



Impact Of Green Human Resource Management On Employee Performance In Hdfc Bank: In Satna Region

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Abstract: As organizations increasingly prioritize environmental sustainability, they are incorporating Green Human Resource Management (GHRM) practices to create a eco-friendlier and responsible work culture. These practices aim to not only reduce the environmental impact of businesses but also enhance employee engagement, motivation, and overall performance. This study examines the influence of GHRM on employee performance within the Satna region by analysing various environmentally friendly HR policies, including green recruitment, sustainable training programs, performance evaluation based on environmental contributions, and active employee involvement in sustainability initiatives.

To gain comprehensive insights, this research employs a mixed-method approach, collecting data from employees of HDFC Bank in the Satna region. The findings will indicate that the adoption of GHRM practices significantly contributes to increasing employee motivation, job satisfaction, and work efficiency. By fostering a culture of environmental responsibility and strengthening employees' commitment to their organizations, GHRM not only benefits individual performance but also promotes long-term organizational success.

Furthermore, this study provides valuable insights for HR professionals, business leaders, and policymakers, emphasizing the need to integrate sustainable HR strategies within corporate frameworks. By doing so, organizations can improve employee well-being, enhance productivity, and contribute to environmental conservation. The research highlights the importance of aligning business goals with sustainability efforts, ultimately paving the way for a more responsible and successful future.

Expected outcome- Green Human Resource Management (GHRM) practices will have a positive impact on employee performance at HDFC Bank in the Satna region. When companies use eco-friendly methods like green recruitment, training on sustainability, and evaluating employees based on their environmental contributions, it makes employees feel more motivated and connected to their work. For example, if HDFC Bank provides training on saving energy or reducing paper waste, employees may feel proud to be part of a responsible organization. This can lead to better job satisfaction, increased efficiency, and stronger commitment to the company. Employees who take part in green initiatives are more likely to perform better and stay loyal to the company. The study is also expected to help HR managers and business leaders understand how green practices can improve both employee well-being and business success, while also supporting environmental protection goals.

Keywords- Green HRM, Sustainability, Employee Performance

I. Introduction

Green Human Resource Management (GHRM) is an emerging approach that integrates environmental sustainability into human resource practices. As environmental issues like climate change and resource depletion become more pressing, organizations are shifting towards greener operations. GHRM encourages HR departments to include environmental responsibility in key functions such as recruitment, training, performance management, and employee engagement. This involves hiring employees who care about sustainability, offering green training programs, and rewarding eco-friendly behaviours.

The core idea of GHRM is to shape employee attitudes and actions to support environmental goals, promoting a culture where sustainability is part of everyday work. Examples include reducing office waste, encouraging remote work to cut carbon emissions, and supporting green commuting options. GHRM also aligns with corporate social responsibility (CSR) efforts, enhancing the company's image and competitiveness.

Research shows that GHRM can improve employee engagement, satisfaction, and retention, while also attracting talent who value environmental responsibility. However, some organizations face challenges in adopting GHRM, such as limited resources, leadership support, and measuring outcomes. Despite these obstacles, GHRM is becoming increasingly important for organizations aiming to balance business growth with environmental care, shaping the future of HR and sustainable business strategies.

Evolution of Green HRM in the Banking Sector: -

1. Early Awareness (2000–2010): Banks initiated environmental awareness through CSR efforts and basic employee training.
2. Initial Integration (2010–2015): Green HRM concepts emerged with green recruitment, basic eco-training, and community engagement activities.
3. Strategic Alignment (2016–2020): Formal green policies, KPIs, performance appraisals, incentives, e-learning, and sustainability committees were introduced.
4. Digital Innovation (2020–2025): Paperless HR processes, remote work, green leadership programs, employer branding, and fintech collaborations became key.
5. Future Trends (2025+): AI-based green analytics, net-zero policies, sustainable office design, cultural embedding of green values, *and mandatory certifications are expected.*

II. LITERATURE REVIEW

According to Ali, Islam, Chung, Zayed, and Afrin (2020), Green Human Resource Management (Green HRM) is a growing approach that helps organizations become more environmentally responsible through their HR practices. It involves hiring environmentally conscious employees, promoting sustainable behavior, providing green training, and encouraging teamwork and transparency in achieving environmental goals. While it offers many benefits, HR professionals also face challenges such as resistance to change and difficulty in aligning traditional HR processes with green initiatives. Despite these challenges, Green HRM is gaining importance, and more research is needed to develop practical models, updated strategies, and better understanding of its impact. This study aims to help researchers, HR professionals, and academicians by highlighting the concepts, methods, and challenges of Green HRM and encouraging further exploration to fill existing gaps and improve sustainable practices in organizations.

Sunita and Sharma, Dr. K.P. (2017), states that from the perspective of environmental sustainability, the findings of the study highlight the growing importance of adopting green HR practices in the banking sector. However, environmental concerns are still not fully integrated into traditional HR functions such as recruitment, selection, rewards, and career development aimed at supporting environmental goals. The study reveals a noticeable gap between current HR practices and the need to effectively promote environmental management. The analysis shows that key HR factors — including teamwork, training, organizational culture, and reward systems — play a crucial role in supporting sustainability efforts. Therefore, it is essential for Indian banks to incorporate green HR strategies into their policies to strengthen environmental responsibility and long-term sustainability.

Singh, Ms. Princy, Mishra, Prof. Ashok Kumar and Keshri, Khushbu (2024), their study emphasizes the growing recognition of Green Human Resource Management (GHRM) as a key driver of organizational success. Through exploratory and confirmatory factor analysis, the research identifies four major factors — Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Organizational Effectiveness (OE). The findings reveal that banks are effectively implementing GRS, GTD, and GPM, though green rewards and employee engagement programs are less emphasized. The adoption of GHRM practices in banks has been shown to enhance employee loyalty, reduce operational costs, boost profitability, and improve the organization's reputation as environmentally responsible. Regular performance appraisals, environmental training, and empowering employees to plan and contribute to sustainability goals further strengthen organizational effectiveness. Overall, the study confirms a strong positive relationship between GHRM practices and improved organizational performance, highlighting the importance of eco-friendly HR strategies in building sustainable and productive work environments.

Salim, Anam, Gogoi, Nibedita and Dutta, Sumanta (2022), states that Human resources are the lifeline of any organization, and today, companies are increasingly adopting Green Human Resource Management (Green HRM) to gain a competitive edge. By integrating environmental concerns into their mission and vision, organizations aim to promote sustainability. While HR managers face challenges in driving this shift, green HRM practices can enhance workplace conditions and foster an environmentally conscious mindset among employees. These practices encourage employees to align with sustainability goals, ultimately bridging the gap between an organization's sustainable development and the potential of its human capital, contributing to long-term growth and environmental responsibility.

Siddiqui, Kulsoom (2024), The study highlights the growing adoption of Green Human Resource Management (GHRM) practices in the banking sector, driven by environmental concerns. In ICICI Bank (Aligarh Division), most respondents were young males with 0–5 years of experience, focusing on energy-saving measures. In contrast, SBI Bank had more middle-aged female respondents with higher environmental awareness and preference for resource reuse. Comparative analysis revealed that SBI employees demonstrate stronger implementation of GHRM initiatives, including solar ATMs, paperless policies, and green recruitment. Statistical tests confirmed significant differences in both the adoption of green HR initiatives and employees' perceptions between ICICI and SBI banks.

Hoxhaj, Jona, Abduli, Selajdin and Sylva, Shpresa (2023), The study confirms that Green HRM and employee performance positively influence employees' work-life balance. As organizations adopt green strategies like green recruitment, training, performance management, and compensation, they promote environmental sustainability while improving employee satisfaction and efficiency. Initiatives such as encouraging cycling, digitalization, and reducing resource consumption lead to better employee attitudes and company reputation. Additionally, work-life balance — the ability to balance personal and professional life — enhances well-being, job satisfaction, and productivity. While Green HRM significantly contributes to employee performance and satisfaction, factors like organizational culture, education level, and social influences also play important roles.

Ahmad, S. (2015), The study emphasizes that human resources are key drivers in implementing Green HRM (GHRM) practices, integrating environmental responsibility into corporate missions and HR policies. GHRM includes green recruitment, waste management, recycling, reducing carbon footprints, and green product development. These efforts lead to cost savings, improved productivity, and higher employee retention and job satisfaction. HR managers are responsible for raising environmental awareness and fostering sustainable development for future generations. Although GHRM is still evolving, there is significant research potential to bridge gaps between theory and practice. HR's role in promoting and motivating green behavior is crucial for building environmentally responsible organizations.

III. OBJECTIVE OF THE STUDY

1. To assess the impact of Green HRM on employee performance and productivity
2. To evaluate employee attitudes towards environmental sustainability and its influence on workplace behavior.
3. To understand the awareness level of Green HRM practices among employees in HDFC Bank (Satna region).

IV. RESEARCH METHODOLOGY

In this research, descriptive research methodology has been adopted where, both the primary and secondary data has been collected for the study. As a primary data a structured questionnaire has been designed to collect the data and various previous studies has been studied to collect the secondary data.

4.1 Sample size and area

50 respondents from the HDFC BANK from Satna Region.

4.2 Data analysis

Descriptive analysis has been done to calculate the mean, median, mode and standard deviation for each questions.

Question	Count	Mean	Median	Mode	Std. Deviation	Interpretation
Q1	33	3.70	4.0	5	1.21	Generally positive agreement with some variation for commitment to environmental sustainability.
Q2	33	3.61	4.0	5	1.34	Moderate agreement; improvement in awareness initiatives needed.
Q3	33	3.82	4.0	5	1.21	Good level of agreement for hiring individuals who support green initiatives.
Q4	33	3.67	4.0	5	1.34	Moderate satisfaction with some outliers for training related to environmental practices
Q5	33	3.85	4.0	5	1.25	Positive response for encouragement to adopt eco-friendly practices at work.
Q6	33	3.64	4.0	4	1.25	Neutral to positive for Environmental performance consideration when evaluating work performance.
Q7	33	3.61	4.0	5	1.22	Moderate positivity for performance appraisal system criteria related to sustainable practices.
Q8	33	3.58	4.0	4	1.23	Clarified on receiving regular feedback on environmental contributions at work.
Q9	32	3.63	4.0	4	1.18	Positive but with some mixed responses for recognizing and rewarding environmentally responsible behaviour.
Q10	33	3.55	4.0	4	1.12	Need improvement for incentives policy for employees who actively participate in green initiatives.

Q11	32	3.78	4.0	5	1.21	Generally positive feedback for feeling motivated to engage in green activities because of the rewards offered
Q12	33	3.85	4.0	5	1.20	Strong agreement with encouragement in participating environmental decision-making processes at work.
Q13	33	3.82	4.0	5	1.26	Positive feedback with some variations in organization involvements of employees in planning and implementing sustainability projects.
Q14	33	4.03	4.0	5	1.10	Most of the employee believe that their input is valued when it comes to environmental initiatives.
Q15	33	4.12	4.0	5	1.02	Highest satisfaction for consistently meeting or exceeding performance targets.
Q16	33	3.85	4.0	4	1.00	Good agreement with productivity improvement as a result of the sustainable practices implemented in organization.
Q17	33	3.82	4.0	5	1.21	Positive response towards satisfaction with the work environment in organization.
Q18	33	4.06	4.0	5	0.97	High satisfaction with integration of green practices enhancement overall job satisfaction.
Q19	33	3.79	4.0	5	1.05	Positive responses with consistency for focus on environmental sustainability increases motivation to work.
Q20	33	3.97	4.0	5	1.10	Shows positive towards strong sense of commitment to organization because of its emphasis on sustainability
Q21	33	3.94	4.0	5	1.09	Strong positive feeling for sustainable practices in organization affect attitude toward work.

V. FINDINGS OF THE STUDY

- Employees reported that green HR practices, such as eco-friendly work policies and environmental initiatives, have improved their motivation and overall performance.
- Sustainable practices like e-recruitment and e-performance appraisal have positively influenced productivity and satisfaction with the work environment.
- Employees feel that participating in sustainability projects (Parivartan CSR Programme or Holistic Rural Development Programme) enhances their work commitment and attitude.
- Overall, green HRM is contributing to better work efficiency, motivation, and organizational success.
- Employees show positive attitudes toward environmental sustainability, believing their contributions are valued and their involvement in planning is encouraged.
- There is a strong sense of commitment and motivation linked to the organization's sustainability focus.
- However, some areas like consistent feedback and incentives for active participation in green initiatives need strengthening.
- Employees demonstrate willingness to engage in green practices when they are rewarded and recognized.
- The data shows a generally high awareness level regarding green HR policies and environmental responsibilities.
- Employees are aware of sustainable practices and support eco-friendly behaviors at work, with strong responses for hiring policies, training, and decision-making involvement.
- While awareness is good, continuous training and clear communication could further strengthen participation and understanding.

VI. CONCLUSION OF THE STUDY

The study on the impact of Green HRM on employee performance in HDFC Bank, Satna region, shows that adopting green HR practices has a positive effect on employees' performance, motivation, and job satisfaction. Employees feel valued and more committed when their organization focuses on environmental sustainability. Green HRM practices like green recruitment, training, performance management, and rewards help create a work culture that encourages employees to contribute to eco-friendly initiatives.

The findings reveal that most employees are aware of green practices and actively support them, which improves workplace behavior and productivity. The integration of green practices also enhances the overall work environment, employee attitudes, and loyalty. However, certain areas like regular feedback and reward systems for green participation need further strengthening.

Overall, the study concludes that Green HRM not only helps the environment but also boosts employee morale, efficiency, and organizational success. By promoting environmental responsibility, HDFC Bank in Satna is fostering a positive work culture that benefits both employees and the organization. Continued focus on training, incentives, and employee involvement in sustainability initiatives will further improve performance and help the bank achieve long-term environmental and business goals.

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