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EXAMINING GREEN HUMAN RESOURCE MANAGEMENT AND GREEN SERVICE BEHAVIOUR IN THE BANKING SECTOR

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ABSTRACT

The present study adopts a cross-sectional research design to examine the role of Green Human Resource Management (GHRM) in shaping employees' green commitment and green service behaviour within the banking sector. Data will be collected in a non-contrived organizational setting to capture real workplace perceptions and practices. The target population will consist of bank employees, as banking institutions are legally obligated to comply with environmental regulations under the National Environmental Protection Agency Law, and employees directly influence customer awareness and sustainable service delivery. Primary data will be gathered through an online survey administered via Google Forms using a convenience sampling technique. The data collection process will span 44 days, yielding 203 valid responses, all of which will be included for analysis due to the absence of missing data. Sample adequacy will be verified using G*Power software to ensure minimum statistical requirements are met. Measurement of key constructs—GHRM, green commitment, and green service behaviour—will be conducted using established scales on a five-point Likert scale. Demographic analysis and Leven's test will be applied to assess sample representativeness and variance homogeneity. Overall, the research methodology will provide a robust and reliable basis for analyzing the relationships among GHRM practices, employee commitment, and sustainable service behaviours in the banking sector.

Keywords: Green, Human, Management, Banking, Sustainability.

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I. INTRODUCTION

Examining green human resource management and green service behaviour in the banking sector has gained increasing academic and practical importance due to rising environmental concerns and the growing role of service organizations in promoting sustainable development. Although banks are not traditionally categorized as high-polluting industries, their operational activities, lending policies, and daily service interactions collectively exert a significant environmental impact. As a result, the banking sector is increasingly expected to adopt environmentally responsible practices that go beyond compliance and contribute actively to sustainability goals. Within this context, green human resource management (GHRM) emerges as a strategic approach that integrates environmental objectives into human resource policies and practices, thereby shaping employees' attitudes, behaviours, and service delivery.

Green human resource management refers to the incorporation of environmental management principles into recruitment, selection, training, performance appraisal, and reward systems. In the banking sector, GHRM practices are designed to encourage employees to adopt eco-friendly behaviours such as reducing paper usage, conserving energy, and supporting green financial products. By embedding environmental values into HR processes, banks can cultivate a workforce that is not only aware of sustainability issues but also motivated to contribute to organizational environmental performance. GHRM thus acts as an internal mechanism through which environmental strategies are translated into everyday employee actions.

Green service behaviour represents employees' voluntary and role-prescribed actions that support environmental sustainability during service delivery. In a service-intensive sector such as banking, employees interact directly with customers, making their behaviour a critical determinant of both service quality and environmental impact. Green service behaviour may include advising customers on paperless transactions, promoting digital banking channels, encouraging environmentally responsible investment options, and demonstrating personal commitment to sustainability. Such behaviours not only reduce the ecological footprint of banking operations but also enhance the bank's green image and credibility in the eyes of customers.

The relationship between GHRM and green service behaviour is rooted in social exchange and organizational support theories, which suggest that employees reciprocate organizational investments with positive attitudes and behaviours. When banks implement GHRM practices, employees are likely to perceive that the organization values environmental responsibility and employee contribution toward sustainability. This perception can foster green commitment, defined as an employee's psychological attachment to environmental goals and values. Green commitment, in turn, is expected to mediate the relationship between GHRM and green service behaviour, encouraging employees to go beyond formal job requirements and engage in extra-role green actions.

In the banking sector, the effectiveness of GHRM is particularly significant because employees serve as key agents in communicating and operationalizing green initiatives. Unlike manufacturing industries, where environmental performance is often driven by technology and processes, banks rely heavily on human interactions to implement sustainability initiatives. Employees trained and rewarded for green practices are more likely to influence customer behaviour, promote green financial products, and support sustainable organizational policies. Thus, GHRM can be viewed as a catalyst that transforms environmental intentions into tangible service outcomes.

Empirical research has increasingly demonstrated that GHRM practices are positively associated with employees' pro-environmental attitudes and behaviours. Studies in service industries indicate that training programs focused on environmental awareness, green performance appraisal systems, and incentive mechanisms can significantly enhance green service behaviour. In the banking context, these practices can strengthen competitive advantage by differentiating banks as socially and environmentally responsible institutions. Customers are becoming more environmentally conscious and are more likely to trust and engage with banks that demonstrate genuine commitment to sustainability through their employees' actions.

Furthermore, examining GHRM and green service behaviour in the banking sector has important implications for policy and management. Banks operate within regulatory frameworks that increasingly emphasize environmental responsibility and sustainable finance. Aligning HR practices with these regulatory and societal expectations can help banks comply with environmental standards while fostering a culture of sustainability. From a managerial perspective, investing in GHRM can improve employee engagement, job satisfaction, and organizational loyalty, all of which contribute to long-term organizational performance.

II.   REVIEW OF LITERATURE

Naher, Kamrun & Kumar, Dhanonjoy. (2025) In the banking industry of Bangladesh, this research seeks to understand the connection between Green HRM practices and Employee Green Involvement. Ability Motivation Opportunity (AMO) theory also forms the basis of this paper's framework. In order to examine the survey results, this study used Partial Least Squares Structural Equation Modeling. Four state-owned commercial banks in Bangladesh's Dhaka and Rajshahi divisions each sent out self-administered surveys to their staff at different levels to collect data. The banks' 38 branches were part of the network. A simple random sample procedure was used to nominate 385 bank workers. Employee Green Involvement in Bangladesh's Banking Sector Is Strongly Correlated with GHRM Functions: Green Recruitment and Selection, Green Training and Development, Green Performance Appraisal Management, and Green Pay and Reward Management, According to the Study. Therefore, in order to increase employee attachment and dedication to the success of firms, the suggestions stress the need of sustainable management methods and employee participation. Lack of mediation analysis, cross-sectional design, and generalizability are some of the study's weaknesses. Researchers in the future may take a more

eclectic approach, look into new fields, and use mixed research methods to go deeper into more factors; they may also use longitudinal approaches to find causal correlations.

Agrawal, S & Kalla, Nitin. (2024) More and more businesses are switching to greener methods as a result of rising awareness of environmental issues and international sustainability targets. Although financial institutions are not directly to blame for environmental deterioration, they do play an important role in fostering sustainability via internal policies, most notably via Green Human Resource Management (GHRM). The purpose of this research, which is headed "Determining Awareness and Implementation of Green HRM in the Banking Sector," is to find out how common GHRM practices are in the banking industry, how much people know about them, and how much they become used to. The research is organized around three main goals: (1) to find out how well GHRM is received in the banking industry; (2) to assess how widespread GHRM is; and (3) to gauge how well staff members comprehend and use GHRM. This study uses an analytical research strategy and is based on responses from 115 bank employees chosen at random. Structured interviews and questionnaires provided the primary data, while reputable sources including scholarly journals, internet articles, and reference books provided the secondary data. According to the findings, the banking industry has a reasonable level of knowledge of GHRM practices, but their implementation is varied. A lack of understanding, training, or corporate backing often limits the practical adoption of green HR practices, even if many workers show approval of them.

Uddin, Md et al., (2023) The purpose of this research is to look at how green HRM practices have affected the customer service habits of bank workers in Bangladesh. The research aims to shed light on how green HRM methods have improved banking sector practices and service habits among employees. The findings show that green HR strategies, such as green training and development, green performance evaluation, and green incentive systems, positively affect service behaviors among employees. In addition to highlighting the need of continuous assessment and development, this research highlights the ways in which green HRM practices impact banks in relation to organizational sustainability, employee engagement, talent acquisition, and retention. With the use of a modified self-report questionnaire from previous research, 258 employees from several commercial banks in Bangladesh were surveyed for this study, which made use of convenience sample methods. In regression analysis, a 95% confidence interval was used to validate the assumptions. The findings demonstrate that all hypotheses were supported, with SPSS version 26.0 being used for the analysis of the hypothesis tests. Employees' service behavior is positively and significantly affected by the bank's information sharing propensity, training facility, performance assessment, and incentive system, according to the findings. If this research adds to the expanding field of sustainable human resource management, it will be helpful for financial institutions that are planning to use HRM strategies that include environmental sustainability in order to boost productivity and customer satisfaction.

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Khan, Kalimullah et al., (2022) The purpose of this research is to analyze how green human resource management (GHRM) is seen in relation to perceived green service behavior both inside and outside of the workplace. In particular, the authors used social identity theory to examine the role of green commitment as a mediator between GHRM and environmentally conscious actions taken by workers. The study used a non-contrived environment to gather data from 203 replies of Afghan banking industry personnel using a cross-sectional research approach. The SmartPLS 3 program is used to apply structural equation modeling using partial least squares. The research findings showed that green commitment is the intermediary between GHRM and the green service behavior of workers both when on the clock and outside of work. This research delves into the concept of green commitment as a new way that GHRM policies might impact green behavior in the workplace, both while on the clock and outside of work.

III.   RESEARCH METHOD

Research Design, Sample and Data Collection

In order to gather data in the natural environment of the banking industry, a cross-sectional study approach is used. Bank workers make up the bulk of our study's sample population. There are several important arguments to support this. The National Environmental Protection Agency's 2007 Law mandates, first and foremost, that all businesses engage in environmentally responsible practices and maintain high standards of corporate citizenship. The second is that bank workers are in a prime position to raise customers' environmental consciousness because of the frequent one-on-one interactions they have with clients. Third, GHRM will make bank personnel more environmentally conscious, which could influence how they provide green services. Thus, a bank's ability to gain a competitive edge is affected by the service behavior of its staff. We used Google Forms to gather data online using convenience sampling. We got 203 replies over the 44-day data collecting period (4 February 2021–20 March 2021). All of the responses were valid and submitted without rejection due to missing data or incomplete forms. Using the G-power program, we were able to determine that our sample size was sufficient, since it was the minimal required.

Measures

In this analysis, GHRM, green commitment, and green service behavior are the three primary factors. For this survey, we used a five-point Likert scale, where 1 indicates a strong disagreement and 5 means a vigorous agreement. The study recommended six GHRM measures. The researcher's six-item scale for measuring green service behavior includes three items for in-role and three for extra-role green service. The eight elements used to gauge employee green commitment were taken directly from the researcher's toolbox.

Respondents' Profile

According to our demographic study, there were more male respondents (150) than female respondents (53). The oldest age group was also those between the ages of 41 and 45. To further guarantee sufficient sample representation and homogeneity, we used Leven's test based on early and late replies. A answer was deemed late if it was received after a single reminder. We found that there was no problem with homogeneity of variance, and that our sample accurately reflected the population, according to Leven's statistic (0.027, p >.871).

IV. RESULTS

Common Method Variance

The present investigation followed established protocols. We started by excluding the terms "dimension" and "constructs" from the questions in order to lessen the likelihood that the informants would guess the right answers. Secondly, the respondents were given the reassurance that their data would be kept secret. There was no correct or incorrect response, they were told. Additionally, we followed the instructions of the researcher and used complete collinearity. Since all values were far lower than three, the single source problem was likewise solved by using complete collinearity.

Table 1: Full Collinearity Testing

GHRM	GC	E-Role	In-Role
1.025	2.881	2.78	1.341

Additionally, using WebPower, we computed skewness (β = 2.770, p <.01) and kurtosis (β 28.135804, p <.01) as part of Mardia's multivariate technique for data normality assessment. In light of the findings indicating multivariate non-normal data, we used SmartPLS 3 as this program does not presume data normalcy.

Measurement Model

For this evaluation, we used the Researcher-provided recommendations. The factor loadings (>0.5), average variance extracted (AVE >0.5), and composite reliability (>0.7) were all met. This proves the existence of convergent validity.

Table 2: Measurement Model

Construct	CR	AVE
Green commitment	0.96	0.751

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	0.935	0.828
Green extra-role.	0.935	0.828
GHRM	0.943	0.805
Green in-role	0.923	0.801

To further guarantee discriminant validity, we used heterotrait-monotrait (HTMT) criteria in accordance with researcher and researcher norms. All values were determined to be significantly lower than 0.85, as shown in Table 3.

Table 3: Discriminant Validity

S. No.		**1**	**2**	**3**
1.	EEC			
2.	Extra-role	0.590		
3.	GHRM	0.654	0.705	
4.	In-role	0.765	0.801	0.748

V. DISCUSSION

Every one of our seven findings is corroborated. To start, the results show that GHRM has a direct and beneficial influence on the service behavior of workers both when they are in their roles and outside of them. Previous findings, such as those from Researcher, corroborate this. Their research' primary conclusions also lent credence to the idea that green measures implemented by businesses might motivate workers to operate in an eco-conscious manner. In reality, businesses who put money into GHRM acknowledge the importance of green practices and push their employees to do the same.

Organizations may influence their employees' in-role and extra-role green service behavior, and this study provides justification and support for that claim. Second, both in-role and extra-role green service behavior by workers were directly impacted by green commitment, according to this research. Consistent with other studies, this... The GHRM-green service behavior relationship also included green commitment as a mediating factor. Previous literature is supported by the findings of this investigation.

In sum, the present study lends credence to the idea that businesses should implement GHRM programs to foster environmental commitment among workers. This, in turn, will encourage better

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green service behavior from workers both inside and outside of their official roles, which is essential for achieving sustainable environmental management goals and satisfying stakeholders.

VI.   CONCLUSION

An analysis of green service behavior and green HRM in the banking industry reveals that HR is critical to the development of long-term viability in businesses. Banks may match employee behavior with business objectives and inculcate pro-environmental attitudes by including environmental issues into recruiting, training, performance evaluation, and incentive systems. Sustainability goes from being a stated policy goal to becoming an accepted organizational practice with the support of such integration. In service-intensive industries like banking, where workers have regular and meaningful encounters with customers, the results also indicate that green HRM considerably affects employees' green service behavior. Green dedication and in-role and extra-role green behaviors are more common among employees who feel their employer strongly supports environmental activities. Not only do these actions help lessen the environmental impact of banking, but they also raise client knowledge and improve the bank's green reputation. In sum, the research shows that technology and regulatory solutions are insufficient to make the banking industry sustainable. To promote a responsible attitude toward the environment and gain a competitive edge in the long run, it is crucial to implement a green human resource management strategy. Banks may have a significant impact on sustainable development, boost organizational performance, and earn the confidence of stakeholders by enabling their staff to be the main drivers of green service behavior.

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