across 7 states of India are being powered with the help of the solar energy.

Tree Plantation: 170000/- trees have been planted by the bank in the financial year.

Human Management present status	Resource Initiative	Transformation
Recruitment		Directly and Indirectly Present
Training and Development		Directly and Indirectly Present
Paperless office		Direct Presently
Conservation of Energy		Direct Presently
Waste management		Direct Presently
Performance Management		Indirect Presently

SBI Green Human Resource Management Initiative status

Bank Of Baroda:

Digital Banking: A growth of 63.71% in the digital banking. Mobile banking has shown increased 142.92%. Out transactions for digital Banking are 30.07. Net growth in the net banking is 20.62%.

M-Passbook: Bank of Baroda has started the M-passbook an initiative to reduce paper usage by updating and using of passbook in the digital form.

Paperless office: As a green initiative and towards the minimize use of the paper, digitization of records across the bank with over 600 branches has already been done.

Green initiative under corporate Governance: An appeal has been made to all the shareholders, to register the emails and use of demat accounts so that the communication can

Solar electrification of villages by ICICI bank: 7 villages and 11 Public Health Centre are being solar powered by the bank.

Jamitra card: It is one of its kind innovation in the form of an electronic card being used by the consumer to commute intra-city.

Awards: ICICI bank have been rewarded “best company to work for” by banking financial services & Insurance sector by business today magazine for the second year in a row in 2017-18.

paperless and digital transaction. Chillar, another app used for quick money transfer. Apps which can be used for quick money transfers etc. CSR-HDFC parivartan, e-governance projects, smart city initiative, Gem, Customised banking solution for Government Employees. 85% transactions are through digital channels. An Increase from 13% to 71 % in 10 years is observed.

Corporate Social Responsibility & Sustainable Development: Energy Management Module have been initiated in 100 Branches. An effort have been made to create sustainable communities by improving access and opening of branches in the rural areas, improving health and sanitation, nurturing growth by providing education and financial literacy among the masses. Women health check camps, blood donation camps, sanitation awareness is being performed by the banks from time to time.

Human Management present status	Resource Initiative	Transformation
Recruitment		Indirectly present
Training and Development		Indirectly present
Paperless office		Directly present
Conservation of Energy		Directly present
Waste management		Directly present
Performance Management		Indirectly present

Human Management present status	Resource Initiative	Transformation
Recruitment		Indirectly & Directly present
Training and Development		Indirectly & Directly present
Paperless office		Directly present
Conservation of Energy		Directly present
Waste management		Directly present
Performance Management		Indirectly & Directly present

ICICI Bank Green Human Resource Management Initiative Status

HDFC Bank Green Human Resource Management Initiative Status

HDFC Bank:

Paperless Initiatives:

Awareness: employees are made aware of their impact by sharing reports on individual level on the basis of an unique ID.

Management Practice:

1. No pen & paper policy on phone banking premise.
2. Credit policy will be released through digital Mode.
3. No printing transactions at ATMs.
4. Restricted Email Printing.
5. Bills above amount 1 Lakh or above will only be given in digital mode.

Conservation of Energy:

Energy efficient equipment’s are being used in the branches. Solar powered ATMs, Led Lights, Conference call facilities, Virtual Desktops etc. are methods used in the ICICI bank. Awareness among the employees is created about the impact on the environment of the activities of employees after measuring the distance travelled by them.

Signages: In all meeting rooms & conference hall to encourage users to switch off the light when not needed.

Electricity Powered Signboards & ACs are switched off after 10 PM & 7.30 PM respectively in a few branches.

Training & Development: Module on energy consumption is being provided to the employees to equip themselves with the sufficient knowledge for saving resources.

Digital Banking: A number of initiatives are being taken by the bank in the form of payzapp, an app used for

IV. LIMITATION

The limitation of this research is that the information is based on secondary data and collected from the various published articles and resources, moreover the statistical explanation of the combination of the Digital Banking, Corporate Social Responsibility and Green Initiative on the achievement of Green Human Resource Management is lacking. This paper can be used to study the impact of these factors on achievement of Green Human Resource Management Practice. This paper will be used as a theoretical approach for conducting the future empirical research.

V. CONCLUSION

Green Human Resource Management can be implemented by the combined efforts of the management and human resources in the organization. Public and Private Sector Banks have created a number of innovative and efficient method of sustainable development. State Bank of India being the largest bank of India have adopted a number of Initiatives in the form of Green Marathons, Green Cards and many activities under corporate social responsibility. Similarly HDFC and ICICI Banks are adopting Technology saving initiatives, awareness camps etc. Still, the adoption of the methods by the human resources and making the practice as a habit is not achieved. The performance of the employees in the field of Green Human Resource

Management is not produced as a report. A research related to adoption as well as provision of the practices is the need of the hour. Green Human Resource Management is still of recent development, an insight from the researchers is needed to implement this practice in the organization and not just on papers.

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