

Association of Green Hrm Practices with Organizational Effectiveness in Banking Sector: A Case Study of Sbi

Ms. Princy Singh^{1*}, Prof. Ashok Kumar Mishra², Khushbu Keshri³

^{1*}Research Scholar, Department of Commerce, Mahatma Gandhi Kashi Vidyapeeth, Varanasi
[Email id- princy12342@gmail.com, 8604036006]

²Dean, Faculty of Commerce & Management Studies, Mahatma Gandhi Kashi Vidyapeeth, Varanasi

³Department of Commerce, Research Scholar, Mahatma Gandhi Kashi Vidyapeeth, Varanasi
[Email id- khushbukeshrijrf@gmail.com, 9721110788]

ABSTRACT:

The purpose of the study was to investigate the relationship between organizational effectiveness (OE) in the banking industry and “green human resource management” (GHRM) practices such as “green recruitment and selection” (GRS), “green training and development” (GTD), “green employee empowerment and participation” (GEEP), and “green reward and compensation” (GRC). Following these GHRM practices is imperative in today's fast-paced world where the banking industry is fashionable in order to reduce electricity and power consumption, ensure proper resource utilization, and maintain environmental sustainability. The information was gathered from 139 SBI workers. With the use of SPSS and AMOS, exploratory factor analysis is used to investigate the factors, and confirmatory factor analysis is used to verify these factors. The findings showed that banks have extensively adopted GRS, GTD, and GPM but have not yet done so with GEEP and GRC. The study uses multiple regression to look for a relationship between GHRM and OE. The findings showed that OE and GHRM were positively correlated and GHRM had a positive impact on OE.

Keywords: GHRM, GRS, GTD, GPM, GEEP, GRS, OE, banking sector, SBI, etc.

INTRODUCTION:

Due to weather and climate related catastrophes including catastrophic hurricanes, droughts, heat waves and wildfires, the effect of Climate change and degradation of the environment have emerged as two of the most critical challenges of the contemporary age. Around 1.0° C of global warming which is above the preset industrial levels is thought to have already been brought on by human activity ^[5]. Since it is viewed as a major concern for ecological issues on a global, regional, and local scale, the business sector has typically acted as the focal point of all discussions on sustainability ^[6]. Corporations are anticipated to play an active in resolving ecological issues ^[7].

Businesses must take a visionary approach to environmental concerns and become culpable for the effects they have on the environment to assure posterity can meet their needs. This requires moving beyond compliance and adopting a more proactive strategy ^[3].

The firm pursues green policies and generates products that are sustainable because of its environmental orientation. As a result, an organization must establish a comprehensive Environmental Management System.⁹ Environmental performance and strategic human resource management are completely mediated, according to Paille ^[10], who revealed the connection between environmental management and HRM. In agreement with this, other authors have also said that employing effective HRM techniques results in the achievement of environmental performance ^[11,12].

The practice of integrating “human resource management (HRM)” with environmental management, known as green HRM, is relatively new ^[13]. It is a discipline that blends environmental considerations with human resource management principles and practices, promoting sustainability ^[11, 14,22]. GHRM practices prevent negative environmental outcomes by fostering an environmentally friendly attitude among employees. Enhancing sustainable organizational performance is GHRM's ultimate objective ^[23].

GHRM mandates that employers involve staff in environmental choices, raise environmental awareness, and encourage eco-friendly behavior. Employees become “green employees” as a result, which ensures their full cooperation in achieving organizational goals. It also increases their environmental awareness ^[24]. All “HRM” procedures must be carried out with green ecology in mind ^[13, 25,26] and waste must be decreased to meet organizational green goals ^[27,28].

DEFINITIONS OF GREEN HRM:

Opatha ^[57] “All the activities involved in development, implementation and ongoing maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability”

Opatha and Arulrajah ^[24] “the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.”

Shah ^[37] “The incorporation of green management elements into job design, staffing, training and development, motivation, and maintenance functions of human resource management (HRM) to improve employee pro-environmental behavior, meet employee expectations, and achieve organizational objectives.”

Shen et al. ^[8] “A set of HRM practices that organizations adopt to improve employee workplace green performance.”

Zaid et al. ^[26] “Bunch of human resource management practices which play vital role in performance of manufacturing firms with green hiring, green training and involvement and green performance and management and compensation.”

FACTORS OF GREEN HRM:

S.NO.	FACTORS	AUTHORS
1	“GREEN PERFORMANCE & MANAGEMENT	“Dumont ^[41] , Gholami et al. ^[29] , Gupta ^[30] , Gureci et al. ^[31] , Jabbour et al. ^[32] , Jabbour ^[33] , Longoni et al. ^[34] , Masri and Jaaron ^[35] , Mukherjee et al. ^[36] , Shah ^[37] , Tang et al. ^[40] , Ercantan and Eyupoglu ^[39] ”
2	“GREEN RECRUITMENT & SELECTION	“Gholami et al. ^[29] , Gupta ^[30] , Gureci et al. ^[31] , Jabbour et al. ^[32] , Jabbour ^[33] , Longoni et al. ^[34] , Masri and Jaaron ^[35] , Mukherjee et al. ^[36] , Shah ^[37] , Tang et al. ^[40] , Ercantan and Eyupoglu ^[39] ”
3	“GREEN TRAINING & DEVELOPMENT	“Bangwal et al. ^[43] , Dumont ^[41] , Gholami et al. ^[29] , Gupta ^[30] , Gureci et al., ^[31] , Jabbour et al. ^[32] , Jabbour ^[33] , Longoni et al. ^[34] , Masri and Jaaron ^[35] , Mukherjee et al. ^[36] , Shah ^[37] , Tang et al. ^[40] , Yu et al. ^[42] , Ercantan and Eyupoglu ^[39] ”
4	“GREEN EMPLOYEE EMPOWERMENT & PARTICIPATION	“Gupta ^[30] , Gureci et al., ^[31] , Tang et al. ^[40] , Srivastava et al ^[51] , Amrutha et al ^[52] , Shaban ^[53] , Wiradirja ^[54] , Rashid ^[55] ”
5	“GREEN REWARD & COMPENSATION	“Dumont ^[41] , Gholami et al. ^[29] , Gupta ^[30] , Jabbour et al., ^[32] , Jabbour ^[33] , Masri and Jaaron ^[35] , Mukherjee et al. ^[36] , Tang et al. ^[40] , Ercantan and Eyupoglu ^[39] ”

GREEN PERFORMANCE & MANAGEMENT:

Employers' actions and outputs are monitored for compliance with the organization's established green goals through green performance management ^[24]. Employee performance should be evaluated using environmental parameters in the workplace ^[15]. Managers should convey their rules and expectations and set clear, attainable green goals. Any departure from these goals should be handled by the managers.

GREEN RECRUITMENT & SELECTION:

A "green recruitment" approach prioritizes the environment and makes it a central part of the hiring process. This can help with good environmental management and attract and retain people who are conscious of sustainable practices. Employers can also employ green practices such as paperless interviews, eco-friendly settings, and others to achieve their objectives.

GREEN TRAINING & DEVELOPMENT:

Green training and development focus on employee skill, knowledge, and attitude development. It teaches them about energy management, waste reduction, and environmental awareness, and includes trash management and other measures of conservation. Eco-friendly managers are developed to ensure employees can contact them without hesitation.

GREEN EMPLOYEE EMPOWERMENT & PARTICIPATION:

GEEP practices can help organizations achieve their green performance goals by providing employees with opportunities to participate in environmental management. ^[30,31,51,52] This includes developing a clear green vision, creating a green educational environment, offering green activities, and encouraging green participation in general. ^[40,53,54] This includes developing a clear green vision, creating a green educational environment, offering green activities, and encouraging green participation. ^[55]

GREEN REWARD & COMPENSATION:

Employees should be recognized for their green skills and accomplishments with monetary, non-monetary, and recognition-based awards, such as pay raises, bonuses, and cash incentives.

BENEFITS OF GREEN HRM:

GHRM is an industrial strategy that minimizes harmful environmental effects while reducing industrial waste ^[43]. It encourages employees to practice sustainable behaviors and ensures their commitment to environmental sustainability ^[9,42,44]. It also reduces carbon emissions by encouraging the digitalization of traditional filling systems, car sharing, electronic screening processes, teleconferencing, remote interviews, online training, and energy efficiency and ecologically friendly products ^[44]. With higher productivity and staff retention, GHRM improves the workplace. Through

green recruiting, selection, training, pay, and performance management, GHRM promotes organizational performance and employee wellbeing ^[26,45,46]. By establishing environmental policies and plans, it also develops a framework for environmental performance. Implementing GHRM can give organizations a competitive edge and other advantages, such as improved employee motivation and engagement, increased productivity, and lower employee turnover.

LITERATURE REVIEW:

1. **Tanveer, M.I., Yusliza, M.Y. and Fawehinmi, O. (2023), "Green HRM and hospitality industry: challenges and barriers in adopting environmentally friendly practices"**, -The study shows different types of difficulties and hurdles faced by hospitality industry in adaptation of environmental friendly practices are -lack of understanding and inclination, corporate social responsibility as an important aspect of the organizations, requirement of environmental protective approach from top -bottom and bottom-top, increment in cost remains an issue for the organization, build competitive team .
2. **Tabrizi, R.S., Karatepe, O.M., Rezapouraghdam, H., Rescalvo-Martin, E. and Enea, C. (2023), "** The study shows a relationship between GHRM and job embeddedness and their effect on employees' green behaviors. It concludes that GHRM helps to boost employee's job embeddedness and High amounts of green prohibitive and promotive behaviors are displayed by employees who are high on JEM. JEM is the behavioral mechanism connecting GHRM with positive results of green work.
3. **A.R.S. Ibn Ali, Md. Hasanur Rahman, A S M Ahsanul Haque, Shamsun Nahar (2023), "Exploring the antecedents of pro-environmental behavior of bank employees in an emerging market: A conceptual framework"**- The pro-environmental actions of bank personnel are positively and significantly impacted by environmental commitment. Environmental awareness is recognized as an important factor in employees' pro-environmental behavior within an organization. An essential aspect of employees' environmental behavior is their practice of green HRM.
4. **Mohammed Abdulrazzaq Alaghbari (2023) "Impact of GHRM Practices in Enhancing the Organizational Performance"**- The study highlights that GHRM, and organizational performance positively correlated. The organization should implement green policies and set up initiatives to train staff in using green HRM policies that advance the sustainable cause. The beneficial effect of green HRM training and development on employee performance is remarkable but not very significant. Important connections exist between employee performance and green performance evaluation. Programs for employee development and training should cover environmental and social issues.
5. **Muisyo, P.K., Su, Q., Hashmi, H.B.A., Ho, T.H. and Julius, M.M. (2022), "The role of green HRM in driving hotels' green creativity"**, The study shows that with mediating role of enablers of green culture (ESG), GHRM practices dominate discrete as well as collaborative green creativity. Moreover, the associations between GHRM and both individual and group green innovation were moderated by servant leadership with an environmental focus.
6. **G. Srividya, Dr. G. Subashini, Prof. B. Vijayalakshmi (2022) "Green HRM Practices in the banking sector- An employee perspective"**- The study highlights that with the implementation of green HRM, enhancement in efficiency, cut cost, reserve employees, improved work-life harmony, employee performance, improvement in production and other tangible benefits. According to the study's findings, green human resource management practices have the potential to increase green awareness among the organizations' existing and new talented employee work forces. They will also encourage human resources to support green initiatives, green movements, and sustainable growth and development in order to lessen environmental degradation programs. Green HRM can increase employee commitment, motivation, and readiness to contribute ideas and work towards making their workplaces more environmentally friendly. It also aids in lowering employee carbon footprints.
7. **Anuradha Mukherji, Jyotsna Bhatnagar(2022) "Conceptualizing and theorizing green HRM: A narrative review"** – The study finds that different literatures show how green HR initiative affect long term competencies and magnify firm- specific social outcomes. The study also shows that different aspects of GHRM which in turn affect organization's environmental sustainability which demonstrate GHRM's expanding recognition as a key tool for organizations to show their dedication to being accountable stakeholders in the socioeconomic system.
8. **Chetan Sharma, Sumit Sakhuja, Shivinder Nijjer (2022) "Recent trends of green human resource management: Text mining and network analysis"**- In this study, With the aid of latent semantic analysis, the author provided recent trends that may require more study. Practices for Organization and Environmental Sustainability, Global Strategies for GHRM, Behavior Management, Performance Factors, Ethical and Health Benefits, and Eco-Innovation Responsibilities are some of the topics that scholars can work on.
9. **Shaha Faisal(2022) "Green Human Resource Management—A Synthesis"**- The study highlights different aspects of Green HRM based on literature of previous published paper and articles which are green recruitment & selection, green training & development , green compensation management, green performance management and tries to convey some other additional factors which needs to be included while conducting studies related to green HRM are green employee empowerment & participation, green employee relation.
10. **Malek Bakheet Elayan (2022) "Green HRM and Organizational Sustainability: The Mediating Effect of Employees' Attitudes during COVID-19 in the Jordanian Commercial Banking Sector"**- The findings showed that GHRM was significantly positively correlated with OS, significantly positively correlated with CO, and significantly

positively correlated with OS. The CO role's mediating effects on the GHRM and OS relationships have also been assessed. Building an evidence-based practice is the area of focus in the evidence-based components highlighted in this study. Based on the theoretical and practical significance, they include highlighting the likelihood for future research direction.

11. Shaista Khan, Syed Muneer Ahmed Shah, Nazar Hussain (2022) “Measuring the Impact of Green HRM on Organizational performance”- The findings showed that elements of green HRM, such as green hiring and selection, green compensating and rewarding employees, and green employee engagement, have positive and significant effects on the performance of organizations. The environmental performance of a company is improved by using green human resource management techniques, which is a significant societal challenge. Adopting high-green organizational culture and prudent human resources management will give NADRA a competitive advantage.

12. Muliati Usmana and Norsiah Matb (2021) “Green HRM: Implication towards environmental performance in developing countries”- In order to improve environmental performance, this study believes that it is crucial to identify the key parts or components of green HRM practices. Studies on green HRM offer strong proof of the important role that it plays in improving environmental performance. Environmental performance can be enhanced by using green HRM. This study adds to the body of knowledge on the relationship between green HRM and environmental performance in developing nations by identifying the critical components or success factors of green HRM practices, including green training, green performance, and green reward.

13. Madani, Neda (2021) “Evaluation of the Effect of implementing GHRM on Sustainable Performance concerning the Mediating Role of CSR in the Banking Industry” – The study represented that GHRM positively associated with sustainable performance and corporate social responsibility. CSR plays the role of mediator between the GHRM and sustainable performance in the organization.

14. Jalal A. Mohammada (2021) “The Relationship between GHRM and Bank Social Responsibility in Jordan: The Role of Organizational Performance”- The study highlights that organizational performance and social responsibility; organizational performance and GHRM; social responsibility and GHRM have positive correlation. The study also found that social responsibility and GHRM connect with each other where organizational performance becomes a medium between them. The study suggests that, in light of the findings, Jordanian banks should give GHRM practices a bit more thought because they may develop a good reputation, which may improve performance.

15. Bandaru Sirisha, KSG Chandravathi, Sneha Cintre, Shaik Abdul Mazeed (2020) “Effectiveness of Green HR Practices on Organizational Performance in selected IT Companies - Indian Perspective”- The study conclude that training & development and recruitment have strong correlation with organizational performance of IT sector and the least link between pay & awards and organizational performance. Green HRM practices positively affect the organizational performance of the IT sector.

16. Dr. Naglaa Fathy El Dessouky (2020) “Impact of Green HRM practices on organizational performance”- The study's findings demonstrate that Green HRM Practices and organizational success are positively correlated. The study also demonstrates that the association between Green HRM practices and Organizational Performance is moderated by Employee awareness.

17. Friday Ogbu Edeh, Clarence Nkasirim Okwurume (2020) “Green human resource management and organizational sustainability of deposit money banks in Nigeria”- The study concluded that the organizational sustainability of deposit money banks in Nigeria is improved by green human resource management consciousness as measured by green recruitment, green training, and green human relations. To improve organizational sustainability, the report advises managers of deposit money institutions to incorporate a green human resource management culture into their strategic plans.

18. Monicah Wanjiku Kuria, Dr. Thomas Mose (2019) “Effect of green human resource management practices on organizational effectiveness of universities in Kenya”- The study concludes that “green HRM” practices have a positive relation with organizational effectiveness. The study also finds that organizations recruit employees based on their knowledge about green HRM practices and leave on their own to work but managers should coach their employees on specific circumstances and issues. The study concluded that employee motivation is important because, according to the study's results, it has a stronger association than the other components.

19. Yusmani Mohd Yusoff, Mehran Nejati and Azadeh Shafaei, (2019) “Green human resource management A two-study investigation of antecedents and outcomes”- The study investigates the antecedents and outcomes of GHRM at the organizational level and the outcomes of GHRM at the individual level. The study finds that at organizational level, environmental culture and organization's environmental performance indirectly affect each other with mediating role of green HRM. At discrete level, “green HRM” and employees' job satisfaction are positively associated and being significant mediators in this relationship.

20. Pavitra Mishra (2017)-This study highlights organizations must utilize their full potential of GHRM to encourage pro-environmental behaviors, and senior management support and cross-departmental learning are essential to encourage green behaviors among employees.

21. Md. Ashadullah, Md. Miraj Hossen, Rashedul Islam (2018) “Green Human Resource Management Practices in Bangladesh: A Study on the Banking Sector”-The most important findings of this research are that HR managers

are accountable for incorporating Green HR concepts into corporate missions, HR policies, and daily activities, and that the success of green HRM is not yet notable due to a lack of investment, inadequate IT support, proper policy, community, and governmental support. Furthermore, there are encouraging signs of green management in Bangladesh, such as the use of energy-saving electricity, products being recycled, doing e-work, minimizing ink and toner use by printing double-sided, car sharing/public transport for travel, telecommuting/videoconferencing to reduce travel and pollution, practicing e-HRM, and utilizing database management systems. The researchers believe that all organizations would adopt green HRM strategies to help restore planet's sustainability and make the world a better place.

OBJECTIVES:

- To study the level of green practices implemented in the banking sector
- To identify the association between Green HRM practices with organizational effectiveness

HYPOTHESIS OF THE STUDY:

H₀: Green HRM is negatively associated with organizational effectiveness in banking sector

H₁: Green HRM is positively associated with organizational effectiveness in banking sector

METHODOLOGY:

A conceptual and experimental framework is proposed to test the consequences of green HRM (predictor variable) on effectiveness (response variable) of banking sector in terms of social responsibilities, better environmental performance, increased employee loyalty & retention, increase profitability & reduce cost and improve organizational image. A structured questionnaire was used to collect sample data of 139 employees from SBI. To test hypothesis, we considered EFA (exploratory factor analysis) and CFA (confirmatory factor analysis) to determine the factors which affect organizational effectiveness and to test the relationship we considered correlation and multiple regression.

DATA ANALYSIS & INTERPRETATION:

TABLE 1: RELIABILITY STATISTICS

CONSTRUCTS	ALPHA(α)	RELIABILITY RESULT
Green Performance Management	0.850	Good
Green Recruitment & Selection	0.844	Good
Green Training & Development	0.898	Good
Green Employee Empowerment & Performance	0.865	Good
Green Reward & Compensation	0.815	Good
Organizational Effectiveness	0.846	Good
Overall	0.954	Good

The study's constructs' internal consistency is gauged by their reliability. According to Hair et al. (2013) ^[49], a construct is considered credible if its Alpha(α) value is higher than .70. The dependability of the construct was evaluated using Cronbach's Alpha. The outcome disclosed that green performance management scale ($\alpha=.850$), green recruitment & selection scale ($\alpha=.844$), green training & development scale ($\alpha=.898$), green employee empowerment & performance scale ($\alpha=.865$), green reward & compensation scale ($\alpha=.815$) and organizational effectiveness scale ($\alpha=.846$). Reliability results are summarized in table 1.

DATA SUITABILITY:

TABLE 2: KMO and Bartlett's Test

KMO and Bartlett 's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.808
Bartlett 's Test of Sphericity	Approx. Chi-square	3120.134
	df	210
	Sig.	0.000

The KMO test was used to determine whether the sample was adequate. The value of the KMO was determined to be 0.808, which is significantly higher than the required level of 0.50 (Field, 2009) ^[50]. The outcome demonstrates that the sample was sufficient, and the Bartlett's test had a significant value of less than 0.05, which denotes the existence of significant correlation in the data and opens the door to the application of factor analysis in the study.

EXPLORATORY FACTOR ANALYSIS:

According to Table 3, the measured components in this study project that were placed onto the EFA model had communalities ranging from 0.579 for GTD1 to 0.883 for GPM3. The GTD1 is the poorest loaded and least robustly measured item in this table due to its low load., and the researcher may have decided to disregard it in the final data analysis.

TABLE 3: COMMUNALITIES

CODES	INITIAL	EXTRACTION
GPM1	1.000	0.680
GPM2	1.000	0.793
GPM3	1.000	0.883
GRS1	1.000	0.677
GRS2	1.000	0.769
GRS3	1.000	0.818
GTD1	1.000	0.579
GTD2	1.000	0.692
GTD3	1.000	0.757
GEEP1	1.000	0.837
GEEP2	1.000	0.766
GEEP3	1.000	0.732
GRC1	1.000	0.717
GRC2	1.000	0.687
GRC3	1.000	0.789
OE1	1.000	0.828
OE2	1.000	0.780
OE3	1.000	0.787
OE4	1.000	0.776
OE5	1.000	0.778
OE6	1.000	0.659

EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS (PCA)

[AUTHOR's OWN]

EXPLORATORY FACTOR EXTRACTION MODEL:

Kaiser's criterion was used to extract four factors with Eigen values greater than 1, as shown in Table 4.

LOADING OF ITEMS ON LATENT FACTORS:

The rotated component matrix in Table 5 displays the loadings of each item of the four constructions that were identified by the EFA.

TABLE 4: TOTAL VARIANCE EXPLAINED

COMPONENT	INITIAL EIGENVALUES			EXTRACTION SUMS OF SQUARED LOADINGS			ROTATION SUMS OF SQUARED LOADINGS		
	TOTAL	% OF VARIANCE	CUMULATIVE %	TOTAL	% OF VARIANCE	CUMULATIVE %	TOTAL	% OF VARIANE	CUMULATIVE %
1	11.244	53.541	53.541	11.244	53.541	53.541	4.474	21.304	21.304
2	1.711	8.146	61.686	1.711	8.146	61.686	4.075	19.404	40.708
3	1.617	7.700	69.386	1.617	7.700	69.386	4.069	19.374	60.082
4	1.214	5.782	75.168	1.214	5.782	75.168	3.168	15.087	75.168
EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS									

TABLE 5: ROTATED COMPONENT MATRIX

ROTATED COMPONENT MATRIX				
	COMPONENT			
	1	2	3	4
GRS1	0.510			
GRS2	0.781			
GRS3	0.902			
GRS4	0.629			
GRS5	0.750			
GRS6	0.767			
GRS7	0.507			
GTD1		0.760		
GTD2		0.639		
GTD3		0.791		
GTD4		0.696		
GTD5		0.810		
OE1			0.627	
OE2			0.634	
OE3			0.662	
OE4			0.632	
OE5			0.622	
OE6			0.761	
GPM1				0.570
GPM2				0.520
GPM3				0.681
EXTRACTION METHOD: PRINCIPAL COMPONENT ANALYSIS				
ROTATION METHOD: VARIMAX WITH KAISER NORMALIZATION				
a. ROTATION CONVERGED IN 11 ITERATIO				

INTERPRETATION OF FACTORS:

Each construct needs to have a distinct label that describes it and aids in the explanation of each aspect, according to Tabachnick and Fidell (2007) ^[56]. In this research effort, which is detailed below, PCA retrieved all variables affecting “Green HRM” Practices during EFA. The overall variation is explained, factor loading for the construct's item, and “Cronbach's alpha” for each construct related to GHRM practices are also covered in the following subsections.

GREEN RECRUITMENT & SELECTION:

“Green Recruitment & Selection” has been explicitly explained as the primary variable with the biggest overall variance explained.

TABLE 6: Summary of Factor Loadings, Percentage of Total Variance Explained and Reliability of Green Recruitment and Selection

GREEN RECRUITMENT & SELECTION	% OF VARIANCE EXPLAINED		CRONBACH'S ALPHA
	“EXTRACTION SUMS OF SQUARED LOADINGS”	“ROTATION OF SUMS OF SQUARED LOADINGS”	
	53.541	21.304	0.844

Table 6 provides a summary of the factor loadings, percentage of total variance explained, and reliability of “green recruitment and selection”. The percentage of total variance explained was 21.304%, and factor loadings—the coefficient of correlation between the statements and a factor—were determined to be over the minimum requirement of 0.40 for all the items. For this construct, the accuracy coefficient, or Cronbach's Alpha, value was more than 0.7.

GREEN TRAINING & DEVELOPMENT:

TABLE 7: Summary of Factor Loadings, Percentage of Total Variance Explained and Reliability of Green Training & Development

GREEN TRAINING & DEVELOPMENT	% OF VARIANCE EXPLAINED		CRONBACH'S ALPHA
	“EXTRACTION SUMS OF SQUARED LOADINGS”	“ROTATION OF SUMS OF SQUARED LOADINGS”	
	8.146	19.404	0.898

Table 7 provides an overview of the factor loadings, the overall percentage of variation explained, and the reliability of “green training and development”. All of the items' factor loadings exceeded the minimum standard of 0.40 and the proportion of the overall variation that could be explained. was 19.404%. For this construct, the authenticity coefficient, or Cronbach's Alpha, value was more than 0.7.

GREEN PERFORMANCE MANAGEMENT:

TABLE 8: Summary of Factor Loadings, Percentage of Total Variance Explained and Reliability of Green Performance Management

GREEN PERFORMANCE MANAGEMENT	% OF VARIANCE EXPLAINED		CRONBACH'S ALPHA
	“EXTRACTION SUMS OF SQUARED LOADINGS”	“ROTATION OF SUMS OF SQUARED LOADINGS”	
	5.782	15.087	0.850

Table 8 summarizes the factor loadings, the proportion of the overall variation that can be explained, and the dependability of “green performance management”. All of the items' factor loadings exceeded the minimum standard of 0.40 and the proportion of the overall variation that could be explained, was 15.807%. For this construct, the reliability coefficient, or Cronbach's Alpha, value was more than 0.7.

ORGANIZATIONAL EFFECTIVENESS:
TABLE 9: Summary of Factor Loadings, Percentage of Total Variance Explained and
Reliability of Organizational Effectiveness

ORGANIZATIONAL EFFECTVINESS	% OF VARIANCE EXPLAINED		CRONBACH'S ALPHA
	“EXTRACTION SUMS OF SQUARED LOADINGS”	“ROTATION OF SUMS OF SQUARED LOADINGS”	
	7.700	19.374	0.846

In Table 9, the factor loadings, percentage of total variation explained, and reliability of “organizational effectiveness” are all summarized. All the items' factor loadings exceeded the minimum standard of 0.40 and the proportion of the overall variation that could be explained, was 19.374%. For this construct, the reliability coefficient, or Cronbach's Alpha, value was more than 0.7.

CONFIRMATORY FACTOR ANALYSIS:

“Confirmatory Factor Analysis (CFA)” is a systematic method to authenticate the factor arrangement of a set of distinguished variables.

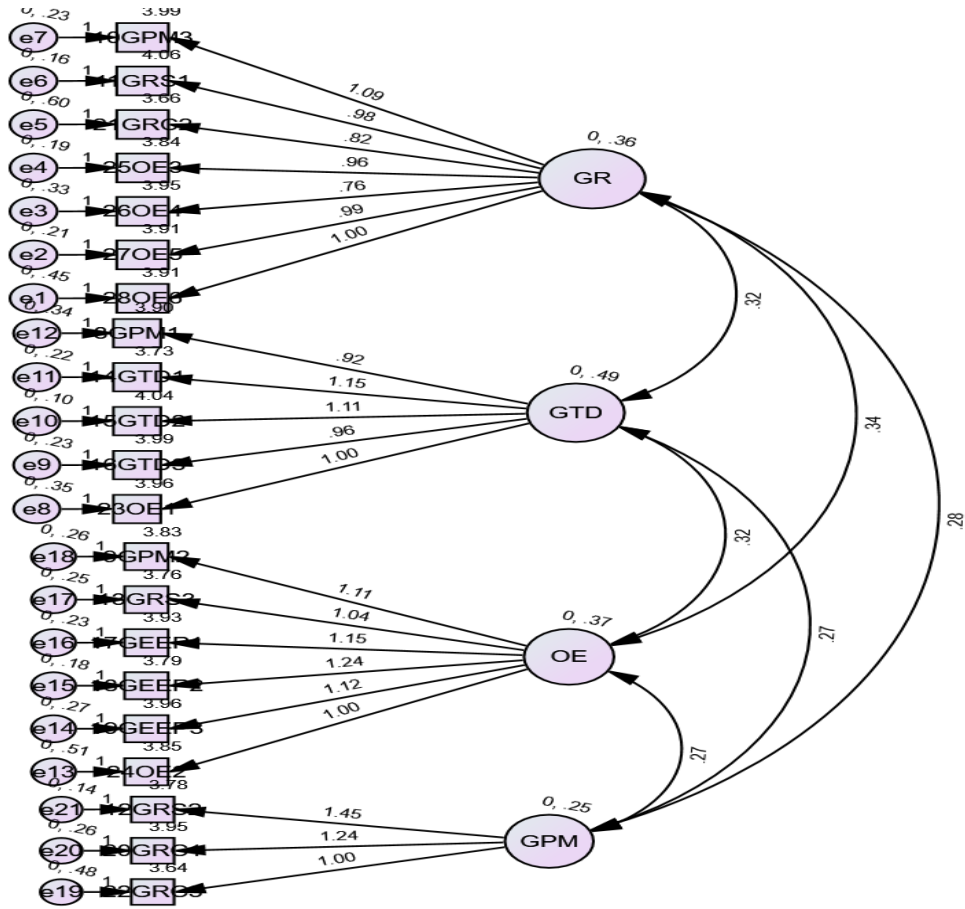


TABLE 10: MAJOR MODEL FIT INDICES SUMMARY

FIT INDEX	VALUE	CRITICAL (ACCEPTABLE VALUE)
RMESA	0.056	0.03-0.08
AGFI	0.978	>0.9
CFI	0.980	>0.9
GFI	0.910	>0.9
SRMR	0.032	<0.05

The measurement model yielded a Chi-square value of 452.97 with 183 degrees of freedom($p=0.000<0.05$). The Chi-square value to degree of freedom was found to be 2.3277, which is lower than the recommended value of 5, as per Bagozzi & Younjae (1988). The GFI and AGFI values range from 0.910 to 0.978, exceeding the minimum requirement of 0.9. Indicators $CFI > 0.90$. As stated by Hair, Black, Babin, Anderson, & Tatham (2009), the other indices “GFI” = 0.910, “CFI” = 0.980, “AGFI” = 0.978, “NFI” = 0.924 and “RMSEA” = 0.056, also fulfilled the recommended values. As a result, the fit index’s outcome shows how well the model fits the data.

MULTIPLE REGRESSION:

H₁: Green HRM is positively associated with organizational effectiveness in banking sector

TABLE 10: CORRELATION TABLE

FACTORS	GPM MEAN	GRS MEAN	GTD MEAN	GEEP MEAN	GRC MEAN	OE MEAN
GPM MEAN	1	0.743	0.764	0.748	0.537	0.729
GRS MEAN	0.743	1	0.699	0.847	0.673	0.762
GTD MEAN	0.764	0.699	1	0.690	0.605	0.730
GEEP MEAN	0.748	0.847	0.690	1	0.655	0.769
GRC MEAN	0.537	0.673	0.605	0.655	1	0.528
OE MEAN	0.729	0.762	0.730	0.769	0.528	1

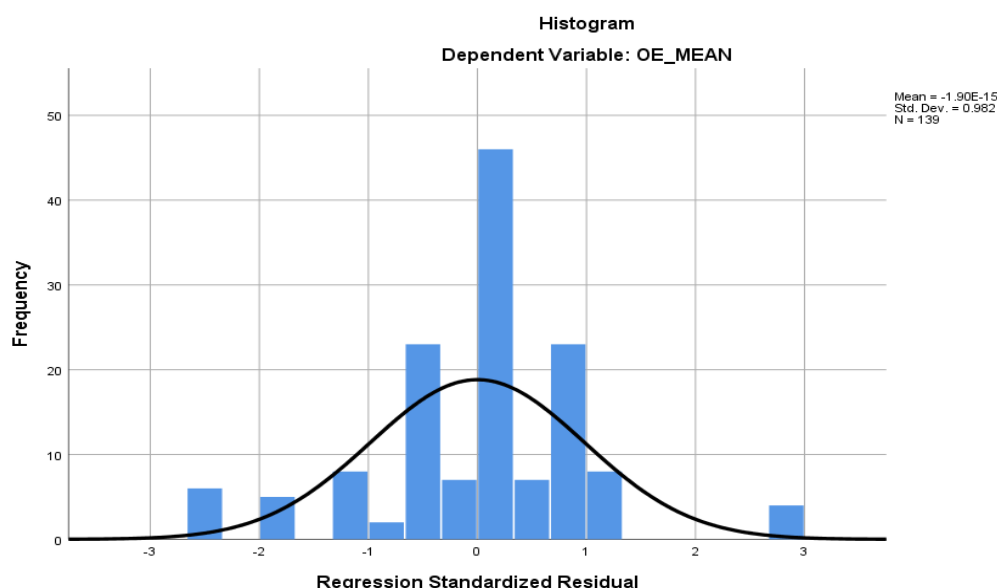
P values are 0.001

[AUTHOR's OWN]

In the above table, correlation coefficient of GPM and OE is 0.729, correlation coefficient of GRS and OE is 0.762, correlation of coefficient of GTD and OE is 0.730, correlation coefficient of GEEP and OE is 0.769 and correlation coefficient of GRC and OE is 0.528 which is highly correlated, and all of the GHRM components have positive correlations with OE, with a p value of 0.001** (less than 0.05) and less than that.

MODEL SUMMARY TABLE				
MODEL	R	R SQUARE	ADJUSTED R SQUARE	STD. ERROR OF THE ESTIMATES
1	0.834 ^a	0.696	0.685	0.352
PREDICTORS:(CONTANT), GRC MEAN, GPM MEAN, GTD MEAN, GEEP MEAN, GRS MEAN,				
DEPENDENT VARIABLE: OE MEAN				

ANOVA TABLE						
MODEL		SUM OF SQUARES	Df	MEAN SQUARE	F	SIG
1	REGRESSION	37.894	5	7.579	60.907	0.000 ^b
	RESIDUAL	16.550	133	0.124		
	TOTAL	54.443	138			
a. DEPENDENT VARIABLE: OE MEAN						
b. PREDICTORS:(CONSTANT), GRC MEAN, GPM MEAN, GTD MEAN, GEEP MEAN, GRS MEAN						



The value of the adjusted R²(R-squared), which assesses the overall goodness of fit of the full regression, is 0.696 after being reduced from 0.834. R² represents roughly 69.6% of the total. This shows the goodness of fit as the explanatory variable explains approximately 69.6% of the variation in the explained variable. According to the outcome, the f-calculated value (60.907) is higher than the f-tabulated value (2.28966), or f-calculated > f-tabulated. As a result, we reject the null hypothesis (h₀) and accept the alternative hypothesis, indicating that the overall estimates have a strong fit and that our independent variables are likewise simultaneously significant. According to the data, Green HRM is favorably correlated with organizational success in the banking industry (SBI).

FINDINGS & CONCLUSION:

According to the research's conclusions, more people are aware of the beneficial impact GHRM has on organizational success. This study makes a first effort to pinpoint the GHRM factors that will affect the organization's success using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The findings show that, in comparison to green reward and compensation in banks, green recruiting, selection, and training have been carried out to a far greater extent. The implementation of "Green HRM" in banks increases employee loyalty to the organization, reduces costs and increases profitability, and improves customers' opinion towards the organizations' image which priorities businesses that are environmentally conscious and work to reduce the release of hazardous waste into the environment. This study found a significant positive relationship between Green HRM and organizational effectiveness.

Factor analysis, a method of data reduction, was employed to determine the magnitude of various variables. Four characteristics about GHRM were ultimately taken from the analysis. They are GRS, GPM, and GTD. The proportion of variance explained has been calculated to be 21.304 for GRS, 19.404 for GTD, 15.087 for GPM, and 19.307 for OE. According to the objectives, empirical data analysis has validated a number of key conclusions. According to the study's

findings, banks have implemented GRS, GTD, and GPM to a much greater extent than they have GEEP and GRC. The research reveals that GHRM has a favorable effect on OE as well.

Banks have demonstrated a commitment to using green human resource management techniques to increase organizational effectiveness. This includes hiring and selecting workers and knowledgeable personnel who are ready to use their talent and expertise to refine the ecological surroundings. Performance appraisals are conducted often, and appropriate appraisal mechanisms are in place. Staff members are given coaching and training on environmental-related topics, as well as being trusted to work out their own plans. This is done to ensure the entire organization can use best practices to maintain the atmosphere for increased productivity.

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