

## AGRICULTURAL FINANCE AND LENDING SERVICES OF KOTAK BANK

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### ABSTRACT

Green Human Resource Management (GHRM) has emerged as an essential strategic approach that integrates environmental sustainability with human resource practices to achieve organizational excellence. The IT sector, being a knowledge-intensive industry, plays a significant role in promoting sustainable business practices through environmentally responsible employee behaviour and organizational policies. This study examines the impact of Green Human Resource Strategies on the performance and sustainability initiatives of Infosys, Hyderabad. The research focuses on green recruitment and selection, green training and development, green performance appraisal, green compensation and rewards, and employee participation in environmental initiatives. A quantitative research approach was adopted using structured questionnaires distributed among employees of Infosys. The findings indicate that Green HRM practices positively influence employee awareness, organizational commitment, environmental responsibility, and overall organizational performance. Employees demonstrated strong support for sustainability initiatives and actively participated in eco-friendly workplace activities. Furthermore, Green HR strategies contributed to enhanced corporate image, resource conservation, cost reduction, and long-term competitive advantage. The study concludes that effective implementation of Green HRM practices can strengthen environmental sustainability while improving employee engagement and organizational productivity in the IT sector.

**Keywords:** Green Human Resource Management, Sustainability, Green Recruitment, Green Training, Employee Engagement, Environmental Performance, IT Sector, Infosys Hyderabad.

### I. INTRODUCTION

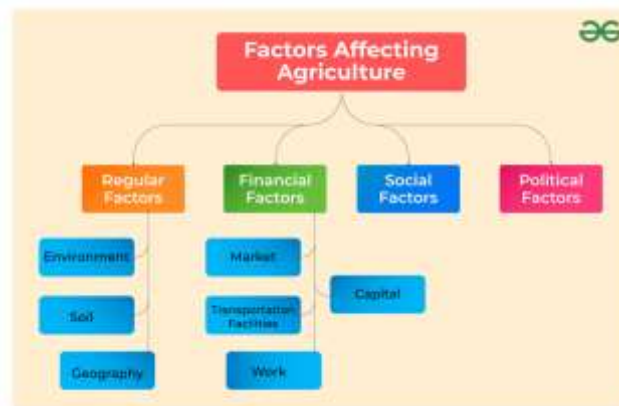
Environmental sustainability has become a critical concern for organizations across the globe due to increasing ecological challenges, climate change, and resource depletion. Green Human Resource Management (GHRM) has emerged as an innovative managerial approach that integrates environmental objectives with human resource functions to promote sustainable organizational development. Green HRM encompasses recruitment, training, performance management, employee involvement, and compensation practices that encourage environmentally responsible behaviour among employees (Renwick et al., 2008) [1]. Sustainable business practices have become essential for achieving long-term competitiveness (Jackson et al., 2011) [2]. Organizations increasingly recognize the importance of aligning HR strategies with environmental management goals (Daily & Huang, 2001) [3]. Green recruitment helps attract environmentally conscious employees (Opatha & Arulrajah, 2014) [4]. Green training develops environmental competencies among employees (Jabbour, 2013) [5]. Environmental performance appraisal enhances employee accountability toward sustainability goals (Mandip, 2012) [6]. Green reward systems motivate eco-friendly practices (Mehta & Chugan, 2015) [7]. Employee participation contributes significantly to

environmental initiatives (Tang et al., 2018) [8]. Green organizational culture strengthens sustainable performance (Yong et al., 2020) [9]. Green HRM also supports corporate social responsibility objectives (Ahmad, 2015) [10]. Research indicates that environmentally responsible organizations experience improved reputation and stakeholder trust (Dumont et al., 2017) [11]. Furthermore, green workplace practices contribute to operational efficiency and cost reduction (Arulrajah et al., 2015) [12]. Sustainable HR strategies are therefore becoming indispensable for modern organizations (Pham et al., 2019) [13]. Green innovation and environmental commitment are strengthened through effective HR interventions (Mishra, 2017) [14]. Organizations that implement GHRM practices are better positioned to achieve sustainable competitive advantage (Almada & Borges, 2018) [15].



The Indian IT sector has witnessed rapid growth and has increasingly adopted sustainability-oriented business models. Infosys, Hyderabad, is recognized for its commitment to environmental sustainability and green workplace practices. The organization integrates environmental concerns into recruitment, training, employee development, and organizational policies (Bombeck & Klesko, 2023) [16]. Green leadership fosters environmental awareness among employees (Haridas & Sivasubramanian, 2018) [17]. Digitalization supports paperless operations and energy conservation (Mishra et al., 2014) [18]. Green employee engagement enhances environmental commitment (Rawashdeh, 2018) [19]. Sustainable HR policies improve employee productivity (Kim et al., 2019) [20]. Environmental knowledge sharing promotes green innovation (Roscoe et al., 2019) [21]. Green organizational support positively influences employee behaviour (Ababneh, 2021) [22]. Eco-friendly HR systems contribute to employee satisfaction (Shafaei et al., 2020) [23]. Green work culture strengthens

organizational effectiveness (Saeed et al., 2019) [24]. Environmental training improves sustainability awareness (Yusoff et al., 2020) [25]. Green compensation encourages responsible workplace practices (Anwar et al., 2020) [26]. Employee green behaviour improves environmental performance (Singh et al., 2020) [27]. Green HRM also contributes to innovation capability (Muisyo et al., 2022) [28]. Sustainable workforce management supports organizational resilience (Benn et al., 2015) [29]. Therefore, examining the impact of Green HR strategies in Infosys provides valuable insights into sustainable HR practices within the Indian IT sector (Tang et al., 2024) [30].



## II. LITERATURE SURVEY

The concept of Green Human Resource Management has attracted considerable attention from researchers due to its role in promoting environmental sustainability within organizations. Renwick et al. (2008) [1] introduced Green HRM as the integration of environmental management with HR functions. Daily and Huang (2001) [2] highlighted the importance of employee involvement in environmental management systems. Jackson et al. (2011) [3] emphasized strategic HR practices for sustainability. Opatha and Arulrajah (2014) [4] described Green HRM as a system that develops environmentally responsible employees. Jabbour (2013) [5] reported that environmental training improves organizational sustainability. Ahmad (2015) [6] identified green recruitment and selection as important dimensions of GHRM. Arulrajah et al. (2015) [7] found that green HR practices positively influence environmental performance. Mehta and Chugan (2015) [8] emphasized the role of green training in creating environmentally conscious employees. Mishra et al. (2014) [9] observed growing adoption of green initiatives in Indian organizations. Haridas and Sivasubramanian (2018) [10] concluded that Green HRM enhances employee commitment toward sustainability. Tang et al. (2018) [11] found that employee participation significantly improves environmental outcomes. Dumont et al. (2017) [12] established a positive relationship between Green HRM and employee green behaviour. Pham et al. (2019) [13] reported that environmental commitment mediates the impact of Green HRM on organizational performance. Yong et al. (2020) [14] highlighted the role of green organizational culture. Almada and Borges (2018) [15] emphasized Green HRM as a source of sustainable competitive advantage.

Recent studies further support the strategic importance of Green HRM in modern organizations. Rawashdeh (2018) [16] observed that Green HR practices enhance employee satisfaction. Saeed et al. (2019) [17] identified

environmental commitment as a key driver of green behaviour. Kim et al. (2019) [18] reported improved organizational performance through sustainable HR practices. Roscoe et al. (2019) [19] linked Green HRM with green innovation capabilities. Shafaei et al. (2020) [20] emphasized the importance of green organizational support. Yusoff et al. (2020) [21] found positive effects of environmental training on employee performance. Singh et al. (2020) [22] highlighted the role of green leadership. Anwar et al. (2020) [23] confirmed the effectiveness of green reward systems. Ababneh (2021) [24] reported enhanced environmental awareness among employees. Muisyo et al. (2022) [25] linked Green HRM with innovation performance. Bombeck and Klesko (2023) [26] emphasized employee environmental consciousness. Tang et al. (2024) [27] highlighted environmental decision-making participation. Jabbour and Santos (2008) [28] stressed environmental competency development. Paillé et al. (2014) [29] linked Green HRM with organizational citizenship behaviour. Benn et al. (2015) [30] concluded that sustainable HR practices are crucial for long-term organizational success.

### III. RESEARCH METHODOLOGY

The present study adopts a quantitative and descriptive research design to examine the impact of Green Human Resource Strategies on employees working in Infosys, Hyderabad. The study focuses on understanding employee perceptions regarding green recruitment, green training and development, green performance appraisal, green compensation and rewards, and environmental participation initiatives. Primary data were collected through a structured questionnaire designed using a five-point Likert scale. The questionnaire included demographic variables and statements related to Green HRM practices and their impact on employee performance and organizational sustainability. Secondary data were gathered from journals, books, research articles, company reports, and online databases related to Green Human Resource Management and sustainable organizational practices. The study aims to provide a comprehensive understanding of the effectiveness of Green HR strategies implemented in the IT sector.

The target population comprised employees working in Infosys, Hyderabad. A sample size of 150 respondents was selected using simple random sampling techniques to ensure unbiased representation. The collected data were coded, classified, and analyzed using statistical tools such as percentage analysis, mean scores, and descriptive statistics. The analysis focused on identifying employee awareness levels, participation in environmental initiatives, and perceptions regarding organizational sustainability practices. Reliability and validity of the questionnaire were ensured through expert review and pilot testing. Ethical considerations were maintained by ensuring respondent confidentiality and voluntary participation. The findings were interpreted to determine the relationship between Green HRM practices and organizational outcomes such as employee engagement, environmental responsibility, job satisfaction, and organizational performance. The methodology provides a systematic framework for evaluating the effectiveness of Green HR strategies and offers valuable insights into sustainable human resource management practices in the Indian IT industry.

### IV. RESULTS & DISCUSSION

The findings of the study reveal that Green Human Resource Management practices have a significant positive impact on employees and organizational performance at Infosys, Hyderabad. A majority of respondents

demonstrated awareness of environmental sustainability initiatives and expressed positive attitudes toward Green HRM practices. Green recruitment and selection practices were found to attract environmentally conscious employees who were more likely to support sustainability goals. Green training and development programs enhanced employee knowledge regarding environmental conservation, resource management, and sustainable workplace behaviour. Employees reported increased participation in paperless operations, energy conservation activities, waste reduction initiatives, and eco-friendly workplace practices.

Gender	No. of Respondents	Percentage
Male	136	62
Female	84	38
Total	220	100

Source: Survey data

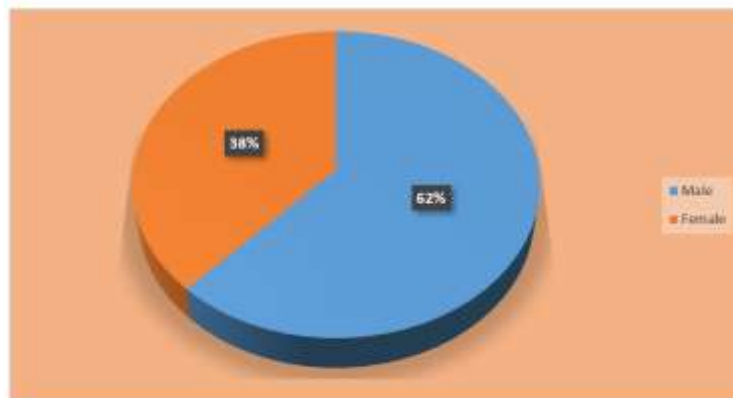


Figure 4.1 Gender

Age	No. of Respondents	Percentage
Less than 30 years	48	22
31 to 40 years	77	35
41 to 50 years	70	32
51 to 60 years	16	7
Above 60 years	09	4
Total	220	100

Source: Survey data

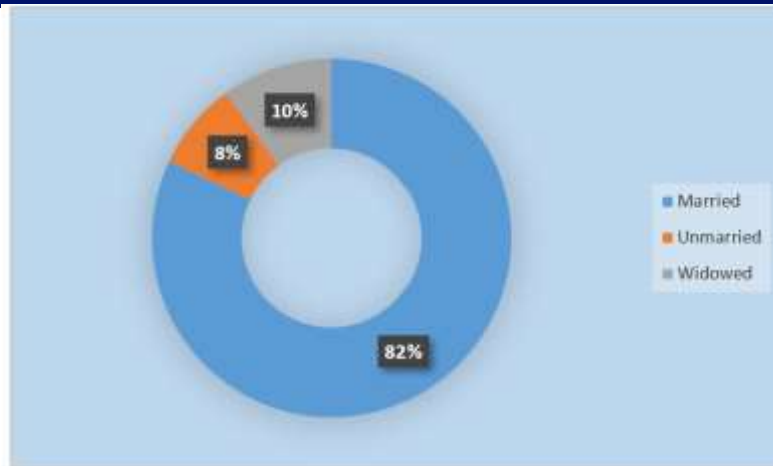
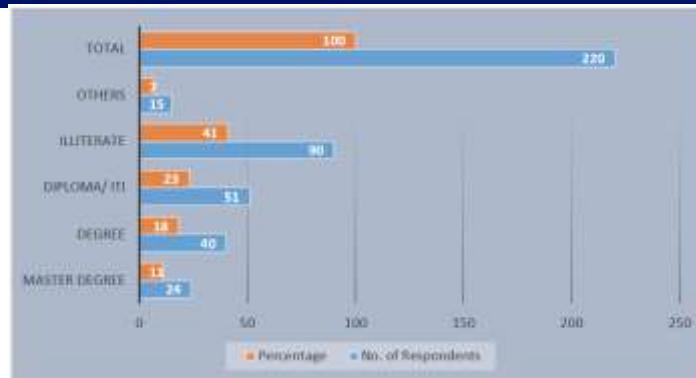


Figure 4.3 Marital status

Qualification	No. of Respondents	Percentage
Master Degree	24	11
Degree	40	18
Diploma/ ITI	51	23
Illiterate	90	41
Others	15	07
Total	220	100

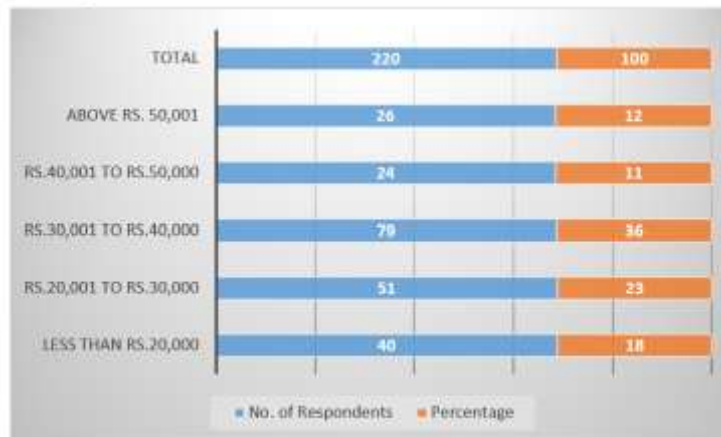
Source: Survey data

The implementation of green performance appraisal systems encouraged employees to align their work objectives with organizational sustainability goals. Green compensation and reward mechanisms were identified as effective motivational tools that reinforced environmentally responsible behaviour. The study also revealed that Green HRM practices contributed to improved employee engagement, job satisfaction, and organizational commitment. Employees perceived Infosys as a socially responsible organization, which enhanced organizational reputation and employee pride. Furthermore, the integration of environmental sustainability into HR policies supported innovation, operational efficiency, and cost reduction. The results suggest that organizations implementing comprehensive Green HR strategies can achieve both environmental and economic benefits. Overall, the findings confirm that Green HRM serves as a strategic tool for fostering sustainable organizational development while simultaneously enhancing employee performance and organizational competitiveness within the IT sector.



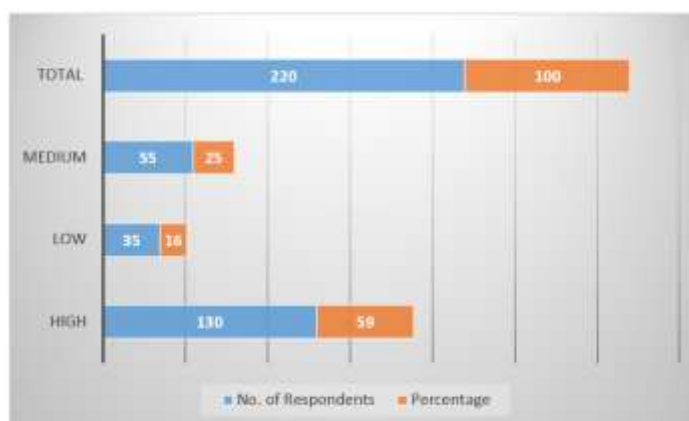
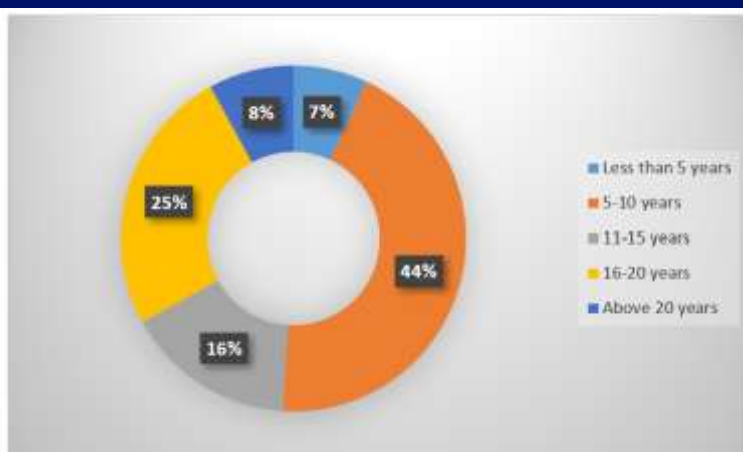
Monthly income	No. of Respondents	Percentage
Less than Rs.20,000	40	18
Rs.20,001 to Rs.30,000	51	23
Rs.30,001 to Rs.40,000	79	36
Rs.40,001 to Rs.50,000	24	11
Above Rs. 50,001	26	12
Total	220	100

Source: Survey data



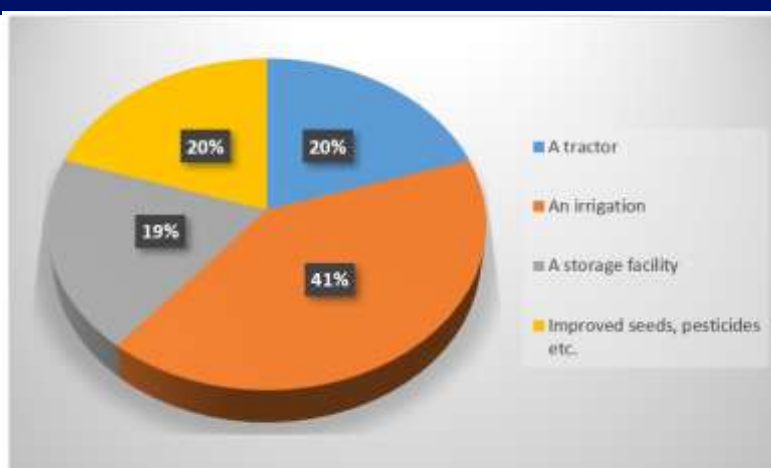
Years of experience	No. of Respondents	Percentage
Less than 5 years	15	7
5-10 years	97	44
11-15 years	35	16
16-20 years	55	25
Above 20 years	18	08
Total	220	100

Source: Survey data



Details	No. of Respondents	Percentage
A tractor	44	20
An irrigation	90	41
A storage facility	42	19
Improved seeds, pesticides etc.	44	20
Total	220	100

Source: Survey data



Type	No. of Respondents	Percentage
KCC (Crop Loan)	161	73
Land Development Loan	31	14
Tractor Loan	15	07
Dairy Loan	13	06
Total	220	100

Source: Survey data

Factor	Alpha
Factor 1. Bank's credit standards as applied to the approval of agricultural loans changed past three months.	.737
Factor 2. Factors affected your bank's credit standards as applied to the approval of agricultural loans past three months.	.689
Factor 3. Bank's conditions and terms for approving agricultural loans or credit lines changed past three months.	.896
Factor 4. Demand for agricultural loans at bank changed past three months.	.712
Factor 5. Factors affected demand for agricultural loans at bank past three months.	.865
Factor 6. Factors affected your bank's credit standards as applied to the approval of agricultural loans next three months.	.756
Factor 7. Demand for agricultural loans change at bank next three months.	.425
Overall for the questionnaire	.963

Source: Survey data

## V. CONCLUSION

Green Human Resource Management has emerged as a vital organizational strategy for achieving environmental sustainability and long-term business success. The present study examined the impact of Green HR strategies in Infosys, Hyderabad, and found that environmental considerations integrated into HR functions significantly influence employee behaviour, organizational performance, and sustainability outcomes. Green recruitment, training, performance management, compensation, and employee participation initiatives contribute to the development of an environmentally responsible workforce. The findings indicate that employees positively perceive Green HRM practices and actively support organizational sustainability initiatives. The adoption of

Green HRM practices not only improves environmental performance but also enhances employee engagement, job satisfaction, organizational commitment, and corporate reputation. In the competitive IT sector, sustainability-oriented HR practices provide organizations with a strategic advantage by strengthening stakeholder trust and improving operational efficiency. The study further highlights the importance of management support, employee awareness, and continuous training in ensuring the successful implementation of Green HR initiatives. Organizations that invest in Green HRM are better positioned to address environmental challenges while achieving economic growth and social responsibility objectives. Therefore, IT companies should continue strengthening their Green HR policies and encourage employee participation in sustainability programs. Future research may explore comparative analyses across different industries and geographical regions to provide broader insights into the effectiveness of Green Human Resource Management practices. Overall, Green HRM represents a powerful mechanism for creating sustainable organizations capable of meeting present needs without compromising the welfare of future generations.

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