

GREEN HUMAN RESOURCE MANAGEMENT AND SUSTAINABILITY OF COMMERCIAL BANKS IN NEPAL

A Dissertation submitted to the office of the Dean, Faculty of Management in partial
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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of the dissertation entitled “Green Human Resource Management and Sustainability of Commercial Banks in Nepal”. The work of this dissertation has not been submitted previously for conferral of any degrees nor has it been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work have been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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December 2024

REPORT OF RESEARCH COMMITTEE

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ABBREVIATIONS

AET	:	Affective Events Theory
AMO	:	Ability, Motivation, and Opportunity
CSR	:	Corporate Social Responsibility
CV	:	Curriculum vitae
EMS	:	Environmental Management System
EMP	:	Employee performance
EP	:	Environmental Performance
GRS	:	Green Recruitment and Selection
GCD	:	Green Compensation and Development
GTD	:	Green Training and Development
GHS	:	Green Health and Safety
GHRM	:	Green Human Resource Management
HRM	:	Human Resource Management
HPHRS	:	High-Performance Human Resource Strategy
KSAs	:	Knowledge, Skills, and Abilities
MPA	:	Masters of Public Administration
OCBE	:	Organization Citizenship Behavior for Environment
OS	:	Organization Sustainability
RBV	:	Resource-Based View Theory
SET	:	Social Exchange Theory
SDT	:	Self-Determination Theory
SHRM	:	Strategic Human Resource Management
SPSS	:	Statistical Package for Social Science

ABSTRACT

This study examines the impact of Green Human Resource Management (GHRM) on the sustainability of commercial banks in Nepal. GHRM involves environmentally conscious HR practices and the efficient use of organizational resources to achieve sustainability goals. The research objectives are to assess the implementation of GHRM practices, analyze the relationship between GHRM and sustainable performance, and evaluate the moderating role of employee performance. A sample of 300 respondents was surveyed using both online Google Forms and printed questionnaires. The collected data were analyzed using SPSS software, employing correlation and regression analysis to derive insights.

The findings underscore the critical role of GHRM activities like green recruitment, training, and remuneration in fostering a sustainable organizational culture. The study highlights the need for a holistic approach to GHRM implementation, as it directly influences employee performance and long-term organizational sustainability. Moreover, while Green Training and Development exhibited the highest reliability, Employee Performance and Organizational Sustainability had lower reliability scores signaling a need for refined measurement tools.

This research fills a critical gap in the literature by providing empirical evidence on how GHRM practices influence sustainability in Nepalese commercial banks. The study offers practical insights for HR managers, policymakers, and financial institutions, emphasizing the importance of continuous improvement and consistent application of green principles. It advocates for stronger integration of GHRM activities, improved recruitment strategies, and the adoption of green business practices to achieve superior organizational performance and sustainability.

Keywords: Green Human Resource Management (GHRM), Organizational Sustainability, Employee Performance, Green Training and Development (GTD), Green Competency Development (GCD), Green Health and Safety (GHS), Commercial Banks, Green Recruitment, Environmental Sustainability, Sustainable HR Practices.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Human resources are being referred to as one of the important aspects of the organization's structure. The primary objective of human resource management is to increase organizational performance and embark on organizational development (Lionel et al., 2023). Similarly, green human resources management (GHRM) means a set of activities, practices, and policies that support corporate workers' use of environmental, resource, and socially responsible approaches. Green human resource management today concerns itself with environmental factors that affect the organization and the total welfare of the workers in the organization. Product technology, procedures, cash, performance reviews, incentive programs, and employees' willingness to share knowledge: all major and positive influences on bank worker's customer service behaviors have the green training program for competitors. These ideas make understanding sustainable HRM useful in offering useful help to advance improvement and support customer care (Uddin et al., 2023). The dynamism of primitive resources has forced practitioners and academics into looking for other bundles that can offer competitive advantages while they cannot be imitated easily. There are many questions that managers and scholars have tried to answer, among them which assets may offer sustainability, competitive advantage, and increased performance. Therefore, discovering human resources as a valuable intangible asset of an organization responded to all questions regarding how organizations can sustain their competitiveness in the market, how they can guarantee higher performance, how organizations can gain competitive advantage, and how to enhance organizational performance in the long term, let alone eternity. Today the world knows that people are the main asset without which it would be nearly impossible to achieve organizational success in the most optimal ways.

Without good human resource management, an organization cannot achieve its goals and objectives (Gomes et al., 2023). As a result, each business focuses on recruiting and selecting informed, skilled, and competent individuals, as well as providing equitable benefits and remuneration, to foster organizational commitment and strive toward improving organizational performance (Albloush et al., 2022). Many

organizations feel that managers are the ones who benefit the most from HRM if managers create a comprehensive and internally coherent HRM system that is rooted in the organization's history, culture, and structure. This not only improves performance but also has been linked to long-term employee retention. Theoretical and empirical research. Scholars from several disciplines have proposed conceptual frameworks to explain the relationship between progressive HRM practices and firm-level outcomes. HR departments are often responsible for improving organizational performance through employee engagement and empowerment, job redesign, team-based production processes, comprehensive training, and performance-based incentives. There are considerable differences in performance between organizations that use formal human resource planning and those that don't. There will a positive shift in performance after the implementation of human resource planning compared to non-users of such systems. In recent years many Nepali commercial banks have created the space for formal Human resource management departments (Shrestha, 2022). However, the green human management strategies may differ as per the organization's nature. How individuals contribute to specific organizational sustainability goals in special circumstances, and then propose human resource strategies that broaden the basic high-performance human resource strategy (HPHRS) in innovative and significant ways. For example in both public and private sectors, employee commitment is most closely linked to green training and development. A previous study indicates that employee participation in creating strategies, planning performance goals, and setting standards leads to greater employee commitment. Though GHR strategies are always prepared to expand the organization's well-being, there are still many questions about their implementation, such as whether the GHR system and organizational environment a perfect fit. If the same strategy works in every industry, would it be sufficient to gain the same commitment from all the employees of the company. Research suggests that some GHRM practices can improve corporate performance. According to, the Aggarwal and Agarwala (2022) relationship between business strategy and GHRM practices plays a significant role in organizational effectiveness.

1.2 Problem Statement

Green Human Resource Management (GHRM) in its core concept mainly concerns with the environmentally conscious HR practices and usage of organizational resources

efficiently Mousa and Othman (2020) The increased focus on GHRM research by scholars is due to increased learning that organizational environmental sustainability cannot be achieved through embracing of practices that respond to environmental issues other than adopting the integrated HR practices (Paillé et al., 2020). As Andjarwati et al (2019 stated) sustainable work practices concern themselves with the specific behaviors that enhance the sustainability of work practices, buying responsible options, avoiding the ways of working, developing sustainable products and procedures, and searching for sustainability.

GHRM practices herein represent a part of an entire spectrum of what employees feel their organization cares for; focusing on green values in this context. Accordingly, it is postulated that personal green values will mediate the link between GHRM policies and thinking green behavior of the employees at workplace. Thus, therefore, the green values perceived by an individual have to harmonize with those of the organization for the formation of a psychologically green climate, as noted by (Paillé et al., 2020).

The recent changes are also embraced in the banking sector, new technologies and policies in place emphasize the environmental responsibility. To the banks, the GHRM can be crucial by sensitizing employees on environmental conservation practices within organizations (Safeena, 2020). And yet, in Nepal, the possibility of GHRM still remains unexplored and uncovered in its full sense. While several organizations have adopted GHRM, many are still yet to discover the utility of its application. An understanding of GHRM and its integrative application help to improve social and organizational effectiveness and provide firms with a competitive advantage.

Studies indicate that GHRM practices affect the individual environmental performance positively whereby recognizing the employee involvement, training, and environmental performance act as booster tools (Kim, Park, & Wilson, 2019; Paillé, C., & Rajagopalan, S. N. 2020). Although there are policies that are environmental friendly green training and employee development have been argued to partly support concept of sustainability (Andjarwati et al., 2019). However, research questions have not been fully answered as barriers persist especially in the developing countries due to political

instabilities, underdeveloped financial markets, and more importantly poor performance of the public sector at formulated green practices.

Furthermore, the role of green management in sustainability is documented, nevertheless, the rationale behind GHRM improving sustained competitive advantage is yet to be established. Future studies are called for to explicate the linkage between green strategies and sustainable business models, and where firms can boost the technical and managerial capabilities necessary to advance green innovation Mousa and Othman (2020). While some previous articles have looked into GHRM's effect on environmental performance, there is still more extensive research on its effect and contribution to other organizational performance indicators, including waste reduction performance and other performance measures (Paillé et al., 2020).

Last of all, according to Safeena (2020), the implementation of GHRM practice enhances the EJP and also affects job satisfaction, organizational growth, and even national development. It therefore means there is a need to examine the mediating effects of GHRM on these outcomes more deeply, especially in the Nepalese banking industry. This study aims to fill these gaps by evaluating the behavior that affects knowledge sharing and GHRM effectiveness in Nepalese banking sectors.

- What are the factors determining green human resource management systems and sustainability in Nepalese commercial banks?
- Is there any relationship between GHRM and sustainability?
- Does the GHRM factor have an impact on the sustainability of Nepalese Commercial banks?

1.3 Objectives of the Study

This study's main goal is to determine how green HRM practices and the performance of Nepali commercial banks organizations are related. The particular goals of the study are as follows:

- To assess the level of implementation of GHRM practices in the Commercial Bank in Nepal

- To analyze the relationship between green human resource management and sustainable performance in commercial banks in Nepal including the moderating variables i.e. employee performance.
- To analyze the impact of GHRM factors on the sustainability of Nepalese commercial banks

1.4 Research Hypotheses

Human resource management and organizational performance: A strategic perspective. Analyzing the prior literature of compensation policies, Zhang & Sun (2021) noted that compensation policies this way have a very strong correlation with the organizational profit. As suggested by the prior literature, this study laid down six hypotheses to justify this thesis. The list of GHRM practices includes job analysis, recruitment and selection, remuneration and benefits, motivational tools, performance appraisal, and training (Islam et al., 2020). HRM practices include five main activities, like staffing, training and development, compensation and benefits, safety and health, and employee and labor relations (Otoo, 2019). Green HRM strategies are compensation and rewards, recruitment and selection, training and development, health welfare and development, and work expansion or contraction.

Green Recruitment and Selection to Organization Performance

According to a study by Saputro and Nawangsari (2021), green training enhanced the knowledge, competencies, and abilities needed for creativity in the workforce, thereby preparing people with varying levels of potential and enhancing organizational performance. Employees who receive training gain information and abilities that are critical to accomplishing the many aims and objectives of the company, including improved performance, (Yafi et al., 2021).

The recruiting process is the first stage in establishing the association's competitive quality and unique advantage in recruitment (Hamza, et al., 2021). Highly skilled and qualified individuals significantly contribute to a company's growth (Abbasi et al., 2020). Simply hiring the right employees isn't sufficient for business growth; instead, creating a suitable work environment is crucial for enhancing employee performance. This performance improvement is directly linked to the productivity and growth of the

organization. Mayangsari and Nawangsari (2019) proved Green Recruitment, Green Training and Employee Green Behavior positive and significant effect on the behavior of environmental performance. The employees who are recruited and selected objectively are more productive. Based on the past studies the researcher identified the first hypothesis.

Hypothesis 1: Green recruitment and selection has a significant impact on organizational sustainability

Green Training and Development to Organization Performance

Green training and development refers to the quantity of formal training provided to employees concerned to the environment. Amrutha and Geetha (2021) investigated the relevance of green training, confirming that organizational learning and the alignment of human resources practices are crucial to the greening of firms, as they reduce barriers to GSCM (Green Supply Chain Management) adoption. Training focuses on skill development, including technical, clinical, environmental, and soft skills including teamwork, leadership, and interviewing. By examining the evolving work environment and the swift integration of technology, the significance of training becomes evident. This aids in enhancing employee performance effectively, improving their capacity to adjust to dynamic and demanding business environments and technological advancements. Furthermore, it enhances employees' knowledge, fostering the development of creative problem-solving skills.

Hypothesis 2: Green training and development has a significant impact on organizational sustainability

Green Compensation and Benefits to Organization Performance

Green compensation refers to the remuneration an employee receives for their contributions to the organization. Employee perks, both monetary and non-monetary, aim to balance the work-employee relationship. Compensation plays a crucial role in human resource management, motivating people and increasing organizational effectiveness. (Ardiza et al., 2021). Compensation or incentives are based on performance. To harmonize employee and shareholder interests, firms primarily use

performance-based incentive compensation to boost employee engagement. Businesses keep implementing more convenient and adaptable benefits for employees, especially improving initiatives related to providing high-value fringe benefits that can be converted to cash and creating an alluring retirement plan for employees, to increase the overall potential of employee benefits to boost organizational competitiveness.

Hypothesis 3: Green compensation and benefits has a significant impact on organizational sustainability

Employment Security to Organization Performance

When full-time workers are mixed with temporary workers in a company, they tend to feel less loyal and are more likely to want to leave the company. And these employees also are more inclined to join a union compared to those who work only with other full-time employees. When employees feel secure in their jobs, they tend to worry less about the company hiring temporary workers. Instead, worker see it as a way for the organization to fulfill its needs, and they feel obligated to perform well in return. On the other hand, when job security is low, employees pay less attention to the benefits of hiring temporary workers and see it more as a threat. They feel less obligation to perform well because they're worried about their job stability.

Hypothesis 4: Environmental performance has a significant impact on organizational sustainability

Green Health and Safety Management

Organizational sustainability can be achieved through the use of the SGMS to gather, monitor, analyze, and manage data and resources in a methodical, integrated, and effective manner. Also can improve an organization's profitability and efficiency, eliminate substantial redundancies, encourage cleaner production, and save a substantial amount of resources. Energy, storm water, and waste management are examples of health and safety factors that have an impact on an organization's project's sustainability, (Onubi et al., 2019).

Hypothesis 5: Green health and safety management has a significant impact on organizational sustainability

Employee Performance, Green Human Resource Management, and Organization Sustainability

Increasingly, it has been realized that since the HRM practices help put and maintain an EMS, which is useful in achieving better environmental performance, the environmental effects of HRM processes must be considered at the design/choice, implementation, and maintenance stages (Al-Shammari et al., 2022). An improvement in financial performance might be realized if green workplace practices enhance characteristics such as motivation and competence among the workers (Heryana et al., 2024). People will be attracted to those companies that are very selective in employing them or are willing to care for the environment. From the perspective of potentiating the impact of GHRM on an organization, the research formulated the last hypothesis of the study.

Hypothesis 6: Employee performance has a moderating impact on the relationship of Green human resource management system and organization sustainability.

Organizational Sustainability

Performance management, as a crucial aspect of organizational processes, stems from reforms in public management and inherently affects performance. The procedures for the development of social capital and other strategic resources, such as infrastructures and image, accumulate and deplete, respectively, and have a substantial impact on the specific performance of each organization within it. Likewise, Joshi et al. (2023) explained the employees' green behavior is influenced by their skills, motivation, and the opportunities provided by the organization to engage in sustainable actions.

1.5 Rationale of the Study

This study helps to break down GHRM interventions into different areas that focus on employee traits. This approach has a strong impact on improving how employees feel and behave, which then leads to better performance. So, looking closely at these GHRM

interventions and their impact on performance helps us learn more about how to improve performance in places such as the public and corporate sectors.

The study improved the theoretical understanding of how GHRM interventions are conceived into dimensions, utilizing relevant theories that have been widely used in field of human resource management and environment. The findings of this study responded to the important appeals 'to peel the onions' and pleas for theories to underlie GHRM interventions-performance correlations, which have been repeatedly echoed in human resource management literature. Furthermore, several of the ideas presented in this study open up a new area of research and knowledge. This would allow researchers to gain the insights necessary to operationalize constructs for future studies on GHRM interventions and organization sustainability.

1.6 Limitations of the Study

The study's conclusions might not be applicable to other fields, such as Nepal's microfinance and development. In order to increase the generalizability of findings, future research examining the connection between GHRM interventions and sustainability may find it advantageous to use a multi-level unit of analysis.

Moreover, this research utilized a descriptive design, which limits its ability to predict causal relationships, unlike longitudinal designs. Additionally, the study is constrained by a restricted number of questions and a lack of direct observation of employees in real-time scenarios.

Some limitations are given below:

- This research is conducted on commercial bank employees only. Thus, the result received from this study would be difficult to generalize to other industries or development banks.
- Since the questionnaire was self-administered, it would have problems like people misinterpreting the question or giving answers that were unintentional.
- The majority of questionnaires are created only in the Likert scale for the study.
- Data collection from minimum respondents.

CHAPTER II

LITERATURE REVIEW

In this chapter, the author's main endeavor is to give a clear understanding of the major ideas on green human resource management and employee performance that support sustainable development of an organization. They define how the independent, dependent, and moderating factors interact or not and their resulting effects in the organization's sustainability. It also used several theories in the study including a social learning theory. Positive event theory and self-determination theory to carry out the variables analysis. The theories were used to analyze and understand the association between variables under consideration. In addition, a conceptual framework is presented and proposed to act as the framework of the GHMRS and its effects on employee's performance and organizational sustainability.. The literature review process comprises identifying research topics and conducting searches across various online databases and scholarly sources to find relevant articles. Once key keywords and phrases are recognized, the literature analyzes trends and gaps in research. The search for relevant literature was conducted in three main domains. Google Scholar and Research Gate were primarily used to search for articles from reputable journal publishers worldwide. These databases were selected due to their reputation for having a diverse selection of journal articles. The quality of journal articles was measured through the Scimago Journal and Country Rank (SJR). Similarly, for articles that were not freely available, Sci-Hub was used to access the research papers.

The review process begins by searching for articles and journals with keywords such as "green human resource management system," "HRM and employee performance", "Green training," "green recruitment and selection," and "environmental performance." Based on the method, several articles were found. The articles selected were chosen based on the relevance of the research title. Thus, to facilitate the review process, ten articles were included in the literature review matrix.

2.1 Theoretical Review

2.1.1 Green Human Resources Management

To boost employee pro-environmental behavior, satisfy employee expectations, and accomplish organizational goals, green human resource management refers to integrating aspects of green management into job design, staffing, training and development, motivation, and maintenance functions of human resources (M. Shah, 2019).

Green HRM is the process of providing opportunities and resources available for those employees who feel forced to improve their environmental literacy and for organizations that are determined to minimize their negative impact on the environment to the greatest extent possible, thus freeing the staff to meet climate change challenges on their terms (Wulansari et al., 2018). Green employees' behavior at workplace Employee Behavior depends upon Green HRM directly and indirectly ; supporting the development of the people responsible for Green organizational culture; Green HRM practices significantly affect the Organization's performance, Requirement, Voluntary, Innovative and Creativity green behavior is linked (N.Shah & Soomro, 2022).

2.1.2 Employee Performance and Organization Sustainability

Organizational sustainability works with priorities that are attached to dynamic concepts since specific problems of environment, economics, and society that an organization pays its attention to are also changeable. Organizational sustainability points out the importance of giving satisfactory performances to all stakeholders continuously. Ensuring the requirements of direct and indirect stakeholders of the organization: its shareholders, employees, clients, special interest groups and communities, and preserving the organization's ability to meet the needs of both current and future stakeholders is thus what is meant by organizational sustainability. Eco-friendly activities should be implemented because incorporating them often results in better performance by companies. Some scholars have explained on how GHRM and green production can be cross trained to achieve EP (Rehman et al., 2020). And also identified that GHRM, which is also useful for promoting green staff member which helps them to accomplish their job responsibilities by green practices. Self-generated targets are described as the most efficient way of attaining environmental performance.

The main points of change lie in the identification and application of green human resource practices from within the culture of the organisation in order to improve performance. A supportive environment motivates employees to remain with the company and deliver high-quality work, ultimately leading to organizational sustainability (Soenanto et al., 2020).

2.1.3 Green Compensation and Initiatives, and Organization Sustainability

Rewards are mainly divided into two categories: monetary benefits (bonuses, cash, rates, etc.) and non-monetary rewards (vacations, leaves, gifts, credit score, etc.) (Martins, et al., 2021). Employee performance that enhances environmental sustainability is significantly impacted by all types of rewards. To achieve this, companies should adopt green management practices by dedicating time and resources to integrating green practices with development or vocational profits and encouraging environmentally friendly behaviors, such as recycling and waste reduction. Additionally, fostering green innovation and progress can be achieved by encouraging staff members to contribute original green ideas related to their specific roles (Aishwarya & Thahriani, 2020). By including green criteria into the salary, managers can encourage staff to embrace or follow eco-initiatives. The organization's sustainability goals can be strengthened by this criterion.

2.1.4 Role of Green Health and Safety to Organization Sustainability

The well-being of human capital at work and the environment are two important variables that need to inform current company operations. Business centers are becoming places where individuals spend the majority of their waking hours as bankers, managers, workers, shoppers, and diners, among many other activities that encourage people to frequent malls. Green business practices are more important than ever since firms are growing more intricate, diverse, and varied for these and other reasons, (Kalitanyi, 2020). The policy of green health and safety ensures that all employees are aware of and educated about occupational safety and health within the organization. This helps employee's focus on their physical and mental well-being. Employees are more likely to join and remain with companies that offer healthcare facilities and robust safety policies. Such policies create a secure working environment, encouraging employees to stay with the company for a longer period (Jerónimo et al., 2019).

2.1.5 Moderating Role of Employee Performance

Companies that use green HR practices demonstrate to prospective and existing workers who prioritize social and environmental issues and have a strong corporate social agenda, (Bag et al., 2019). In this way, the business gets approval from outside for potential hires and hence, becomes “more appealing” to the workers. Consequently, based on the social identity theory it is postulated that employee organizational identification would stem from the perceptions of GHRM held by the Environ Sci Pollut Res. Organizational commitment is related to organizational identification, which is an affective connection to the organization that communicates the pride of the organization publicly, (Saeed, et al., 2018). To increase their self-esteem as well as to build the identity of the company, there is emphasis placed on a positive attitude towards work and other demeanor. The outcomes including positive employee production contribute to the sustenance of the organization.

Strategic development objectives can be integrated with environmental goals and plans with the use of effective environmental management. Numerous studies back up GHRM's role in enhancing performance and providing competitive advantages and the HRM techniques used to get these outcomes. Policy considerations include hiring, performance, and training of staff members regarding a company's green strategy as well as employee relations and reward schemes, (Martins, et al., 2021). On the other hand, businesses look into the creation of cutting-edge HR procedures and new EM that significantly affect competitive advantage and sustainability (Al-Swidi et al., 2021).

2.1.6 GHRM and Organization Sustainability

The 21st-century corporate firms have brought attention to sustainability challenges. The corporate and green human resources departments have the power to have a big impact on the creation of an organizational culture that is focused on sustainability, (Faisal, 2023). It's critical to adhere to administrative procedures to uphold sustainability standards. Every HR decision is always assessed by HR specialists from the standpoint of the shareholders (Gill et al., 2021). Organizations today need to seek extensive input from their stakeholders, both internally and outside, by considering the economic, social, and environmental consequences.

A number of short-term and long-term sustainability strategies that can be adopted by businesses include going paperless, the use of car pools, working from home, conducting virtual selection through phone conferences, recycling, and constructing energy efficient buildings, (Jehan et al., 2020). Such kinds of green efforts pave way to high returns, low cost, happy employees, and involved employees that in turn make the organizations sustainable. Researchers have looked at environmental and organizational sustainability in underdeveloped countries Bag (2019). The corporate entities should endeavor to practice the areas of innovation and technology that would improve on the knowledge of the employees and come up with environmental friendly productions. In their article of 2015, Aggarwal and Sharma outlined the importance of 'Green and Green HRM,' as well as considering the strengths, weaknesses and realities of its use in organizational sustainability.

If organizations implement the HRM strategies, the objectives of GHRM is to facilitate environmental sustainability by focusing on performance management, training and development, recruitment selection and reward. As a top-down performance management tool, GHRM practices are introduced so that the employees' appreciation of sustainability issues can be enhanced. Sustainability can best be described and understood by the World Conservation Union it says sustainability is 'development that is the economic, ecological and social development that is carried out in such a way that the exploitation of resources, the decisions regarding their use and consumption done in present shall not cause a decline in the long-term quality of life for generations to come'. Awareness of environmental issues and recognition of its values, as well as employees' readiness to address expected challenges, are the outcomes of organizations' commitment to sustainability.

This research incorporated Ability, Motivation, and Opportunity (AMO) theories, Social Exchange theory, Affective Event theory, Self-Determination theory, Resource-Based View theory, and Process Model to understand the connection between the implemented HRM interventions and organizational sustainability. The ability, motivation, and opportunity (AMO) model of management has been validated to describe the multi-faceted relationship between how people are managed, and their

subsequent performance. One of the reasons that is believed to be true, is that performance (P) is equal to ability (A), motivation (M), and opportunity (O), where $AMO = P$ (Kellner et al., 2019). In the same way, the AMO model expounds the way in which the HRM interventions like the High-Performance Work Systems (HPWS) enhance the KSAs of the employees and facilitate their functioning in organizations.

Although useful, AMO theory has been criticized for its shortcomings. The AMO approach prioritizes organizational results over employee needs, perhaps leading to overwork among employees. Study AMO framework will be used to model the impact of HRM interventions on employee ability, motivation, and empowerment, as well as attitudinal and behavioral outcomes such as affective commitment and organizational citizenship behaviors, (Boselie, 2010). The AMO model connects HR aims (efficiency, flexibility, and social legitimacy) to HR outcomes (attitudes and behaviors) as mediators in the link between HR interventions and performance. This theory serves as the primary foundation for this study

Social exchange theory is a popular conceptual perspective in management and related subjects such as sociology and social psychology (Cropanzano et al., 2017). A prominent criticism of social exchange theory is that it lacks sufficient theoretical accuracy, resulting in limited utility. HRM performance research supports social exchange theory, indicating that HRM interventions communicate to employees that the organization values their well-being, views them as valuable assets, and invests in them beyond the short term. Supporting the importance of the theory on GHR practices, social exchange theory can help model the indirect relationships hypothesized in this study. HRM interventions can create a sense of obligation and commitment among employees, leading to improved performance.

SET is one of the important theories for understanding human behavior. Each individual tends to evaluate their relationship with another person to analyze the cost-benefits. The theory suggests that each individual analyzes the exchange of behaviors in terms of tangible and intangible resources. Tangible in terms of wealth and goods and intangible in terms of love, respect, status, and emotions. Similarly, SET explains that each employee tends to maintain equilibrium in their interactions with the organization. Due

to such behavior whenever an individual is treated unfairly or perceived to be treated unfairly it tend to feel justified in going against the organization's interest. Based on the theoretical and empirical ground, this study proposes to apply social exchange theory to examine the relation between GHR and organization sustainability. When the exchanges in the workplace are aligned with the employee's expectation and a sense of fairness is maintained, it can positively influence organizational justice and also affect the PE and organization sustainability issues.

Affective events theory explains how employees experience organizational events differently, leading to varying affective reactions that influence attitudes and behaviors. Theory explains the causes and consequences of affective outcomes at the workplace. However, modern researcher highlighted that AET does not specify the types of organizational events that may lead to affective reactions, it has been used to explain the causes and effects of such reactions in the workplace. AET has been used in HRM literature to explain how interventions affect employee outcomes. Human resource management interventions trigger various affective reactions among employees in the workplace (Sarker et al., 2019). AET highlights the impact of HRM interventions on employee satisfaction and attitudinal outcomes like commitment, work engagement, and job embeddedness. Following affective event theory, Rangarajan and Rahm (2011), discovered that when companies apply GHRM strategies, the organization distinctly demonstrate a robust corporate social agenda and value the environment and the social priorities of both potential and present employees. This results in an increase in the company's external prestige and makes it more "appealing" to workers.

Self-determination theory emphasizes autonomous and regulated behaviors as the basis for human motivation. Self-determination theory, positive behaviors are motivated by three psychological needs: autonomy, competency, and relatedness, (Patrick & Williams, 2012). SDT provides a theoretical framework for understanding how implementing ability, motivation, and empowerment interventions affects employee attitudes and organizational commitment. The relationship between employees' organizational commitment and organizational identity, which is an emotional attachment to the organization and a visible indication of the organization's pride. Positive work attitudes and actions are what motivates employees to enhance the

organizational identity and their own sense of self (Elgar Encyclopedia of Public Management, 2022). Additionally, Shen (2018) demonstrated a negative correlation between employee intentions to quit and organizational identity and employee performance. Thus, motivation as an incentive is used to understand the factors influencing employee performance and the organization's sustainability.

Penrose's 1959 resource-based perspective theory suggests that enterprises must create internal resources to get a competitive edge due to resource heterogeneity and limited mobility. Although RBV does not mention a specific resource for gaining a competitive advantage, experts in the field of SHRM have used the theory to explain how human resources (people) contribute to a firm's ability to achieve sustainable competitive advantage and performance. Many academics from a variety of disciplines effectively apply resource-based perspective theory, however it has come under fire. The absence of precision and lucidity in RBV has drawn criticism.

Dynamic capabilities can be defined as resource using activities, which entail integration, reconfiguration of, acquisition, and release of resources. Dynamic capability mainly emphasizes how these resources and capabilities are required to evolve in the context of their market environment to remain valuable, on the other hand, RBV primarily highlights types of resources and capabilities based on their strategic significance for organizations. Human are one of the most important organizational resource and also they adapt themselves to the dynamically changing environment; therefore, it becomes imperative for organizations to understand, enhance and evaluate organizational human performance in order to improve the nature of the environment.

Neutralization theory is defined as a person who normally conforms to the ethics of society but who can rationalize and legitimize their behavior in the moral aspect (Sykes & Matza, 1957). To lessen the guilt and shame people use the following strategies as per the theory of committing a crime. Most persons will refuse to engage in criminal activities because the guilt and the negative view of the self that follows are unbearable. A person engages in self-talking as a way of using verbal or cognitive means to justify behaviors within a given context (Hinduja, 2007). Therefore, to become delinquent or criminal under such conditions, actors have to be able to justify their behavior in such

a manner that minimizes feelings of guilt over lawbreaking. There are five techniques of neutralization such as denial of responsibility: saying that the behavior was accidental or due to other reasons, claiming that no harm was done, rejecting the victim, claiming that one was wrong but the other person deserved it, calling shots to the condemner, (saying anyone who disagree with the action is a hypocrite, appealing to higher loyalty, that is saying the action was taken as per the moral standards of the organization or group to which every free personality belongs to (Sykes & Matza, 1957).

2.2 Empirical Review

Table 1

Empirical review

Author(s)	Topic	Objectives	Methodology	Finding
(Zaid, Bon, & Jaaron, 2018)	Green Human Resource Management Bundle Practices and Manufacturing Organizations for Performance Optimization: a Conceptual Model.	To analyze the relationship of green human resource management (GHRM) practices	A sample of 110 Palestinian Industrial Federation member companies. Using PLS-SEM,	A substantial correlation between GHRM and the ecological objective of the organization.
(Jehan et al., 2020)	Effect of green human resource management practices on environmental sustainability.	To investigate how various green HR practices affect environmental behavior, either directly or indirectly, through pro-environmental behavior	300 sample of employee from public service universities. Used Econometric techniques	The environmental management positively affect the environmental sustainability.
(Malik, et al., 2020)	Pathways towards Sustainability in Organizations:	To investigate the impact of GHRM practices and green	510 respondents from the	Green relational capital and sustainable

	Empirical Evidence on the Role of Green Human Resource Management Practices and Green Intellectual Capital.	intellectual capital on sustainability	manufacturing firm of Pakistan. Quantitative analysis.	performance were found to be positively and significantly related to each other.
(Hameed et al., 2020)	Do green HRM practices influence employees' environmental performance?	To demonstrate an increasing awareness among business communities about the importance of environmental concerns.	365 Pakistani employees and their immediate managers using a paper-pencil survey.	Showed positive correlation between green employee empowerment and OCBE was mitigated by individual green values.
(Saputro & Nawangsari, 2021)	The effect of green Human Resource Management on Organization Citizenship Behaviour for Environment (OCBE) and its implications on employee performance at PT Andalan Bakti Niaga.	To investigate how Organization Citizenship Behavior for Environment (OCBE) affects employee performance in relation to Green HRM.	Sample of 80 individual. Quantitative technique. Non probability methods.	Employee performance is positively and significantly impacted by OCBE. The impact of green human resource management on OCBE is substantial.
(Andjarwati et al., 2021)	The impact of green human resource management to	To examine the role of Green HRM, training and development and Eco-Friendly	385 sample size, quantitative research approach. Use	Green behavior increase the impact of eco-friendly policies, HRM practices, green

	gain enterprise sustainability.	policies on Environmental Sustainability	Smart PLS 3.0 software	training and development on the environmental sustainability.
(Hmeedat & Albdareen, 2022)	The Impact of Green Human Resources Management Practices on the Relationship between Commitment to Social Responsibility and Sustainable Performance.	To investigate how the relationship between a commitment to social responsibility and sustainable performance is mediated by green HRM practices	150 sample employee from mining company, Descriptive Analysis	Application of green human resources management practices has a positive role in improving the impact of social responsibility on sustainable performance
(Jamil et al., 2023)	The Role of Green Recruitment on Organizational Sustainability Performance: A Study within the Context of Green Human Resource Management.	To examine the concept of green recruitment (GR) and its subsequent impact on organizational sustainability performance	22 samples from local commercial banks in Pakistan. MCDM methodology to evaluate the accuracy	GR was positively significant to the sustainability of banking industries.
(Dian, et al., 2022)	The mediating role of environmental sustainability between green human resources management, green supply chain, and green business: A conceptual model.	To evaluate the impact of green supply chain and green HR management on strategies for launching green businesses and environmental sustainability.	220 samples drawn from manufacturing companies in the province of Central Java. Using PLS(SEM)	A positive correlation exists between environmentally sustainable practices, green HRM, and green enterprises.

(Zahrani, 2022)	Team creativity and green human resource management practices' mediating roles in organizational sustainability.	Important aspects of green HRM with team creativity are being investigated in this study.	198 sample were collected and analyzed through IBM SPSS and Structural Equation Modeling (Smart-PLS)	Managers' and employees' organizations acted as a major moderating factor between green HRM practices and organizational sustainability.
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2.3 Research Gap

Existing literature on Green Human Resource Management (GHRM) indicates a research gap by pointing to the extent of its effects on environmental performance and organizational sustainability. Hameed et al. (2020) call for efforts to understand how green values cross-link with GHRM practices to impact employees and OCBE particularly. Similar limitations are pointed out by Jehan, Nisar, and Jamal (2020) to propose that future research should include a more elaborate conceptualization of how GHRM practices affect environmental sustainability that is not related to training and compensation. In fact, Zaid et al. (2018) recommend the evaluation of GHRM as a system of practices that foster greener development and employee involvement. Saputro and Nawangsari (2021) argue that many studies omit to show all the potential of GHRM activities and their responses in OCBE acknowledge. Additionally, Andjarwati et al. (2019) propose that it is relevant to measure how GHRM with OCBE sustainability performance is influenced by the regulatory and cultural factors. Collectively, these studies underscore the need to advance understanding of the consequences of GHRM practices longitudinally, and the contextual nature of the outcomes with consideration given to organizational culture and green values as moderators.

Subsequent research reaffirms the call for sectoral as well as regional variety within the context of GHRM scrutiny. Malik et al. (2020) discuss that there is coproduction between GHRM and Green Intellectual Capital to advance sustainability and suggest the use of a mixed-method approach for future research. As highlighted by Jamil et al., (2023), there is a need to study the relationship between green recruitment and other

GHRM practice by employing complex MCDM tools. Dian et al (2022) also noted that there are no studies that empirically validate the conceptual models which connect GHRM with green supply chain and green business practices. From a cross-validation perspective, following Zahrani (2022) there are constraints in generalizing GHRM studies in cross-industry and cross-cultural settings, and an inconsistency noted between the formative content regarding GHRM and actual practice by the employees. Altogether, these studies necessitate future research that compares GHRM across industries, involves algorithmically larger, and more diverse samples, cross-cultural research, and the detailed consideration of how GHRM interfaces with external conditions, such as regulatory frameworks and organizational cultures. To those with gaps, further research would allow actionable insights to be created for policymakers and business leaders in terms of sustainability successes.

The study, 'Green Human Resource Management and Sustainability of Commercial Banks in Nepal' has filled several gaps that are apparent in prior literature. In this way, by identifying the state of GHRM practice in Nepalese commercial banks, the study complements the identified shortcomings of existing research in providing insights into the practical adoption of GHRM across varied organizational settings as a subject of Zahrani (2022) and (Saputro & Na Wangsari, 2021). The examination of GHRM moderating employee performance and sustainable performance answers the need for a better understanding of how GHRM interfaces with behavior in organizations and OCBE, as raised by Hameed et al. (2020) and Malik et al. (2020). Further, the examination of the level of GHRM factors' influence on the assessable sustainability of Nepalese commercial banks helps fill the gap highlighted by Jehan et al. (2020) and Dian et al. (2022) regarding the call for cross-stakeholder and longitudinal research on the contextual and sectoral effects of GHRM on sustainability. In addition to enhancing the geographical and sectoral diversity of the GHRM study, the contextual analysis of the Nepalese banking sector offers valuable empirical observations on how and to what extent different forms of GHRM practices are adopted and implemented within organizations differing in their national regulatory and cultural contexts. This approach provides greater richness and context to the utilization and integration of GHRM in supporting sustainability and to future research towards improvement in the area, therefore benefiting both academics and practitioners targeting emerging markets.

CHAPTER III

RESEARCH METHODOLOGY

This chapter outlines the methodological approaches used to assess the impact of Green Human Resource Management interventions on commercial banks in Nepal. This chapter covers study philosophy, design, construct measurement, target population, sample design, data collection instruments, procedures, and data collection methods.

3.1 Research Design

The researcher has adopted descriptive studies. The approach provides an overview of a phenomenon before explaining it; it describes the situation the way it is rather than comparing or making any experimental changes. Data were collected through a standardized questionnaire which has been delivered both online and in print. Descriptive design entails summarizing and presenting data in a meaningful way. It is a vital component of research, aiding researchers in comprehending the fundamental characteristics of their data. This approach offers an overview of essential features such as central tendencies, variability, and distribution.

At the initial stage, the researcher distributed questionnaires to the general directors, HR managers, and administrative directors of each commercial bank. The data were collected both physically through paper forms and online via Google Forms. In the second phase, a quantitative approach was adopted to analyze the research hypotheses and to gain a comprehensive understanding of Green Human Resource Management (GHRM) practices on the sustainability of the banks. Both primary and secondary data were gathered for this purpose. Various statistical analyses were conducted using software such as SPSS and Microsoft Excel to analyze the data.

3.2 Population and Sample, and Sample Design

The study has been carried out in Nepal among all the commercial banks in the country. Till mid-July 2023, the numbers of the commercial banks in Nepal have 20 banks. The study population will therefore be the Human Resource managers and the General Directors of these commercial banks. The sample size is established to estimate a

population proportion within an acceptable level of confidence of 0.95. Several responses were obtained from different commercial banks to generate rich and accurate data for the present study (Chalise, 2019).

Using a stratified random sampling technique, the researcher was able to collect data from 170 individuals, including general directors, HR managers, and administrative directors, from 17 commercial banks. Researchers often use stratified random sampling to evaluate data from various subgroups or strata. This method enables them to efficiently obtain a sample population that accurately represents the entire population under study. This approach ensures a representative sample that can provide valuable insights into the study's objectives. The researcher has conducted a data cleaning procedure where a total of 310 respondents were targeted initially, 370 were collected online, and the remaining 30 were physically distributed. Among the print questionnaires, 10 were not returned. Therefore, a total of 300 questionnaires were collected.

3.3 Nature and Sources of Data and the Instrument of Data Collection

Credible primary and secondary data are used in the current study. The researcher filled out an online Google Form with the questionnaires and also printed questionnaires. The actual questionnaires have been posted to every organization in the sample by the researcher. Dependent and independent factors were measured with questions and responses categorized into a 5 Likert scale with five options.

The study has incorporated an items questionnaire to measure the demographic variables of the researcher. The questions of green recruitment and selection, green training and involvement, green compensation and incentives, and environmental performance were adopted from S. M. Mousa (2019) and organization sustainability and green health and safety questions were taken from Rahman et al. (2023).

For the study researcher used the Likert scale to assess Green Recruitment and selection, Training and Development, Compensation and Incentives, Environmental Performance, and Organization sustainability. The scale will be anchored with a 5-point

Likert Scale of 1 to 5 that includes the options; Strongly Disagree=1, Disagree = 2, Neutral=3, Agree =4 and Strongly Agree =5

3.4 Methods of Analysis

Two types of descriptive analysis carried out on the accumulated data were mean and standard deviation and all the data collected and presented in tables were analyzed using the SPSS program. These instruments and software were utilized in order to evaluate the credibility of the collected data. Besides, regression and correlation models were employed for the examination of the relationship between the variables of Green Human Resource Management and the organizational sustainability of the commercial banks in Nepal.

The researchers' ability to find important trends, patterns, and correlations in the data using statistical analysis aided in the development of trustworthy and legitimate research study conclusions. As a whole, using statistical tools and software improved the research's validity and rigor, giving the researchers a deeper knowledge of how GHRM, Employee performance, and organization sustainability relate to each other.

3.4.1 Descriptive Statistics

In this study, the researcher utilized descriptive statistics to comprehensively assess the current state and various aspects of green human resource management on organization sustainability among the commercial bank in the Nepal. Key descriptive tools, including the calculation of the mean and standard deviation, provided valuable insights into the central tendencies and variations in the data. To present the findings clearly, tables were used to summarize key statistics such as mean values and standard deviations. This approach allowed for a clear and concise depiction of the research results, enhancing the understanding of how behavioral factors influence institutional investors' decision-making.

3.4.1.1 Mean

The mean is a statistical measure representing the average of a set of values. It is determined by summing all the values and then dividing by the total number of values. In this study, the mean is used to determine the average response of participants to

various Likert scale questions. This aids in understanding the general trend of their opinions. By calculating the mean for each question, the study obtains a clearer picture of the participants' overall views and feelings about the influence of behavioral factors on investment decisions by institutional investors. The mean offers a straightforward summary of the data, enhancing the analysis and helping to draw meaningful conclusions from the participants' responses.

$$\text{Mean} = \sum x / n$$

Where,

X= Value of responses of each independent

3.4.1.2 Standard Deviation (SD)

Standard deviation is a measure of the spread of values in a set of data where larger value indicates that values in that dataset are scattered more broadly. Disclosing how much individual data points are different from the mean. Using the standard deviation one can be able to come up with an average of the variability away from the mean value. Standard deviation is used to measure the dispersion of data points from the average; the smaller the standard deviation, the closer to unity the data are, and greater standard deviation shows more spread of data points. In this study, the standard deviation is used to assess the degree of variability of the responses regarding various Likert scale questions so as to determine the level of consensus among the participants. It has its importance in offering total picture of dispersal of data which go parallel with the research other than this it maximize the thorough understanding of the research data and increase the credibility of the result analysis.

3.4.2 Correlation Analysis

The other statistical technique that can be used when doing the analysis is a correlation analysis which gives the extent of variation between two variables or more in a study to determine the extent of variation by either increasing or decreasing the variables involved. It quantifies the strength and direction of this association, where one moves in the same direction as the other- a positive association, or when one moves in the opposite direction to the other – a negative association. The relationship is conveyed using the coefficient “r” whereby a value of -1 means a strong negative relationship, while 1 indicates a strong positive relationship, and 0 means there is no relationship.

This analysis is valuable in fields like economics, psychology, and scientific research, as it uncovers patterns and dependencies among variables, facilitating better decision-making and understanding of complex relationships.

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where:

N= Number of responses

X= Value of the independent variable

Y=Value of the dependent variable

3.4.3 Regression Analysis

Regression analysis is considered a model of estimation and testing of relationships between a dependent variable and one or several independent variables. It is a very popular technique in research works where one seeks to estimate or forecast other variables based on other variables. In other words, regression analysis assists in determining which equation best describes the relationship between changes in independent variables and the changes in the dependent variable. In regression analysis, we have several kinds including linear which is the most common and seeks to establish a best-fit line that explains the variables in question. This equation can then be used for making predictions or examining the effect of change in the independent variable on the dependent variable. Regression analysis is important in economics, finance, and social science since through the use of chosen models it is possible to identify patterns, make realistic predictions, and essentially analyze the different variables within the data set. The regression equation used in this study was as follows:

$$Y_{os} = \alpha + \beta_1 + \beta_2GRS + \beta_3GTD + \beta_4GCD + \beta_5GHS + \beta_6EP \dots\dots\dots \text{Eq (1)}$$

Where,

OS	=	Organizational Sustainability
GRS	=	Green Recruitment and Selection
GTD	=	Green Training and Development
GCD	=	Green Compensation and Development

GHS = Green Health and Safety

EP = Environmental Performance

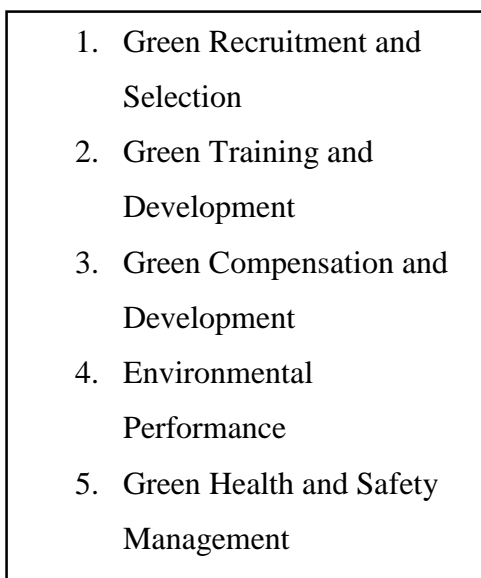
$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7$ = Partial Regression Coefficients

3.5 Research Framework of the Study

A research framework is a flexible analytical tool that can be applied in various contexts. It helps to organize concepts and make conceptual distinctions. Effective frameworks convey significant ideas in a manner that is easy to understand and apply. In this study, the organization's sustainability considered is a dependent variable, green recruitment and selection, green training and development, green compensation and incentives, green health and safety, and environmental performance are the independent variables whereas employee performance is a moderating variable. The figure illustrates the research framework, detailing the independent and dependent variables used in the study.

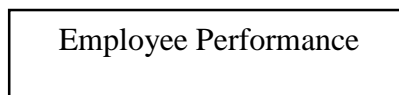
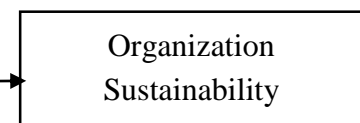
Independent Variable

(Green Human Resource Management)
Sustainability



Dependent Variable

Organization



Source: (Hashemi & Dehghanian, 2017)), (Lee et al., 2010), and (Saifalislam et al., 2014)

Figure 1. *Research framework of the study*

The figure 1 demonstrates the research study's conceptual structure. According to the figure, green recruitment and selection, green training and development, green compensation, environmental performance, and green health and safety management are independent variables, and organization sustainability is the dependent variable. The study's model had 40 reflective measuring items for five variables: one dependent variable (OS) and five independent variables (GRS, GTD, GCD, GHS, and EP), and lastly one moderating variable EMP which together formed three associations (or hypotheses) between them and also employee performance as moderating variable.

Green Recruitment and Selection

Green recruitment and selection has then evolved over the year with increase uptake to environmental issues in workplace. Recruitment and selection is the initial step through which organization invites human resource on the organizational platform and is mostly done through C.V filtration, personal interview, aptitude test etc. Green recruitment and selection is the process of hiring candidate employees with attributes that are close to the environmental management systems of the organization (Oaya et al., 2017). Proposals for green recruitment and selection are sought through email, online application form or from the talent pool worldwide. To minimize the extent of environmental impact for travel, interviews are conducted by phone or video if at all possible (Mwita & Kinemo, 2018). Today Green recruitment and selection has become increasingly widespread and intricate due to technological advancement, employee intellectuality, and organization suitability. The rising demands of good employees to bring in the best performance have enabled to bring the best GHRM system to the organization.

Green Training and Development

Many companies offer their staff efficient training programs on how to engage in environmentally friendly activities to reduce greenhouse gas emissions, as well as enhance their managerial and technical abilities to preserve and conserve natural resources and contribute to greater environmental sustainability. Few businesses understand the value of environmentally friendly training and development initiatives for both organizational and environmental sustainability.

Maintaining economic growth while ensuring the sustainable expansion of businesses is currently the most difficult issue facing the business community (Pinzone et al., 2019). In addition, green education regarding environmental issues is provided during green training sessions to influence the attitudes and behaviors of managerial and non-managerial staff (Jasim & Altaee, 2023). Integrating financial development and improvement with sustainable development is another difficulty facing the globe today (Pinzone et al., 2019). Furthermore, the business needs to provide environmental education that will influence organizational management and non-administrative staff to adopt a different mindset (Jasim & Altaee, 2023). In a surprising approach, GHRM incorporates explicit human resource practices and strategies into the financial, social, and ecological sustainability cornerstones (Martins, et al., 2021).

Green Compensation and Incentives

Providing incentives to employees can enhance an organization's overall performance. By offering incentives to staff members who modify their behavior, the remuneration plan could take into account the accomplishment of sustainable initiatives (Kantarjian, et al., 2016). Instead of encouraging unfavorable behavior, this can encourage employees to act in an environmentally sustainable manner (Zoogah, 2011). It was noted that its use can be given about the environment when the workers achieve environmental objectives. For instance, 3M provide incentives for the suggestions being made by specific employees in order to enhance the environment together with increasing the company (Masri & Jaaron, 2017). Further, the business high strange levels of fulfillment because of the awards (Arulrajah et al., 2016). For this reason, it is clear that only a few organizations have adopted the usage of award programs aimed at fostering proper employee behavior.

Environmental Performance

Environmental performance is defined as “the assessment of how well an organization does in achieving its environmental goals and objectives has been prepared based on the organization’s environmental plan or policy.” Today for example, to achieve competitive advantage some organizations are implementing environmentally friendly projects importance of ecological execution is considered to be an honorable chance to

enhance organizational sustainability cohesively without compromising organizational benefits. Companies across the globe have been paying attention to one or another green activity and its impact over the last few years.

Green Health and Safety Management

Onubi et al., (2019) affirm that health and safety in construction project refers to the state where the workers and everyone else that may be affected by the construction site activities do not suffer from accidents, illnesses, other forms of health wise challenges as a result of engaging in certain practice or activity on site. In this case, it was possible to measure the degree of health, safety in the short term or the long term. The health and safety performance of a project may be assessed in essentially two ways (Wang et al., 2020). Various authors have used different vocabularies to classify safety signs. Safety indicators are based on safety compliance and safety involvement, whereas Kalitanyi (2021) classed safety indicators as lagging and leading indicators.

Employee Performance

It's an extremely difficult task to measure an organization's employees' environmental performance. One important aspect of HRM is measuring employees' performance on green jobs. The company's overall performance assessment system requires a one-on-one evaluation of the performance of novice employees, (Shen, 2018). Attention to prosperous companies can also lead to a correlation between an enterprise's performance in the market and its resources. The resource-based view is one idea that aims to provide an answer to the query (RBV). It clarifies how some groups can make enough money when businesses make good use of their resources.

RBV mainly relates to the idea that concerns how firms establish and sustain competitive advantage. Based on the company's information-based overall organization view, it identified expertise as its key asset. Understood from RBV, such knowledge is so embedded and present in organizational cultures and identity, policies, exercises, files, systems, and performance of employees.

Organization Sustainability

Sustainability can be defined as "the development that meets the needs of the present through satisfying the developmental requirements that are fundamentally important

to satisfy the basic needs for meeting the future generations”. In our pursuit of corporate sustainability, it is vital to ensure that we adequately educate and motivate our employees in order to enable them to effectively deal with the existing or emerging environmental challenges.

CHAPTER IV

RESULTS AND DISCUSSION

The representation and interpretation of data are essential elements of any research activity. To make sense of the information gathered, data must be arranged and analyzed once it has been acquired. Finding patterns and relationships in data requires applying statistical and mathematical methods. Finding significant conclusions that can guide choices or provide answers to research issues is the aim. The visual presentation of data, frequently using graphs or tables, is referred to as data representation. It's an efficient means of conveying data analysis findings. Data visualization aids in highlighting significant relationships, trends, and patterns in the data. A potent statistical analysis tool is used in this study to examine the data that was gathered. To make the results easier to grasp, the data will be displayed in tables. The research findings will be easier for readers and stakeholders to understand with the use of succinct and clear data representation strategies. To calculate and analyze the data for this study, the SPSS software was used. To ensure the confidence of the data, reliability tests were also conducted.

4.1 Results

The results section starts by detailing the demographic profile of the respondents, highlighting key characteristics. It then presents a thorough descriptive analysis, revealing patterns and trends in the data. The relationships between variables are examined through correlation analysis, offering insights into how they interact. Additionally, regression analysis is used to uncover the impact and predictive elements of the study, providing a deeper understanding. This combination of demographic details, descriptive analysis, and advanced statistical methods enriches the results, offering a comprehensive view of the study's findings.

4.1.1 Demographic Profile of Respondents

This section explores the demographic details of the respondents, including factors such as the commercial bank name, their location, and the number of employees. By examining these key demographic elements, the study gains valuable insights into the

varied characteristics of the participants, creating a foundational understanding for the subsequent analyses and interpretations.

Table 2

Demographic Profile of Respondents

Demographic Variables		Frequency	Percent
Bank Name	Agriculture Development Bank	14	4.7
	Citizen Bank International Limited	17	5.7
	Everest Bank	16	5.3
	Global IME Bank	19	6.3
	Himalayan Bank	7	2.3
	Kumari Bank	15	5.0
	Machhapuchhre Bank	19	6.3
	Nabil Bank	20	6.7
	Nepal Bank Limited	25	8.3
	Nepal Investment Mega Bank	33	11.0
	Nepal SBI	5	1.7
	NIC Asia Bank	26	8.7
	NMB Bank	12	4.0
	Prabhu Bank	5	1.7
	Prime Commercial Bank	15	5.0
	Rastriya Banijya Bank	10	3.3
Sanima Bank	11	3.7	
Siddhartha Bank	10	3.3	
Standard Chartered Bank	12	4.0	
Firm Age	Less than 20 years	58	19.3
	21-30 years	117	39.0
	31-40 years	97	32.3
	41-50 years	5	1.7
	More than 50 years	23	7.7

Province	Bagmati	155	51.7
	Gandaki	25	8.3
	Karnali	23	7.7
	Koshi	16	5.3
	Lumbini	52	17.3
	Madhesh	14	4.7
	Sudurpaschim	15	5.0
Designation	Administrative Director	151	50.3
	General Director	119	39.7
	HR Manager	30	10.0
Bank total employee Number	Less than 1000	30	10.0
	1001-2000	143	47.7
	2001-3000	52	17.3
	3001-4000	75	25.0
	More than 4001	0	0
Do you think GHRM plays an role in helping the organization sustainability	Yes	286	95.3
	No	14	4.7

(Source: Field Survey, 2024)

4.1.2 Reliability Test

Reliability is a fundamental component of research, denoting the consistency and dependability of the methodologies employed in measuring the variables under investigation. In this study, several strategies were implemented to ensure a high degree of reliability. Firstly, the research procedures were meticulously documented and explicated in each chapter, adhering to a structured and logical framework. This detailed documentation aims to provide clarity and facilitate replicability, thereby enabling other researchers to follow and extend the study's findings. While developing the questionnaires, much effort was paid to the question wording in order to eliminate misunderstanding of the questions at the part of the respondents. Secondly, to check the

reliability of data collection instrument, Cronbach's alpha was tested. Cronbach's alpha is another index of internal consistency and is defined by the resemblance of items in a scale or questionnaire.

Table 3

Reliability Test

Code	Variables	N	Cronbach Alpha
GRS	Green Recruitment and Selection	4	.673
GTD	Green Training and Development	8	.871
GCD	Green Compensation and Development	7	.738
GHS	Green Health and Safety	4	.813
EP	Environmental Performance	5	.769
EMP	Employee Performance	4	.613
OS	Organizational Sustainability	6	.630

(Source: SPSS)

In the reliability test, there was low to moderate internal consistency for each of the variables measured. Reliability analysis of Green Recruitment and Selection (GRS) gives Cronbach's Alpha of 0.673 which shows moderate reliability. Analysis of the validity of Green Training and Development (GTD) proves to be high reliability with Cronbach's Alpha coefficient of 0.871 indicating strong internal consistency. Hypothesis one posits that the five sub-scales will demonstrate acceptable reliability analysis test Green Compensation and Development (GCD) has Cronbach's Alpha of 0.738 Green Health and Safety (GHS) has Cronbach's Alpha of 0.813. Environmental Performance (EP) has cronbach alpha of 0.769 which states that the tool has good reliability. Reliability analysis of Organizational Sustainability (OS) and Employee Performance (EMP) resulted to a Cronbach's Alpha of 0.613 and 0.630 respectively, though these scores can be considered acceptable; there is still much room for enhancement. All in all, the majority of variables can be deemed to have acceptable to high reliability with green training and development demonstrating the highest reliability.

4.1.3.1 Summary of Descriptive Statistics

Table 4

Summary of Descriptive Statistics

	N	Mean	Std. Deviation
GRS	300	13.8900	2.54549
GTI	300	30.7633	3.62276
GCD	300	23.7200	4.02271
EP	300	19.7433	2.46801
GHS	300	16.0700	2.25730
EMP	300	15.8667	1.67877
OS	300	23.8967	2.41912

(Source: SPSS)

This summary provides the descriptive statistics for various variables based on responses from 300 participants.

- GRS (Green Resource Sustainability): The mean score is 13.89 with a standard deviation of 2.55, indicating a moderate level of variation in responses regarding green resource sustainability.
- GTI (Green Training and Incentives): The mean score is 30.76 with a standard deviation of 3.62, reflecting a higher level of variation in responses related to technological innovation in green practices.
- GCD (Green Compensation and Development): The mean score is 23.72 with a standard deviation of 4.02, showing significant variation in responses about compensation and development initiatives with a green focus.
- EP (Environmental Performance): The mean score is 19.74 with a standard deviation of 2.47, indicating a moderate level of agreement on environmental performance.
- GHS (Green Health and Safety): The mean score is 16.07 with a standard deviation of 2.26, reflecting moderate variation in perceptions of green health and safety practices.

- EMP (Employee Performance): The mean score is 15.87 with a standard deviation of 1.68, suggesting relatively low variability in responses about employee performance.
- OS (Organizational Sustainability): The mean score is 23.90 with a standard deviation of 2.42, indicating moderate agreement and variability regarding organizational sustainability.

Overall, the data show varying levels of agreement and variability across the different dimensions of green practices and organizational performance, with technological innovation and corporate development exhibiting higher variability compared to other areas.

4.1.3.2 Descriptive Study of Green Recruitment and Selection

Table 5

Descriptive Study of Green Recruitment and Selection

	N	Mean	Std. Deviation
Company prefers to hire employees that have environmental knowledge in the selection process.	300	3.98	.788
Applicants for jobs in the company are subject to interviews that include environmental knowledge	300	3.69	1.025
In addition to other criteria, employees are selected based on environment	300	3.79	.966
Organizations“ use environmental image and policies to attract job seekers	300	2.43	.779

(Source: SPSS)

This table presents descriptive statistics (N, Mean, and Standard Deviation) for various aspects of green recruitment and selection, based on responses from 300 participants. The company shows a moderate preference for hiring employees with environmental knowledge during the selection process, with a mean score of 3.98 and a standard deviation of 0.788. There is also moderate agreement that job applicants are interviewed

with a focus on environmental knowledge, reflected by a mean score of 3.69 and a higher standard deviation of 1.025, indicating variability in the interview process.

Employees are selected based on environmental criteria in addition to other factors, with a mean score of 3.79 and a standard deviation of 0.966, suggesting that while environmental considerations are part of the selection process, they are not the primary criteria. However, the use of the organization's environmental image and policies to attract job seekers is less emphasized, as indicated by a mean score of 2.43 and a standard deviation of 0.779, suggesting limited focus on leveraging environmental policies for recruitment.

Overall, while there is some integration of environmental considerations into the recruitment and selection processes, the use of environmental image and policies to attract candidates is notably less prevalent.

4.1.3.3 Descriptive Study of Green Training and Development

Table 6

Descriptive Study of Green Training and Development

	N	Mean	Std. Deviation
Environmental training programs are provided to large -scale individuals in the organization	300	3.89	.556
In general, staff are satisfied with the organization's green training.	300	3.32	.743
Topics offered through green training are modern and suitable for the institution's activities.	300	3.83	.652
The foundation provides formal environmental training programs for employees to increase their ability to promote them.	300	3.71	.644
Environmental training is a priority and an important investment.	300	4.11	.678

Analyses green training need to familiarize employees with environmental practices	300	3.95	.604
Green training and development are evaluated to understand employees' level of green knowledge and awareness	300	3.94	.503
Green training and development are integrated with organizations' environment	300	4.02	.581

(Source: SPSS)

This table presents descriptive statistics (N, Mean, and Standard Deviation) for various aspects of green training and development, based on responses from 300 participants.

Participants generally agree that environmental training programs are provided to individuals in the organization, with a mean score of 3.89 and a standard deviation of 0.556. Satisfaction with the organization's green training is somewhat lower, as indicated by a mean score of 3.32 and a standard deviation of 0.743, suggesting room for improvement in this area. The topics covered in green training are perceived as modern and suitable, with a mean score of 3.83 and a standard deviation of 0.652.

There is moderate agreement that the foundation provides formal environmental training programs to enhance employees' abilities to promote green practices, with a mean of 3.71 and a standard deviation of 0.644. Environmental training is viewed as a priority and an important investment, reflected by a higher mean score of 4.11 and a standard deviation of 0.678. The need for green training to familiarize employees with environmental practices is also recognized, with a mean of 3.95 and a standard deviation of 0.604.

Green training and development are evaluated to gauge employees' level of green knowledge and awareness, with a mean score of 3.94 and a standard deviation of 0.503. Additionally, green training and development are integrated with the organization's environment, as shown by a mean score of 4.02 and a standard deviation of 0.581. Overall, while green training and development are prioritized and integrated into organizational practices, there is variability in satisfaction and the perceived effectiveness of these programs.

4.1.3.4 Descriptive Study of Green Compensation and Development

Table 7

Descriptive Study of Green Compensation and Development

	N	Mean	Std. Deviation
Every manager and employee has specific environmental goals.	300	2.86	.995
Employees are rewarded for making suggestions for improvement on environmental programs non-cash equivalents or other cash prizes	300	3.15	1.099
Employees who have achieved or exceeded the objectives of the environmental institution are rewarded with non -cash equivalents or other cash prizes	300	3.66	.696
Section managers reward staff in their departments when they improve environmental programs.	300	3.59	.751
Environmental performance is recognized publicly.	300	3.24	1.081
The achievement of environmental objectives is used as one of the criteria in assessing employee performance.	300	3.71	.679
There are adequate assessments of staff performance after attending courses on environmental topics.	300	3.50	1.036

(Source: SPSS)

Table 7 is a summary of several respondents, means, and standard deviations of different aspects of green compensation and development elicited in the study from 300 respondents. They display a lesser amount of consensus that every manager and employee had particular environmental objectives, and it has a mean of 2.86 and a standard deviation of 0.995. This implies that there is little much of general environmental management goals set within this organization. The response to the

question, if an employee suggests the improvement to the environmental programs, how is he/she rewarded? Was moderately favorable with a mean of 3.15 with a standard deviation of 1.099 suggesting differences in the aspects of the reward strategies.

With a mean score of 3.66 and a standard deviation of 0.696, there is a high degree of consistency in the manner in which the performer is rewarded from one organization to another, particularly those organizations that have achieved or exceeded the environmental objectives. Section managers also promote staff to increase environmental programs; the mean = 3.59 and SD = 0.751, meaning moderate endorsement. The mean of public recognition of environmental performance is ultimately 3.24 with an SD of 1.081 therefore; moderate agreement with more variability was observed.

The use of environmental objectives as a criterion in assessing employee performance is more strongly agreed upon, with a mean score of 3.71 and a standard deviation of 0.679. Overall, the data indicate efforts towards green compensation and development, though there is variability in the establishment of specific environmental goals, reward practices, and public recognition of environmental performance.

4.1.3.5 Descriptive Study of Green Environmental Performance

Table 8

Descriptive Study of Green Environmental Performance

	N	Mean	Std. Deviation
Reduce total direct and indirect toxic emissions	300	4.08	.916
Increase the volume of recycled materials and reduce waste.	300	4.05	.449
Commitment to the system of separating medical waste from the public sewage system	300	3.59	.777
Increase the rate of purchase of environmentally friendly goods.	300	3.99	.520
Increase activities that protect our natural environment such as the presence of green areas in the institution.	300	4.03	.654

(Source: SPSS)

Table 8 provides descriptive statistics (N, Mean, and Standard Deviation) for various aspects of green environmental performance, based on responses from 300 participants.

On total direct and indirect toxic emission, participants also acknowledged efforts to reduce outputs; the mean was 4.08 with a standard deviation of 0.916 for effectiveness. The same applies for the desire for an increase in the amount of recycled materials and a decrease in waste, with the respondents granting it a high mean score, 4.05, and a relatively low standard deviation of 0.449.

Concerning the disposal of the medical waste in that, it has scored 3.59 out of 4 with the standard deviation of 0.777 which creates the moderate agreement but with the significant variability proving that there is much room for the improvement. Measures to promote the frequency of purchase of green products receive a positive perception, with the mean of 3.99, and the standard deviation of 0.520. Finally, things related to the preservation and conservation activities of the natural environment including the maintenance of greenery within institutions is perceived well with a mean of 4.03 and standard deviation of 0.654.

Overall, the data suggest that participants view the organization's green environmental performance positively, particularly in reducing emissions and promoting recycling, while recognizing the need for greater consistency in waste separation practices.

4.1.3.6 Descriptive Study of Green Health and Safety Management

Table 9

Descriptive Study of Green Health and Safety Management

	N	Mean	Std. Deviation
Provides safety training for the employees	300	4.03	.554
Having enough safety equipment for the employee and workplace	300	3.80	.783
Having right to work in a safe and healthy green environment	300	4.01	.659
Offers healthy support for the employee	300	4.22	.796

(Source: SPSS)

Table 9 also displays Demographic characteristics of the respondents; Descriptive statistics (N; Mean; SD) of different aspects of green health and safety management with the response from 300 individuals. Overall, participants showed a high level of perceived safety training with a self-generated mean of 4.03 and a standard deviation of 0.554. Somewhat lower mean score (3.80 with SD 0.783) is characteristic for the adequacy of safety equipment for employees and the workplace which indicates more variations in respondents' responses and could be discussed as the area that need improvement.

Respondents totally agree to the notion that green environment is safe and healthy for employees this is because it received a mean score of 4.01 and standard deviation of 0.659. Moreover, perceptions of the healthy organizational support statement are the highest, as indexed by the mean of 4.22 (SD = 0.796). Taking all the above findings into consideration, it can be argued that there is awareness on green health and safety management practices in the construction industry, the areas requiring improvement are; provision of sufficient safety equipment.

4.1.3.7 Descriptive Study of Employee Performance

Table 10

Descriptive Study of Employee Performance

	N	Mean	Std. Deviation
Employees understand the specific needs of customers	300	4.23	.621
sEmployees are able to “put themselves in the customers’ place”	300	3.67	.731
Employees “surprise” customers with their excellent service	300	3.89	.614
Employees do more than usual for customer	300	4.07	.475

(Source: SPSS)

Table 10 summarizes the responses of 300 participants regarding various aspects of employee performance, using descriptive statistics (N, Mean, and Standard Deviation). Participants generally agree that employees understand the specific needs of customers,

with a mean score of 4.23 and a standard deviation of 0.621. This indicates a strong perception of customer awareness among employees. Additionally, there is moderate agreement that employees can empathize with customers, as reflected by a mean score of 3.67 and a standard deviation of 0.731. This slightly lower score and higher variability suggest some room for improvement in empathy skills.

Respondents also believe that employees frequently exceed customer expectations, with a mean score of 3.89 and a standard deviation of 0.614. Furthermore, employees are perceived to go above and beyond for customers, as indicated by a mean score of 4.07 and a standard deviation of 0.475. Overall, the data suggest that employees are generally effective in meeting and exceeding customer expectations, though there may be areas where further enhancement is possible, particularly in empathetic customer interactions.

4.1.3.8 Descriptive Study of Organization Sustainability

Table 11

Descriptive Study of Organization Sustainability

	N	Mean	Std. Deviation
We know enough about corporate sustainability	300	4.15	.735
Organizations, where operations are based on sustainable growth, social responsibility, and environmental protection, are sustainable organizations	300	4.00	.539
Sustainable organizations would consider sustainability as one of the essential components of the corporate culture.	300	4.06	.456
Sustainable organizations exploit environmental challenges and legislation to their advantage by developing new greener products.	300	4.00	.342
Ecological regulations add more restrictions on firms.	300	3.86	.853
Due to ecological constraints, it is okay to think of relocating production to other countries, where ecological requirements are lower.	300	3.88	.922

(Source: SPSS)

The descriptive study of organizational sustainability, based on responses from 300 participants, reveals a general consensus on the importance of corporate sustainability. Respondents agree that they know enough about corporate sustainability, with a mean score of 4.15 and a standard deviation of 0.735. Additionally, there is strong agreement that organizations which base their operations on sustainable growth, social responsibility, and environmental protection are sustainable, reflected by a mean of 4.00 and a standard deviation of 0.539. Participants also concur that sustainable organizations consider sustainability a crucial component of corporate culture (mean of 4.06, standard deviation of 0.456) and that these organizations leverage environmental challenges and legislation to develop greener products (mean of 4.00, standard deviation of 0.342).

However, opinions on the impact of ecological regulations and the idea of relocating production due to ecological constraints are more varied. The statement that ecological regulations add more restrictions on firms has a mean score of 3.86 and a higher standard deviation of 0.853, indicating moderate agreement but with more variability in responses. Similarly, the notion that relocating production to countries with lower ecological requirements is acceptable has a mean of 3.88 and a standard deviation of 0.922, reflecting a more mixed opinion among participants. This variability suggests differing perspectives on the balance between adhering to ecological standards and managing operational constraints.

4.1.4 Correlation Analysis

Table 12

Correlation Matrix

		GRS	GTD	GCD	EP	GHS	OS
GRS	Pearson	1					
	Correlation						
	Sig. (2-tailed)						
GTD	Pearson	.283**	1				
	Correlation						
	Sig. (2-tailed)	.000					

GCD	Pearson	.163**	.610**	1		
	Correlation					
	Sig. (2-tailed)	.005	.000			
EP	Pearson	.240**	.841**	.459**	1	
	Correlation					
	Sig. (2-tailed)	.000	.000	.000		
GHS	Pearson	.133*	.765**	.538**	.728**	1
	Correlation					
	Sig. (2-tailed)	.021	.000	.000	.000	
OS	Pearson	.170**	.184**	.135*	.116*	.183**
	Correlation					
	Sig. (2-tailed)	.003	.001	.019	.045	.001

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

(Source: SPSS)

The table presents Pearson correlation coefficients between six variables: GRS, GTD, GCD, EP, GHS, and OS. These coefficients measure the strength and direction of the linear relationships between pairs of variables. The significance levels are also indicated to assess the statistical relevance of these correlations.

GRS shows a weak positive correlation with GTD ($r = .283$, $p < .01$), GCD ($r = .163$, $p < .01$), EP ($r = .240$, $p < .01$), GHS ($r = .133$, $p < .05$), and OS ($r = .170$, $p < .01$). All correlations are statistically significant.

GTD has a moderate to strong positive correlation with GCD ($r = .610$, $p < .01$), EP ($r = .841$, $p < .01$), and GHS ($r = .765$, $p < .01$), and a weaker but significant correlation with OS ($r = .184$, $p < .01$).

GCD demonstrates significant correlations with EP ($r = .459$, $p < .01$), GHS ($r = .538$, $p < .01$), and OS ($r = .135$, $p < .05$), suggesting moderate to weak relationships.

EP has strong positive correlations with GHS ($r = .728, p < .01$) and moderate correlations with OS ($r = .116, p < .05$), both statistically significant.

GHS also correlates significantly with OS ($r = .183, p < .01$), indicating a weak but statistically significant relationship.

The notation $p < .01$ and $p < .05$ indicate the significance levels, where $p < .01$ shows a stronger evidence of a significant correlation than $p < .05$. These correlations reveal varying degrees of association among the variables, with some showing stronger relationships, particularly between GTD, EP, and GHS.

4.1.5 Regression Analysis

Table 13

Model Summary

Model	R	Adjusted R Square	Std. Error of the Estimate	R Square Change	Durbin-Watson
1	.255 ^a	.065	.38799	.065	1.737

a. Predictors: (Constant), GHS, GRS, GCD, EP, GTD

b. Dependent Variable: OS

(Source: SPSS)

The table provides a summary of a regression model examining the relationship between the dependent variable (OS) and the predictor variables (GHS, GRS, GCD, EP, and GTD). The key statistics are explained as follows:

R: The multiple correlation coefficient ($R = .255$) indicates the strength of the relationship between the predictors and the dependent variable. An R value of .255 suggests a weak positive correlation between the independent variables and OS.

Adjusted R Square: The adjusted R^2 (.049) adjusts the R^2 value for the number of predictors in the model, providing a more accurate measure when multiple variables are included. Here, it slightly decreases to 4.9%, reflecting a minimal adjustment.

Std. Error of the Estimate: This value (.38799) measures the average distance that the observed values fall from the regression line. A lower standard error would indicate a better fit of the model.

In summary, the model shows a weak relationship between the predictors (GHS, GRS, GCD, EP, GTD) and the dependent variable (OS), with only a small proportion of variance explained by the predictors. The Durbin-Watson statistic suggests minimal autocorrelation, and the adjusted R^2 indicates that the predictors provide a modest fit to the data.

ANOVA Table of Regression Model

Table 14

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.070	5	.614	4.079	.001 ^b
	Residual	44.258	294	.151		
	Total	47.328	299			

a. Dependent Variable: OS

b. Predictors: (Constant), GHS, GRS, GCD, EP, GTD

(Source: SPSS)

Table 14 shows the analysis of variance (ANOVA) of a regression model testing the hypothesis that the independent variables (GHS, GRS, GCD EP GTD) affected OS. Each component of the table is explained below: Regression (3.070): This value reflects the total change in the dependent variable (OS) that the use of the regression model predictors allows. It shows the extent to which the independent variables influence the amount of variation in OS.

Residual (44.258): This value represents OS the variation that cannot be explained by the predictors. It means it can be used to explain the variance that is the variation between the actual values and the predicted values of the model. Total (47.328): This

value is the total variance in the dependent variable as for regression sum of squares plus the residual sum of squares. It indicates the extent of variation in OS in general.

df (degrees of freedom): Regression (df= 5): This is the degree of freedom in the model; these are the number of predictor variables. For the Residual (df = 294): This is gotten by the total number of observation points subtracted by the number of predictor points minus one (n-k-1). For the Total (df = 299): This is denoted by the total number of observation minus one, $n - 1$.

Mean Square:

Regression (.614): This value is obtained by dividing the sum of squares for the regression by its degrees of as freedom that is (3.070/5). Residual (.151): This value is a result of which the sum of squares for residuals is divided by its degrees of freedom: 44.258 / 294.

F: The F-statistic (4.079) is the ratio of the mean square of the regression and the mean square of the residual ($F = \text{total/variance} = 0.614 / 0.151$). This is significant from the F-statistic which determine the overall utility of the regression equation and conveys the message informing the computing that at least one variable has a significant association with the dependent variable.

Sig. (p-value): The value obtained ($p = .001$) suggest the actual likelihood that the observed relationship between incidence and type of cancer is a mere randomness. First of all, the value of this p-verification is less than 0.05 which make it clear that the overall regression model is statistically significant. This implies that either the GHS, GRS, GCD, EP or GTD has an impact on OS and therefore those with missing data must be eliminated from the analysis.

Therefore, the present study shows that the dependent variable OS is significantly explained by the regression model, and a significant proportion of the variance in the dependent variable is accounted for by the predictors. The F-statistic and the corresponding p-value assert to the applicability of the model according to the analyzed variables.

Table 15
Coefficients

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.213	.210		15.281	.000
	GRS	.090	.037	.144	2.421	.016
	GTD	.145	.111	.166	1.317	.189
	GCD	.003	.050	.004	.056	.956
	EP	-.146	.088	-.181	-1.658	.098
	GHS	.117	.065	.166	1.795	.074

a. Dependent Variable: OS

(Source: SPSS)

The regression analysis reveals that the constant (intercept) is 3.213 ($p < .001$), indicating the expected value of OS when all predictors are zero. Among the predictors, GRS has a positive and statistically significant relationship with OS ($B = 0.090$, $p = .016$), suggesting that an increase in GRS leads to a modest increase in OS. The other predictors—GTD ($B = 0.145$, $p = .189$), GCD ($B = 0.003$, $p = .956$), EP ($B = -0.146$, $p = .098$), and GHS ($B = 0.117$, $p = .074$)—are not statistically significant, though GHS approaches significance. This suggests that GRS is the only significant predictor of OS in this model, while the other variables do not show strong individual effects.

4.2 Major Findings

- The majority of respondents are from Nepal Bank Limited (8.3%) and Nepal Investment Mega Bank (11.0%), indicating a diverse representation across various banks.
- The largest group of respondents comes from firms aged 21-30 years (39.0%), suggesting a preference for more established firms in the sample.
- Most respondents are from Bagmati Province (51.7%), reflecting a regional concentration in the survey sample.

- Administrative Directors (50.3%) and General Directors (39.7%) make up the majority of respondents, providing insights into high-level perspectives.
- The majority of respondents come from firms with 1001-2000 employees (47.7%).
- Green Training and Development (GTD) shows the highest reliability (Cronbach's Alpha of 0.871), indicating that this area is consistently measured across responses.
- Employee Performance (EMP) and Organizational Sustainability (OS) have lower reliability (0.613 and 0.630 respectively), suggesting these constructs might need refinement in measurement for improved consistency.
- Green Recruitment: Organizations show moderate preference for hiring employees with environmental knowledge (mean: 3.98), though they place less emphasis on using environmental policies to attract job seekers (mean: 2.43).
- Green Training: Environmental training is seen as important (mean: 4.11), but staff satisfaction with green training is lower (mean: 3.32).
- Green Compensation: Specific environmental goals are less established for managers and employees (mean: 2.86), while rewards for achieving environmental objectives are moderately applied (mean: 3.66).
- Green Environmental Performance: Efforts to reduce emissions and increase recycling are highly rated (means: 4.08 and 4.05), but separating medical waste shows room for improvement (mean: 3.59).
- Green Health and Safety: Safety training is well-provided (mean: 4.03), but safety equipment availability shows variability (mean: 3.80).
- Employee Performance: Employees are perceived to understand customer needs well (mean: 4.23), though empathy toward customers is slightly lower (mean: 3.67).
- Organization Sustainability: Respondents believe they know enough about corporate sustainability (mean: 4.15), and sustainable organizations are considered crucial (mean: 4.06).
- Environmental Regulations: There are mixed opinions on ecological regulations and the idea of relocating due to ecological constraints (mean: 3.88).

- Green Recruitment Correlations: There is a weak positive correlation between green recruitment and selection (GRS) and other green factors like training (GTD) and environmental performance (EP).
- Green Training Impact: Green training (GTD) shows a strong positive correlation with employee performance (EP) and green health and safety (GHS).
- Regression Model: The relationship between green initiatives (e.g., GHS, GRS, GCD, EP) and organizational sustainability (OS) is weak ($R = .255$), explaining only 6.5% of variance.
- Significant Predictors: Green health and safety (GHS) and green training and development (GTD) are among the stronger predictors of organizational sustainability (OS).
- ANOVA Results: The regression model is statistically significant, with an F-value of 4.079 and a p-value of .001, confirming the relevance of at least one predictor in explaining OS.
- Environmental Goals: Achievement of environmental objectives is used moderately in employee performance assessments (mean: 3.71).

4.3 Discussion

The findings of this study underscore several important aspects of Green Human Resource Management (GHRM) practices and their impact on organizational sustainability and employee performance.

The study confirms that while green HRM practices are widely recognized for their positive impact on environmental performance and sustainability, significant gaps remain in the literature. Hameed et al. (2020) identified a need for more exploration into how specific green values interact with GHRM practices to influence employees' environmental performance. The above findings align with this, revealing that while training and development are emphasized, the role of specific green values is encouraged. The employee behavior is highly impacted by the organization culture and GHRM. Supporting the outcomes of Dian et al. (2022), environmental sustainable practices do positively impact and are related to GHRM and green enterprise.

Zaid, Bon, and Jaaron (2018) discussed the need to understand GHRM practices as a bundle rather than in isolation. Likewise, this study also supports and highlights that the integration of various GHRM practices, such as recruitment, training, and compensation, affects overall sustainability and performance. Numerous studies, including those by Jehan et al. (2020) and Andjarwati et al. (2021), have pointed out the lack of longitudinal research on GHRM practices. The present findings reinforce this need, as understanding the long-term effects of GHRM practices on organizational sustainability and employee performance is crucial.

CHAPTER V

SUMMARY AND CONCLUSION

The final part of the study is presented in this chapter. The conclusions made on the general study are made when the fact findings of the study are complete. Secondly, there are recommendations for further research included also at the list's end.

5.1 Summary

The findings reveal that environmental practices are well-integrated in certain areas, such as training and performance, but there are variabilities and areas needing improvement, particularly in recruitment and compensation. The correlation and regression analyses underscore the importance of green training and development as strong predictors of overall organizational sustainability. These insights suggest that while efforts towards sustainability are notable, further enhancements in specific practices and consistent application of green principles could strengthen organizational performance and sustainability outcomes. With a mean score of 3.86 and a larger standard deviation of 0.853, the statement that ecological rules impose greater limits on businesses is associated with moderate agreement but greater response variability. The idea that shifting production to nations with less stringent environmental regulations is also acceptable; this idea has a mean of 3.88 and a standard deviation of 0.922, indicating a more divided view among respondents. This variation points to varying opinions on how to strike a compromise between managing operational constraints and upholding ecological standards.

Green Training and Development has the highest dependability, meaning that measurements in this area are made consistently across answers whereas employee performance and Organizational Sustainability have lower reliability (0.613 and 0.630 respectively), suggesting these constructs might need refinement in measurement for improved consistency. Green Recruitment and Selection has a moderate level of integrating environmental factors into the employment process and places less of a focus on luring candidates with environmental policies.

Green Compensation and Development result shows that there are initiatives in place to reward and recognize environmental accomplishments, but they vary greatly. Also, green environmental performance result states that there is a strong agreement on efforts to reduce emissions and increase recycling, with moderate views on waste separation practices. Though the availability of safety equipment may be improved, opinions of safety training and healthy work environments are generally favorable in case of Green Health and Safety.

The study also found out that there is good employee performance resulting to strong performance in understanding and exceeding customer needs, with some areas needing improvement in empathetic interactions whereas in case of dependent variable organizational sustainability, it was found out that there is a consensus on the importance of sustainability in corporate culture and leveraging environmental challenges for growth, with mixed views on ecological regulations and production relocation.

Hence, the results show that environmental practices are well-integrated in some areas, such performance and training, but there are some variations and areas that require development, especially in compensation and recruitment. The significance of green training and development as potent indicators of overall organizational sustainability is highlighted by the correlation and regression studies. These findings imply that, although sustainability efforts are noteworthy, organizational performance and sustainability outcomes could be strengthened by improving certain practices even further and applying green principles consistently.

5.2 Conclusion

This research on "Green Human Resource Management and Sustainability of Commercial Banks in Nepal" does a good job of meeting its research goals because it looks at how GHRM is used, how it affects sustainability, and how employee performance acts as a moderating variable. The findings reveal that while green practices such as training and development are well-integrated, areas like recruitment and remuneration require further enhancement. The study establishes that green training and development are strong predictors of overall organizational sustainability,

as indicated by significant correlations with key metrics like Green Competency Development (GCD), Employee Performance (EP), and Green Health and Safety (GHS). The correlation between EP and GHS (0.703**) further supports the argument that improved environmental performance positively influences employee well-being and workplace safety. This evidence emphasizes the role of GHRM in shaping sustainable outcomes within commercial banks, affirming the vital link between GHRM practices, employee behavior, and long-term organizational sustainability.

Additionally, the research highlights that integrating GHRM activities, such as recruitment, training, and remuneration, has a significant influence on employee performance and organizational sustainability. The role of company culture and GHRM in promoting environmentally friendly activities is critical, as it strengthens the adoption of green business practices. By demonstrating the interconnectedness of green training, development, and other GHRM factors, this study underscores the need for a more holistic approach to sustainability. The results reinforce the importance of continuous improvement and the consistent application of green principles to achieve superior organizational performance and sustainability. Ultimately, this research addresses existing literature gaps and offers valuable insights for commercial banks, policymakers, and HR managers to develop more effective GHRM strategies that promote sustainability and enhance organizational outcomes.

5.3 Implication

The implications of this study are manifold and can guide both organizational policies and future research endeavors. The importance of prioritizing initiatives aimed at enhancing time management skills among employees within commercial banks. Implementing green recruitment, selection, training & development and compensation & development can help organization to achieve a sustainability. Additionally, the study highlights the pivotal role of employee performance in fostering organizational sustainability. Investing in training programs that emphasize empathetic leadership practices can contribute to a culture of understanding and open communication, ultimately increasing employee performance and which helps in maintaining organizational sustainability.

For Managerial Implications:

The results of this study are expected greatly to help enhance the possibility for the management and the employees to open prospects in organisations' sustainability. In the increasing situations where term of employment, overall work environment is changing frequently and job security is not guaranteed, an employee can not work through out his / her lifetime in one single organization and in a career following the sequential promotions over a period of time in the organization. Although the study offers eco-friendly organizational policies, HRM practices, green training and development, and green behavior to improve environmental sustainability it does not consider the variation in the regulatory systems as well as the organizational culture in different regions.

However, it should be noted that in the study, individual green values are employed as a moderator; it would be interesting to examine them as a mediator in further research. That is why the scope extension to include longitudinal studies and different sectors will also give a broader picture of long-term impact of GHRM on enterprise sustainability. In this way, the forthcoming research can encompass a wider view of GHRM and its contribution to the support of environmental sustainability, including practical recommendations for improvement of the situation for the regulators and other organizations. This study can also be useful to policymakers, educators, managers of human resources in organizations, and counsellors who guide working subjectivities regarding their careers. This paper presents a literature review on the conceptualization of green human resource management and the association of these with the sustainability profile dimension.

For Further Research:

Researchers can contribute to a deeper understanding of green human resource management and sustainability in commercial banks. Several potential avenues for future research include the exploration of additional factors, cross-cultural research, evaluation of organizational interventions, investigation of mediating variables, etc. This study examined several factors influencing organizational sustainability; there may be other variables not included in the analysis that could play significant roles. Future research could explore additional factors to provide a more comprehensive

understanding of organizational sustainability. Conducting comparative studies across different industries or sectors can help identify sector-specific challenges and opportunities for promoting green human resource management. Comparing the effectiveness of organizational interventions and policies across various sectors can offer valuable insights into best practices and tailored approaches.

In conclusion, future research endeavors in the field of work-life balance should aim to explore additional factors, employ diverse research methodologies, and evaluate the effectiveness of organizational interventions. By addressing these research gaps, scholars can contribute to the development of evidence-based strategies and policies that promote green human resource management well-being across various organizational contexts.

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APPENDIX

GREEN HUMAN RESOURCES MANAGEMENT AND SUSTAINABILITY OF COMMERCIAL BANK IN NEPAL

Dear Respondent,

I am Upasana Shakya Research Scholar, conducting a dissertation research project entitled "Analysis of the Relationship between Green Human Resources Management and Sustainability of Commercial Bank in Nepal" as a partial fulfillment of the requirements for a Master of Business Studies (MBS) at the Shanker Dev Campus

The main objective of this research is to determine the relationship between green human resource management and organizational performance. I would like to request that you spare a few minutes to fill up the questionnaire honestly.

I would also like to assure you that your data will be kept confidential and will only be used for research purposes.

Thank you.

SECTION 1: DEMOGRAPHIC SECTION:

1. Firm age

- Less than 20 years []
- 21-30 years []
- 31-40 years []
- 41-50 years []
- More than 50 years []

2. Bank Name

- Agriculture Development Bank []
- Nabil Bank []
- Nepal SBI Bank []
- Standard Chartered Bank []
- Kumari Bank []

- Himalayan Bank []
Global IME Bank []
NIC Asia Bank []
NMB Bank []
Others:.....

3. Location/ Province

- Gandaki []
Limbini []
Karnali []
Bagmati []
Sudurpashchim []
Koshi []
Madesh []

4. Designation

- General Directors []
HR Manager []
Administrative Director []

5. Bank Total Employee

- Less than 1000 []
1001-2000 []
2001-3000 []
3001-4000 []
More than 4001 []

6. Do you think HR plays any role in helping the employees improve their Performance?

- Yes []
No []

SECTION 2: SPECIFIC INFORMATION

The section presents several statements that require you to give your opinion on the extent to which different HRM interventions were initiated and implemented. Complete the following questionnaire on a five-point Likert scale where 1= strongly agree, 2= Agree, 3= Neutral, 4= Disagree, 5= Strongly Disagree

Question	1	2	3	4	5
Green Recruitment and Selection					
Company prefers to hire employees that have environmental knowledge in the selection process.					
Applicants for jobs in the company are subject to interviews that include environmental knowledge					
In addition to other criteria, employees are selected based on environment					
Organizations“ use environmental image and policies to attract job seekers					
Green Training and Involvement					
Environmental training programs are provided to large -scale individuals in the organization					
In general, staff are satisfied with the organization's green training.					
Topics offered through green training are modern and suitable for the institution's activities..					

Source: GR, GT, GC, EP, GHS (Gupta, 2018)

The foundation provides formal environmental training programs for employees to increase their ability to promote them.					
Environmental training is a priority and an important investment.					
Analyses green training need to familiarize employees with environmental practices					
Green training and development are evaluated to understand employees' level of green knowledge and awareness					
Green training and development are integrated with organizations' environment					
Green Compensation and Deveoplment					
Every manager and employee has specific environmental goals.					
Employees are rewarded for making suggestions for improvement on environmental programs non-cash equivalents or other cash prizes					
Employees who have achieved or exceeded the objectives of the environmental institution are rewarded with non -cash equivalents or other cash prizes.					

Section managers reward staff in their departments when they improve environmental programs.					
Environmental performance is recognized publicly.					
The achievement of environmental objectives is used as one of the criteria in assessing employee performance.					
There are adequate assessments of staff performance after attending courses on environmental topics.					
Environmental Performance					
Reduce total direct and indirect toxic emissions					
Increase the volume of recycled materials and reduce waste.					
Commitment to the system of separating medical waste from the public sewage system.					
Increase the rate of purchase of environmentally friendly goods.					
Green Health and Safety Management					
Provides safety training for the employees					
Having enough safety equipment for the employee and workplace					

Having right to work in a safe and healthy green environment					
Offers healthy support for the employee					
Employee Performance					
Employees understand the specific needs of customers					
Employees are able to “put themselves in the customers’ place”					
Employees “surprise” customers with their excellent service					
Employees do more than usual for customer					
Employees deliver an excellent service quality that is difficult to find in other organizations					
Organization sustainability					
We know enough about corporate sustainability					
Organizations, where operations are based on sustainable growth, social responsibility, and environmental protection, are sustainable organizations					
Sustainable organizations would consider sustainability as one of the essential components of the corporate culture.					

Employee Performance
(Salanova, Agut, & Peiró, 2005)

Organization Sustainability
(Abdelkareem, Mady, Lebda, & Elmentawy, 2024),

Sustainable organizations exploit environmental challenges and legislation to their advantage by developing new greener products.					
Ecological regulations add more restrictions on firms.					
Due to ecological constraints, it is okay to think of relocating production to other countries, where ecological requirements are lower.					

GREEN HUMAN RESOURCE MANAGEMENT AND SUSTAINABIL...

By: Upasana Shakya

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ABSTRACT This study examines the impact of Green Human Resource Management (GHRM) on the sustainability of commercial banks in Nepal. GHRM involves environmentally conscious HR practices and the efficient use of organizational resources to achieve sustainability goals. The research objectives are to assess the implementation of GHRM practices, analyze the relationship between GHRM and sustainable performance, and evaluate the moderating role of employee performance. A sample of 300 respondents was surveyed using both online Google Forms and printed questionnaires. The collected data were analyzed using SPSS software, employing correlation and regression analysis to derive insights. The findings underscore the critical role of GHRM activities like green recruitment, training, and remuneration in fostering a sustainable organizational culture. The study highlights the need for a holistic approach to GHRM implementation, as it directly influences employee performance and long-term organizational sustainability. Moreover, while Green Training and Development exhibited the highest reliability, Employee Performance and Organizational Sustainability had lower reliability scores signaling a need for refined measurement tools. This research fills a critical gap in the literature by providing empirical evidence on how GHRM practices influence sustainability in Nepalese commercial banks. The study offers practical insights for HR managers, policymakers, and financial institutions, emphasizing the importance of continuous improvement and