



**Driving Sustainability: The Impact of Green Business Practices on
Organizational and Economic Performance in Nepal**
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Abstract

The global business landscape is undergoing a critical transition towards a Green Economy (GE), emphasizing sustainable practices to balance environmental, social, and economic objectives. However, little is known about the specific drivers and outcomes of green business adoption within developing economies like Nepal. In this study, we examine the influence of key organizational factors on the adoption of Green Business Practices (GBP) and their subsequent impact on multidimensional performance, identifying implementation obstacles and providing managerial solutions for promoting a GE in Nepal, using a framework integrating the Resource-Based View (RBV), Natural Resource-Based View (NRBV), and Institutional Theory, analyzed via Partial Least Squares Structural Equation Modeling (PLS-SEM). We tested a total of 10 hypotheses. Primary data were collected from 405 respondents across business organizations, primarily within the Kathmandu Valley, Nepal. The study reveals that Green Human Capital (GHC) [$\beta = 0.159, p < 0.01$], Green Logistic Management (GLM) [$\beta = 0.277, p < 0.01$], and Green Organizational Commitment (GOC) [$\beta = 0.446, p < 0.01$] significantly impact the adoption of Green Business Practices (GBP). In turn, GBP has a strong, significant positive influence on Environmental Performance ($\beta = 0.719, p < 0.01$), Economic Performance ($\beta = 0.639, p < 0.01$), Organizational Performance ($\beta = 0.665, p < 0.01$), and Social Performance ($\beta = 0.623, p < 0.01$). Key obstacles identified include a lack of knowledge, inability to adapt to new trends, and insufficient governmental supervision and policy implementation. Managerial solutions emphasize the need for awareness campaigns, skill development, supportive policies, and committed leadership. This study provides valuable insights for policymakers, business leaders, and development practitioners, enabling them to

understand the critical levers for fostering a Green Economy through corporate sustainability in Nepal.

Keywords: green business practices, organizational drivers, sustainable performance, green economy

1. Introduction

The global climate crisis, fueled by resource depletion and environmental degradation, is a defining challenge of our time, exacerbating social inequalities and threatening ecological stability (Georgeson et al., 2017; Attahiru et al., 2019). In response, the Green Economy (GE) has emerged as a paramount policy framework, advocating for a development model that harmonizes economic growth with environmental sustainability and social inclusion (Merino-Saum et al., 2020). Conceptualized as an economic system that reduces ecological scarcities and social risks, the GE is propelled by investments in renewable energy, energy efficiency, clean technology, and sustainable resource management (Allen & Clouth, 2012; Stafford & Faccar, 2014). While the concept gained significant traction after the 2008 financial crisis and was solidified through international agreements like the Paris Accord, its successful implementation hinges on the active adoption of Green Business Practices (GBP) by the private sector (Leggett & Carter, 2012; Mundaca et al., 2016; Tandukar et al., 2021).

Business organizations are critical agents in this transition. Their operations significantly impact resource use, emissions, and waste generation. Adopting GBP - encompassing green innovation, sustainable supply chains, waste minimization, and green human resource management—is no longer merely a corporate social responsibility but a strategic imperative for enhancing organizational resilience, competitiveness, and performance (Iqbal et al., 2021; Khan & Yu, 2020). Evidence suggests that GBP can drive cost savings, improve brand reputation, ensure regulatory compliance, and ultimately contribute to superior organizational, economic, social, and environmental performance, forming a "triple bottom line" of sustainability (Du et al., 2023; Muangmee et al., 2021).

However, research on the drivers and outcomes of GBP is heavily skewed towards large, industrialized, and polluting economies such as China, India, and the EU (Baral et al., 2019; Ikram et al., 2022; Licastro & Sergi, 2021). There is a pronounced dearth of contextual studies in developing, climate-vulnerable nations where the tension between developmental needs and environmental constraints is most acute. This gap is particularly stark in Nepal, a country ranked as the fourth most vulnerable to climate change impacts despite its negligible historical carbon contribution (Mahat et al., 2019). Nepal's economy, while undergoing rapid urbanization and hosting over 300,000 registered companies, faces severe environmental stress, including water scarcity, pollution, and loss of agricultural land (Company Registrar, 2023; Mathema et al., 2013).

Existing Nepalese literature on the GE predominantly focuses on sector-specific analyses of forestry, agriculture, or hydropower (Bhujju et al., 2014; Karki, 2013), Banking (Rai et al., 2019; Tandukar et al., 2021; Devkota et al., 2021; Devkota et al., 2022), Marketing (Basnet et al., 2024), Purchase (Shrestha et al., 2023) Supply chain (Parajuli et al., 2022; Khanal et al., 2023), Human Resource (Bhattarai et al., 2023) and so on. A critical void exists in understanding the micro-level dynamics within the broader business sector: the factors that enable or hinder organizations from embracing GBP, and the tangible performance benefits derived from such practices. Although policies like Nepal's Nationally Determined Contributions (NDCs) outline a commitment to low-carbon growth, the translation of these national ambitions into actionable, widespread business practices remains unclear and under-researched (MoLJPA, 2019). Key questions persist regarding the level of awareness, the nature

of implemented practices, the significant internal and external drivers, and the formidable obstacles faced by Nepalese businesses.

This study, therefore, seeks to address this pivotal research gap by investigating the nexus between the GE and business practices in Nepal. We employ an integrative theoretical lens combining the Resource-Based View (RBV) and Institutional Theory to examine how internal capabilities and external pressures shape GBP adoption. Using a robust Partial Least Squares Structural Equation Modeling (PLS-SEM) approach on primary data from 405 business organizations, the study specifically aims to: (1) assess the general awareness and current state of GE practices among Nepalese businesses; (2) identify and analyze the key organizational factors (e.g., green human capital, logistics management, organizational commitment) that influence the adoption of GBP; (3) evaluate the impact of these GBP on multidimensional performance outcomes (economic, social, environmental, and organizational); (4) diagnose the principal obstacles hindering GE promotion; and (5) propose evidence-based managerial and policy solutions.

By illuminating the pathways through which businesses can contribute to a GE transition in a vulnerable, developing country context, this research provides crucial insights for policymakers aiming to design effective regulatory and incentive frameworks, for business leaders seeking sustainable competitive advantage, and for the international community supporting climate resilience and just transitions. The findings are expected to contribute significantly to the literature on sustainable business in South Asia and offer a replicable model for assessing GE readiness in similar economies.

2. Literature Review

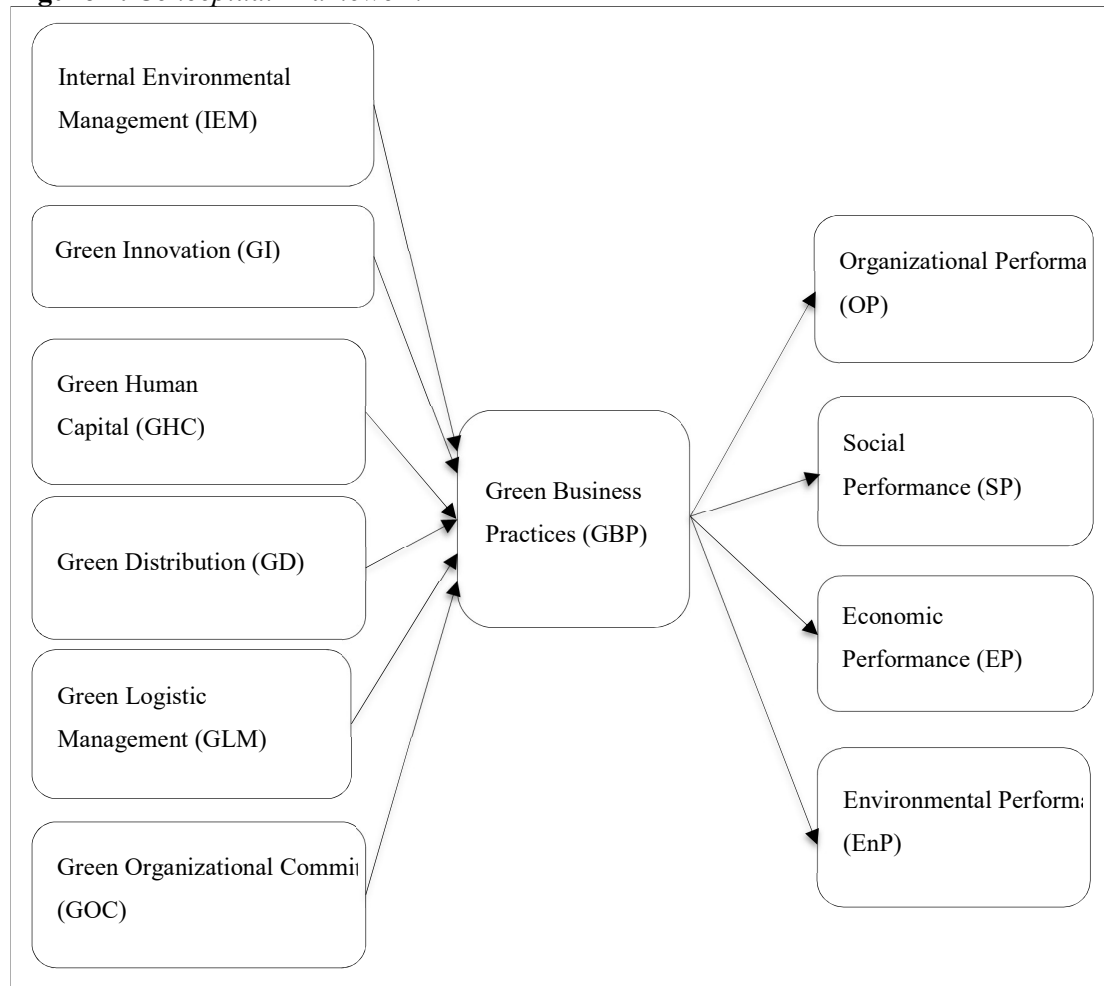
This study is grounded in an integrated theoretical framework that explains how and why businesses adopt Green Business Practices (GBP) and how these practices translate into performance outcomes. The framework synthesizes complementary perspectives to capture both the internal drivers and external pressures influencing corporate sustainability in Nepal. At its core, the framework is anchored in the Resource-Based View (RBV) and its extension, the Natural Resource-Based View (NRBV). These theories posit that a firm's unique, valuable, and difficult-to-imitate resources and capabilities are the foundation of sustained competitive advantage (Barney, 1991; Hart, 1995). In the context of a green economy, strategic resources include Green Human Capital (GHC) - the skills and environmental commitment of employees - and capabilities like Green Logistic Management (GLM) and Green Organizational Commitment (GOC). These internal assets enable the implementation of GBP, which in turn are expected to enhance organizational performance and contribute to broader economic, social, and environmental goals (Cheng et al., 2023; Muangmee et al., 2021).

This internal perspective is supplemented by Dynamic Capability Theory (DCT), which explains how firms integrate, build, and reconfigure their internal resources (like GHC and GLM) to adapt to rapidly changing external environments, such as the shift toward a green economy (Teece, 2017). Furthermore, Institutional Theory (IT) accounts for the external isomorphic pressures - coercive (regulations), normative (industry standards), and mimetic (imitating successful peers) - that compel organizations to adopt sustainable practices (Moosa & He, 2021).

Guided by this integrated theoretical lens, the study proposes a conceptual model (See Figure 1) examining six key antecedents of GBP: Internal Environmental Management (IEM), Green Innovation (GI), Green Human Capital (GHC), Green Distribution (GD), Green Logistic Management (GLM), and Green Organizational Commitment (GOC). It then hypothesizes that the adoption of GBP acts as a critical mediator, driving improvements in four key performance outcomes: Organizational Performance (OP), Social Performance (SP), Economic

Performance (EP), and Environmental Performance (EnP). This model provides a comprehensive basis for testing the specific pathways through which Nepalese businesses can contribute to and benefit from the transition to a green economy.

Figure 1: Conceptual Framework



Adopted and modified from: Cheng et al. (2023); Du et al. (2023); Iqbal et al. (2021); Khan and Yu (2020); Muangmee et al. (2021); Tandukar and Yadav (2020) and Giovanni (2012)

2.1 Internal Environmental Management (IEM) and GBP

Implementing a series of actions to accomplish a company's unique internal goals, either those specific by the managers and CEOs or those mandated by law, is known as internal environmental management (IEM) (Giovanni, 2012). IEM reveals a company's capacity to implement a long-term internal plan (Gotschol et al., 2014). Businesses adopt internal environmental practices to develop the necessary skills and lessen the effects of their operations (Giovanni, 2012). Customers and employees should motivate businesses to prioritize internal environmental management (Soetanto et al., 2022). Companies use IEM to lessen the effects of their internal activities and processes, to meet GBP and legal requirements, and to maximize their own environmental goals. This has a favorable effect on vertical coordination and enables businesses to work with suppliers and clients on environmental projects (Saeed et al., 2018; Soetanto et al., 2022).

According to Gotschol et al. (2014), collaboration among businesses on environmental initiatives motivates enterprises to implement internal green initiatives and green their production processes, which increases investment in green operations. Due to the implementation of green practices, businesses reinvest larger economic gains in internal initiatives to build a loop between green output and financial performance (Giovanni, 2012; Giovanni & Zaccour, 2014). The most supportive part of green supply chain management for business practices is said to be internal environmental management (IEM) (Khan & Yu, 2020). Meanwhile, according to Hasan et al. (2019), internal environmental management and sustainable supply chain management have a direct impact on green business practices. Finally, Giovanni (2012) examines the effect of IEM and business practices to determine the best and most appropriate green approach, allowing businesses to use the empirical data to guide and support their choices. To do so, the study hypothesizes that:

H1: Internal Environmental Management (IEM) is significantly associated with GBP.

2.2 Green Innovation (GI) and GBP

Businesses have needed green innovation to advance the green economy and green business in the nation (Marhaeni et al., 2023). Not only this, but green innovation is also used in other business processes like green production (Pérez-Hernández et al., 2021), green supply chain management (Teixeira et al., 2020), green technology and green entrepreneurship (Polas et al., 2022), branchless banking (Marhaeni et al., 2023), green finance (Tolliver et al., 2020), and so on. According to Chouaibi et al. (2022) and Iqbal et al. (2021), "green innovation is the proactive achievement of green corporate development goals while utilizing technical improvement to save energy, minimize waste and pollution, create green products or services, and more. Moreover, green innovation helps businesses improve their practices to perform better financially (Chouaibi et al., 2022). Business organizations' research focuses on elements including environmental productivity, social performance, governance, and green innovation that positively influence environmental, social, and green business practices (Du et al., 2023). Understanding the possible positive influence of GI on green business practices has been important (Asadi et al., 2020). Green innovation has a direct impact on sustainable business practices and the profitability of those businesses (Muangmee et al., 2021). In addition, green innovation positively impacts CSR performance, which can enhance firm practices and performance (Chouaibi et al., 2022). Thus, the study hypothesis is that:

H2: Green innovation (GI) affects the implementation of green business practices (GBP).

2.3 Green Human Capital (GHC) and GBP

The talents, abilities, expertise, and experiences of staff members for management are referred to as green human capital and are used to successfully implement green practices. In terms of environmental management and green business processes, GHC refers to "the summation of employees' knowledge, skills, capacities, experience, attitude, wisdom, creativity, commitments, etc. Green human resources and capital management and green business practices (processes) are closely related. Businesses are better suited for competitive advantage if they have more advanced green knowledge and teamwork than their rivals (Du et al., 2023). Green business methods are constantly supported by human capital management. It has control over every other resource used by the company. Compared to other variables, it is more crucial to business. Therefore, research must pay closer attention to GHC management (Wen et al., 2022). Businesses have achieved green business practices within the organization after utilizing green human capital management (GHCM), green marketing, and green supply chain management (Nandy et al., 2022). Therefore, green staff are more knowledgeable about how to quickly resolve environmental challenges (Wen et al., 2022). Meanwhile, to achieve the objectives of green organizational operations, human capital development can be viewed

as one essential department or area (D. Liu et al., 2022). By implementing new ecological practices and applying sustainable methods, GHC significantly impacts the growth of "green" firms, resulting in the accomplishment of organizational long-term goals (J. Liu et al., 2022). Green business practices and the development of green human capital for environmental protection are strongly correlated (Du et al., 2023). To support this, Iqbal et al. (2021) demonstrate how green human capital (GHC) strategies significantly influence an organization's green practices and performance goals. Finally, for green businesses to promote environmental sustainability, green human resources are crucial and impactful (Y. Cheng et al., 2023). To do so, the study hypothesizes that:

H3: Green human capital (GHC) has a significant impact on businesses' application of green practices.

2.4 Green Distribution (GD) and GBP

Green Distribution (GD) reflects environmentally friendly warehouses and distribution centers that utilize less energy and resources, such as solar panels and water recycling (Khan & Yu, 2020). Further, green distribution, i.e., consolidating green product deliveries, using couriers for local product delivery, and using eco-friendly couriers' packaging and shipping materials that contain post-consumer waste recycled materials, are all examples of green business operations (Ekahe & Uwameiye, 2019). Utilizing green logistics, green distribution, and green procurement, green distribution tries to minimize or reduce waste. Suppliers should be chosen based on environmental quality criteria and a green partner (Aithal & Jeevan, 2016). For sustainable and green business practices to be successful, top management support is necessary, which calls for integrating priorities into the green distribution strategy (Khan & Yu, 2020). Businesses in South Africa's South Nigeria respond positively to best practices in green distribution for long-term company viability and green business practices (Ekahe and Uwameiye, 2019). Moreover, an improvement in environmentally friendly production, distribution, transportation, and design will have a favorable effect on business practices (Khan & Yu, 2020). Thus, the study hypothesis is that:

H4: There is a significant relationship between green distribution (GD) and GBP.

2.5 Green Logistic Management (GLM) and GBP:

Green logistics management measures the environmental impact of activities including information exchange, packing, warehousing, transportation, loading and unloading, logistics networking, logistics emissions, and standards using proven constructs (Aldakhil et al., 2018; Trivellas et al., 2020). Additionally, green logistics management helps to manage the different kinds of raw materials and waste products, including expire materials, and enables companies to cut waste and advance environmentally friendly production and purchasing (Khan & Yu, 2020; Soetanto et al., 2022). Green logistics and packaging include internet tracking, returnable packing materials, alternative fuel vehicles, and smaller packaging in the green business (Aithal & Jeevan, 2016). Logistics-related operations directly harm the environment since they rely so heavily on fossil fuel consumption for energy. Reverse logistics help to consider the problem of environmental protection and the need to adapt the green business to lower consumption (Trivellas et al., 2020). Given that GLM directly affects both operational effectiveness and the environment, green packing has been regarded as an important green logistics strategy (Aithal & Jeevan, 2016; Trivellas et al., 2020). Moreover, green logistics management (GLM) directly supports the green business practices of the business organization (Aldakhil et al., 2018). Overall, these studies provide evidence supporting the hypothesis that changes in bank-related policies can have a significant impact on investment behavior. Overall, these studies provide evidence supporting the hypothesis that changes in GLM can have a significant impact on GBP. Thus, the study hypothesis is that:

H5: There is a significant relationship between green logistic management (GLM) and GBP.

2.6 Green Organizational Commitment (GOC) and GBP

Green organizational commitment (GOC) is characterized by a company's moral principles for environmental preservation and green practices to safeguard its business, society, and ecosystem. GOC improves green business practices to support and promote the green economy (Singh et al., 2018). Top management's knowledge of sustainability-related concerns and commitment to implementing a green plan are key areas of concern for industry practices (Trivellas et al., 2020). Meanwhile, top-level management plays a vital role in the adaptation of green business practices in business organizations (Singh et al., 2018). Although organizations top three obstacles to implementing green company practices are a lack of funding, uneven environmental laws, and a lack of commitment (Ansah & Sorooshian, 2019), However, Singh et al. (2018) recognized that an owner's or manager's attitude toward the environment has a significant impact on the company's commitment to going green and influences the adoption and implementation of sustainable waste management methods in their organizations. Khan and Yu (2020) emphasized that the commitment of senior management to a green organizational culture is necessary for the efficient adoption of green practices. Additionally, the market for green businesses and entrepreneurial mindsets has a significant impact on how committed someone is to sustainability (Dai et al., 2023; Du et al., 2023; D. Liu et al., 2022). Overall, these investigations offer proof in favor of the claim that modifications to GLM can significantly affect GBP. To do so, the study hypothesizes that:

H6: Green Organizational Commitment (GOC) has an influence on GBP.

2.7 Green business practices (GBP)

According to Enrico (2021), a company that runs sustainably for the environment is known as a "green business." These companies use procedures that lessen their environmental impact and seek to achieve organizational, economic, social, and environmental sustainability. Similarly, green business practices are a collection of policies and procedures designed to lessen the negative effects of corporate operations on the environment while fostering sustainability (Sobaih et al., 2020). These procedures aim to protect the environment and promote economic, social, and organizational sustainability by minimizing waste, water management, paperless transactions, recycling, conserving resources, and lowering emissions (Dai et al., 2023; Karki, 2013; Trivellas et al., 2020; Zeb et al., 2014). Moreover, GBP can help organizations become more cost-effective, more efficient, and more reputable while also enhancing their brand image and environmental performance (Enrico, 2021; Tahir et al., 2021). Meanwhile, companies may show their dedication to environmental stewardship, draw in eco-aware customers, select environmentally conscious staff, and improve society and the environment by implementing sustainable practices in business (Rodrigues & Franco, 2023; Shaheen et al., 2022).

Organizations with green innovation, HRM, logistics, SCM, marketing, sales, operation, production, procurement, commitment, recycling, and energy have better performance than their competitors due to their ability to identify customer needs quickly and effectively and add key benefits and resources to the organization (Ekahe & Uwameiye, 2019; Hasan et al., 2019; Saeed et al., 2018). It supports the quick achievement of organizational, economic, social, and environmental performance goals (Nepal et al., 2021; Nepal & Paija, 2019). The GE and organizational performance of a corporation can be improved by using green business practices (Baral et al., 2019; Khan & Yu, 2020). For instance, cutting back on energy use and waste production can result in cost savings that boost a business' profitability (Anser et al., 2021). Adopting environmentally friendly methods can also help a business build its reputation and brand, which will promote consumer loyalty and retention (Du et al., 2023;

Marhaeni et al., 2023). Also, GBP can help companies draw in investors and customers who care about the environment (Ekahe & Uwameiye, 2019; Farooq et al., 2020; Mahat et al., 2019). The AMO theory is frequently used in research to investigate business practices like HRM strategies related to employees' aptitude, drive, and chances to forecast their attitudes, actions, and job performance, as well as their effects on business performance (Sobaih et al., 2020). Social performance can benefit from using green business practices (Hasan et al., 2019). Green firms can improve society by minimizing their operations' negative environmental effects (Muangmee et al., 2021). For instance, lowering emissions can contribute to better air quality, and implementing sustainable sourcing methods can benefit local populations (Shaheen et al., 2022). Gotschol et al. (2014) show the positive relationship between eco-friendly business practices. Similarly, implementing green practices improves social corporate performance and is positively correlated with SP (Georgeson et al., 2017; Unay-Gailhard & Bojnec, 2019). The performance of the economy (increment of profit, ROI, cost saving) can also be influenced by GBP (Haibo et al., 2019; Saeed et al., 2018). Businesses can increase their bottom line by cutting costs through waste reduction and energy efficiency (M. M. Andersen et al., 2022). Moreover, green enterprises can benefit from the rising market for sustainable goods and services, which may boost sales and market share (Bigliardi & Filippelli, 2021; Tommasetti et al., 2018). Green business methods aim to reduce environmental impact, and environmental performance is related to the environmentally friendly results businesses get from taking green actions (Sobaih et al., 2020). Green firms can contribute to environmental protection and sustainability by implementing sustainable practices, including waste reduction, resource conservation, and emission reduction (Attahiru et al., 2019; Lateef et al., 2021; Mundaca et al., 2016; Pan et al., 2018). The study precisely identifies the direct impact of the GBP and the indirect impact of green innovation on the environmental performance of businesses (Sobaih et al., 2020). Also, it is evident that there is a link between economic performance and green company practices (Baral et al., 2019; Barbier et al., 2013). Businesses that prioritize sustainability can lessen their negative effects on the environment while simultaneously increasing their social, economic, environmental, and organizational performance with higher profit (Giovanni, 2012; Muangmee et al., 2021).

H7: GBP has a direct influence on organizational performance (OP).

H8: GBP has an influence on social performance (SP).

H9: GBP has more influence on economic performance (EP)

H10: GBP has a significant influence on environmental performance (EnP)

3. Research Methods

3.1 Study Area, Sample, and Data Collection

The study population consisted of business organizations across Nepal, with data collection strategically focused on the Kathmandu Valley. This area, encompassing the major urban and commercial hubs of Kathmandu, Lalitpur, and Bhaktapur (Rajbhandari et al., 2022), hosts the highest concentration and diversity of businesses in the country. It provides a representative sample of Nepal's formal private sector and ensured logistical feasibility within the research timeline. A non-probability convenience sampling technique was employed to efficiently gather data from organizational representatives (Lawaju et al., 2024; Simmou et al., 2023). The minimum sample size was determined using Cochran's formula for an unknown population proportion ($p=0.5$, $e=0.05$, $Z=1.96$), yielding 384 responses. Accounting for a 5% non-response rate, the target was set to 403 respondents (Magar et al., 2023; Naing, 2003). Data was collected via a structured questionnaire, disseminated both electronically and in-person over 21 days.

3.2 Research Instrument and Measures

A structured instrument was developed by adapting validated measurement scales from established literature on green practices and organizational performance (e.g., Du et al., 2023; Khan & Yu, 2020; Muangmee et al., 2021; (Devkota et al., 2018)). The final questionnaire comprised 116 items across several sections. It measured six antecedent constructs—Internal Environmental Management (IEM), Green Innovation (GI), Green Human Capital (GHC), Green Distribution (GD), Green Logistic Management (GLM), and Green Organizational Commitment (GOC)—and four outcome constructs: Organizational Performance (OP), Social Performance (SP), Economic Performance (EP), and Environmental Performance (EnP). Green Business Practices (GBP) was included as a mediating variable. All items were measured on a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), alongside demographic questions.

3.3 Data Analysis Technique

Data analysis followed a two-stage procedure using SPSS and SmartPLS 4.0 software. First, descriptive statistics were computed to summarize the sample characteristics and general responses. Subsequently, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed for hypothesis testing, as it is suitable for complex predictive models and does not require strict normality assumptions (Hair et al., 2020). The analysis involved assessing the measurement model for reliability and validity (composite reliability, average variance extracted, discriminant validity) before evaluating the structural model to test the hypothesized path relationships and their significance via a bootstrapping procedure.

4. Results

4.1 Socio Demographic Analysis

The demographic and organizational profile of the 405 survey respondents is presented in Table 1. The sample was predominantly male (63.21%) and concentrated within the Kathmandu Valley (96.54%), reflecting the study's geographic focus. Respondents were typically young to middle-aged, with the majority (77.04%) between 25 and 45 years old, and well-educated, holding at least an intermediate degree (94.32%). In terms of their professional context, most worked at the operational level (44.94%) in the service sector (40.99%) and had 3-8 years of job experience (39.26%). The organizations represented were primarily small and medium-sized enterprises (SMEs), with 63.46% having a registered capital of NPR 50 million or less and 48.4% employing fewer than 40 workers. This profile aligns with the structure of Nepal's private sector, which is dominated by SMEs, and ensures the findings are grounded in the experiences of the core business demographic responsible for day-to-day implementation of practices.

Table 1: *Socio Demographic Result Analysis*

Category	Number	percentage
Gender		
Male	256	63.21
Female	149	36.79
Age (In Years)		
Less than 25	69	17.04
25-35	220	54.32
35-45	92	22.72
45-55	22	5.43
55 and above	2	0.49

Location		
Kathmandu	210	51.85
Lalitpur	113	27.9
Bhaktapur	68	16.79
Others	14	3.46
Education Level		
SLC or Equivalent	23	5.68
Intermediate/+2	165	40.74
Bachelors	161	39.75
Master's and above	56	13.83
Business Sector		
Service	166	40.99
Manufacturing	110	27.16
Trading	52	12.84
Others	28	6.91
Wholesale and Retail/Supper market	28	6.91
Real Estate and Construction	21	5.19
Job Experience		
Less than 3 years	143	35.31
3 to 8 years	159	39.26
8 to 14 years	58	14.32
More than 14 Years	45	11.11
Designation Level of Employees		
Entry Level	79	19.51
Operational Level Management	182	44.94
Middle Level Management	98	24.2
Executive Level Management	44	10.86
Others	2	0.49
Capital Of Business		
Below 1 Crore	49	12.1
1 Crore – 5 Crores	86	21.23
5 Crores – 10 Crores	46	11.36
10 Crores – 50 Crores	76	18.77
More than 50 Crores	144	36.54
Total No. of Employee		
Less than 40 workers	196	48.4
More than 300 Workers	121	29.88
40 – 80 workers	47	11.6
150 – 300 Workers	24	5.93
80 – 150 workers	17	4.19

Source: Field Survey 2023

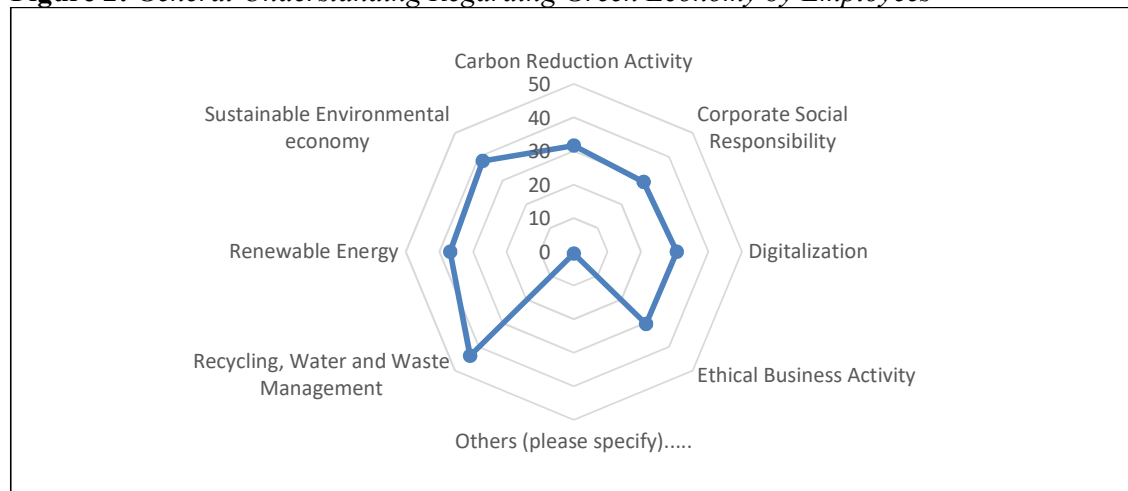
Respondents' Understanding Regarding Green Economy

This section gives a general overview of the green economy and corporate organizational techniques. If a business does not implement a green process internally, it supports its awareness campaign. It is evidence that all 405 respondents are employees and

owners of the business organization. Most of the employees are more aware of the term "green economy," but 64.69 percent (262) and 35.31 percent (143) do not understand the exact meaning of the term. Out of 405 respondents, 262 only answered understanding level of green economy practices. Whereas 43.7 percent know about recycling, water, and waste management, 38.02 percent know about sustainable environmental economies, 36.79 percent know about renewable energy, 31.6 percent know about carbon reduction activities, 30.62 know about digitalization, 30.37 percent know about ethical business activities, 29.38 percent know about corporate social responsibility, and 0.49 percent know about others. According to the data, most of the respondents (58.77 percent) argue that their organization does not host the green program; however, 41.23 percent of organizations only host an awareness program like a campaign. Out of 405 respondents, 167 argue that their organization provides an awareness program for the green economy. Within this, most organizations provide less than a 3-time awareness program (29.63 percent), followed by 3–5 times in a year (9.14 percent), and more than 5 times in a year (2.47 percent). The rest of the organization does not provide that kind of awareness program.

Similarly, somehow businesses follow the green economy, but employees have no knowledge about the exact term green economy. From the survey report, 74.32 percent of respondents argue that their businesses follow recycling, water, and waste management; 65.43 percent follow digitalization; 56.54 percent follow renewable energy consumption; 56.3 percent follow lower use of natural resources; 55.8 percent follow corporate social responsibility for the environment; 55.56 percent follow green management in the functions; 50.62 percent follow green innovation; and 3.46 percent follow others like plantation, agriculture activity, cleaning activity, etc. Likewise, 40.74 percent of respondents mention the moderate importance of the green economy, 36.50 percent state its high importance, 20.25 percent declare it less important, and 1.98 percent say it is not important at all. Business organizations are encouraging green practices to attract customers and investors. Furthermore, 80.99 percent of total respondents' business organizations promote green practices, and 19.01 percent do not. For promoting green practices within the organization, 64.69 percent follow transparency on information, 37.04 percent e-statements, 36.3 percent CSR and sustainability reports, 36.3 percent environmental certifications, and 0.49 percent others like ISO certificates and regular monitoring.

Figure 2: *General Understanding Regarding Green Economy by Employees*



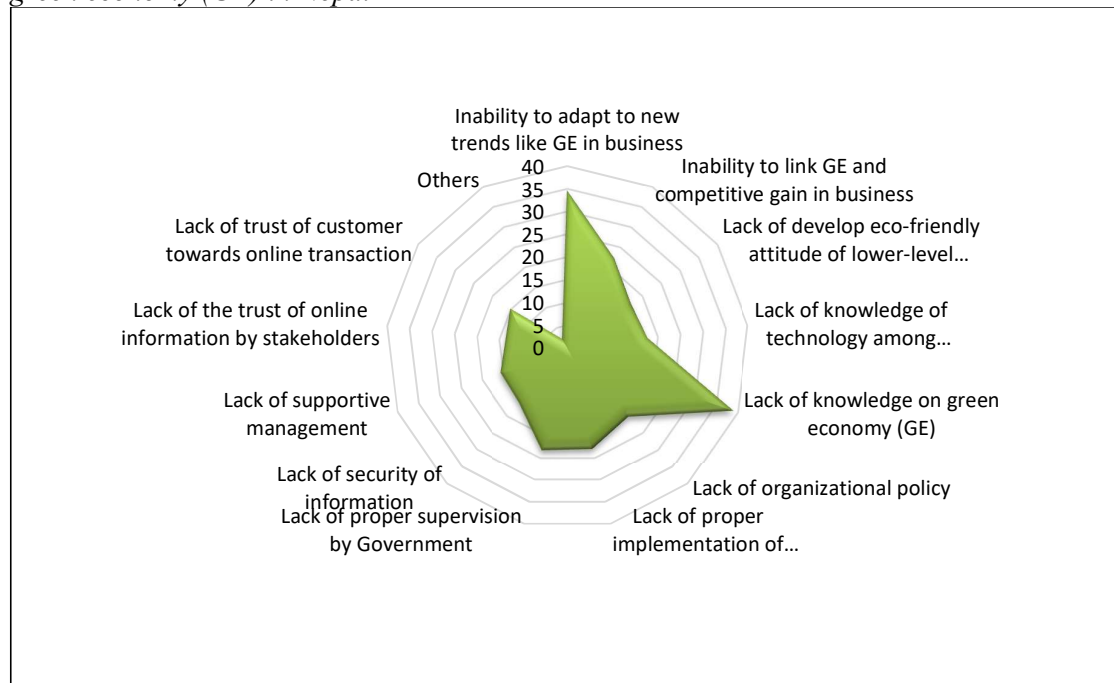
Source: *Field Survey 2023*

Finally, the findings suggest that people do not know about the term ‘green economy,’ but within the process of filling out the questionnaire, they gain certain knowledge about the term. Finally, they support the study. Some organizations follow the green economy, but some do not. Businesses are only following the waste and water management practices; they do not follow the other parts of the practices. So, the government needs to put more focus on protecting the environment, promoting awareness programs, reducing the cost of workplace injury, and promoting and protecting green businesses.

Challenges/Problems Regarding Promotion of the Green Economy and Business Practices

To promote the green economy, the study is gathered data on the difficulties faced by enterprises in Nepal while attempting to implement green business practices. 35.31 percent of respondents have not heard of the term green economy. When the respondents are asked why they thought there is a problem, 71.85 percent of respondents state that there are challenges in Nepal to promote a green economy through green business practices. The inability to establish green business activity in an organization creates problems of legality, companies’ internal environmental problems, and competitive advantage in the market.

Figure 3: Reasons of problems/challenges in the business practices for the promotion of a green economy (GE) in Nepal



Source: Field Survey 2023

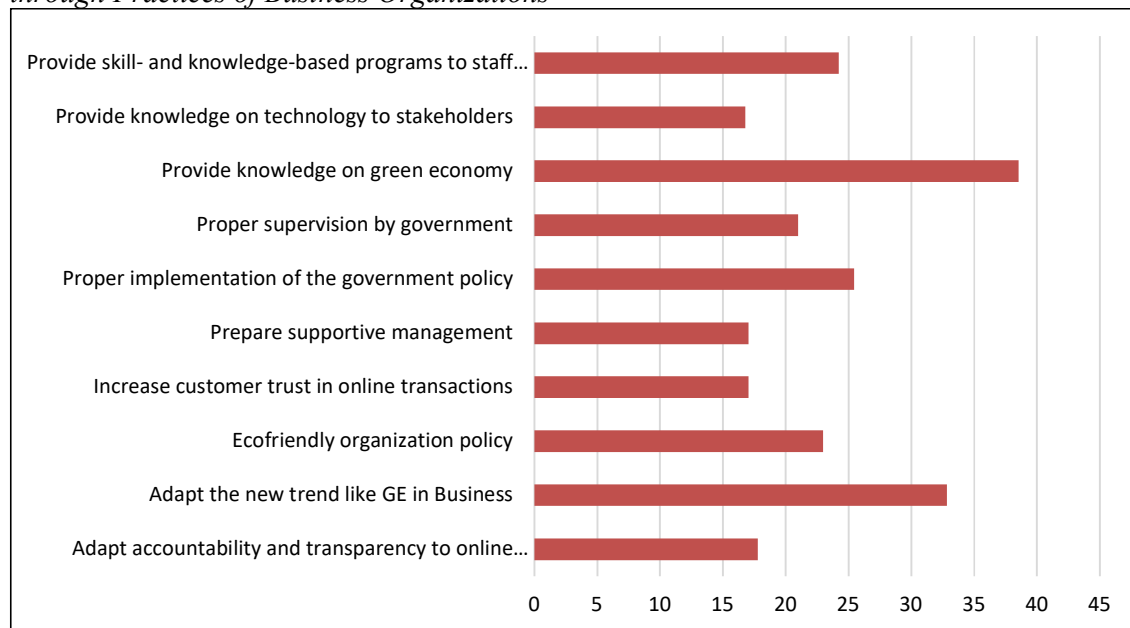
According to a survey, when asked what the reasons for problems or challenges in the business practices for the promotion of a green economy (GE) in Nepal are, 39.01 percent of respondents blame lack of knowledge on the green economy; 34.57 percent blame inability to adapt to new trends like GE in business; 23.21 percent to lack of proper supervision by the government, 22.96 percent to lack of proper implementation of government policies, 22.22 percent to inability to link GE and competitive gain in business, 20.25 percent to lack of organizational policy, 17.78 percent to lack of knowledge of technology among stakeholders, 17.04 percent to lack of developing an eco-friendly attitude among lower-level employees, 16.05 percent to lack of security of information; 15.56 percent to lack of supportive management; 15.06 percent to lack of trust of customers towards online transactions; 13.58

percent to lack of trust of online information by stakeholders; and 2.22 percent to lack of trust of others. This suggests that when it comes to the difficulties experienced by employees and organizations in practicing business organization for the promotion of the green economy, the respondents place the blame on numerous reasons and stakeholders. To get past the challenges identified by the poll, businesses must focus on improving their green practices day by day.

In this study, 28.15 percent of respondents say that there are no problems or challenges for green economy promotion in business organizations in Nepal. Within 71.85 percent (291) respondents of 405, only 1.48 percent state that there is no solution to the challenges, and 70.37 percent talk about the solution. For challenges and solutions, 48.15 percent of respondents claim to be government and policymakers, followed by top-level management at 30.37 percent. Again, general people by 21.48 percent, operational level management by 16.79 percent, middle level management by 14.81, and others by 3.7.

The respondents also offer a variety of management techniques. 156 (38.52 percent) respondents are focused more on providing knowledge on the green economy, followed by adapting to a new trend like GE in business by 133 (32.84 percent), proper implementation of government policy by 103 (25.43 percent), providing skill- and knowledge-based programs to staff for linkage to GE and competitive gain by 98 (24.2 percent), and eco-friendly organization policies by 93 (22.96 percent). Similarly, some respondents say proper supervision by the government is 85 (20.99 percent), adapting accountability and transparency to online information is 72 (17.78 percent), preparing supportive management and increasing customer trust in online transactions by 69 (17.04 percent), providing knowledge on technology to stakeholders, developing an eco-friendly attitude in lower-level employees is 68 (16.79 percent), developing a proper firewall system for security is 58 (14.32 percent), and the rest of the others.

Figure 4: *Managerial Solution for Problems/Challenges for Promotion of Green Economy through Practices of Business Organizations*



Source: *Field Survey 2023*

The study survey asks about the main responsible person for different challenges and their solution. The many groups of people who are surveyed or taken into consideration are represented. Government and policymakers are mentioned by 195 respondents (48.15 percent), top level management by 123 respondents (30.37 percent), general respondents by 87

respondents (21.48 percent), operational level management by 68 respondents (16.79 percent), middle level management by 60 respondents (14.81 percent), and others by 15 respondents (3.7 percent).

4.2 Inferential Analysis

Inferential statistical analysis was conducted to examine the relationships among green organizational capabilities, green business practices, and multidimensional performance outcomes using Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is particularly appropriate for applied climate and sustainability research involving complex latent constructs and prediction-oriented objectives (Hair et al., 2020; Henseler et al., 2015). The analysis was performed using SmartPLS version 4.0.9.3, representing an advancement over earlier versions commonly employed in prior studies (Cheng et al., 2023), and enabling robust estimation of measurement and structural models.

4.3 Measurement Models

Given the use of self-reported survey data, potential common method bias was assessed using the full collinearity approach proposed by Kock (2015). All variance inflation factor (VIF) values ranged from 1.35 to 2.60, which are well below the conservative threshold of 5 recommended for PLS-SEM models (Hair et al., 2017). Even the highest observed VIF value (2.60 for environmental performance) remains substantially below the critical limit, indicating that the estimated relationships are not distorted by common method variance and that the model satisfies methodological rigor expected in climate change research.

The measurement model demonstrates strong internal consistency and convergent validity across all constructs. Composite reliability (CR) values range from 0.898 to 0.948, exceeding the recommended minimum of 0.70 (Mahato et al., 2023; Hair et al., 2014). Average variance extracted (AVE) values range from 0.612 to 0.751, surpassing the 0.50 threshold (Lawaju et al., 2024) and confirming that each construct explains more than half of the variance in its indicators (Fornell & Larcker, 1981). Indicator loadings are predominantly above 0.70; the few retained indicators with slightly lower loadings remain acceptable due to strong CR and AVE values, consistent with established PLS-SEM guidelines (Hair et al., 2014). Cronbach’s alpha values range from 0.88 to 0.934, further supporting satisfactory internal consistency (Hair et al., 2014).

Table 2: *Construct Reliability Assessment Results*

Construct	Items	Loadings Range	CR	AVE
Green Human Capital (GHC)	6	0.837 - 0.880	0.944	0.736
Green Org. Commitment (GOC)	5	0.809 - 0.859	0.919	0.695
Green Logistic Mgmt. (GLM)	5	0.801 - 0.841	0.913	0.677
Green Business Practices (GBP)	7	0.765 - 0.800	0.917	0.612
Environmental Perf. (EnP)	5	0.834 - 0.869	0.931	0.728
Economic Perf. (EP)	6	0.846 - 0.887	0.948	0.751
Organizational Perf. (OP)	5	0.770 - 0.810	0.898	0.638
Social Perf. (SP)	5	0.792 - 0.845	0.913	0.676

Source: *Field Survey, 2023*

4.4 Discriminant Validity and Model Fit

Discriminant validity was assessed using the Fornell–Larcker criterion, heterotrait–monotrait (HTMT) ratios, and cross-loading analysis, as recommended for contemporary PLS-SEM studies (Henseler et al., 2015). The Fornell–Larcker results indicate that the square root

of AVE for each construct exceeds its correlations with all other constructs, confirming adequate construct distinctiveness (Fornell & Larcker, 1981; Hair et al., 2020).

Table 3: Discriminant Validity- Fornell and Larcker Criterion

	EP	EnP	GD	GBP	GHC	GI	GLM	GOC	IEM	OP	SP
EP	0.87										
EnP	0.72	0.85									
GD	0.51	0.55	0.83								
GBP	0.64	0.72	0.57	0.78							
GHC	0.66	0.61	0.55	0.61	0.86						
GI	0.63	0.63	0.62	0.61	0.8	0.85					
GLM	0.61	0.63	0.67	0.73	0.57	0.62	0.823				
GOC	0.64	0.7	0.56	0.78	0.63	0.67	0.741	0.83			
IEM	0.6	0.61	0.59	0.62	0.64	0.73	0.606	0.67	0.86		
OP	0.65	0.63	0.52	0.67	0.56	0.57	0.585	0.62	0.53	0.8	
SP	0.7	0.7	0.52	0.62	0.55	0.54	0.58	0.61	0.52	0.67	0.82

Note: Bold and Italics represents the Square-root of AVE

HTMT ratios further support discriminant validity, with all values remaining below the liberal threshold of 0.90 and most below the conservative threshold of 0.85 (Henseler et al., 2015; Kline, 2018). The highest observed HTMT value (0.868) remains within acceptable limits, indicating sufficient separation between conceptually related green management constructs. Cross-loading analysis confirms that each indicator loads more strongly on its intended construct than on alternative constructs, with differences exceeding the recommended minimum margin of 0.10 (Hair et al., 2020; Iddagoda et al., 2023).

Table 4: Heterotrait -Monotrait Ratio (HTMT)

	EP	EnP	GD	GBP	GHC	GI	GLM	GOC	IEM	OP	SP
EP											
EnP	0.78										
GD	0.56	0.61									
GBP	0.7	0.8	0.64								
GHC	0.71	0.66	0.61	0.67							
GI	0.68	0.69	0.69	0.67	0.86						
GLM	0.67	0.7	0.75	0.82	0.63	0.69					
GOC	0.7	0.77	0.62	0.87	0.69	0.75	0.84				
IEM	0.64	0.67	0.65	0.67	0.69	0.79	0.67	0.74			
OP	0.73	0.72	0.6	0.75	0.63	0.64	0.67	0.71	0.6		
SP	0.77	0.78	0.59	0.7	0.61	0.61	0.66	0.69	0.57	0.77	

Source: Field Survey, 2023

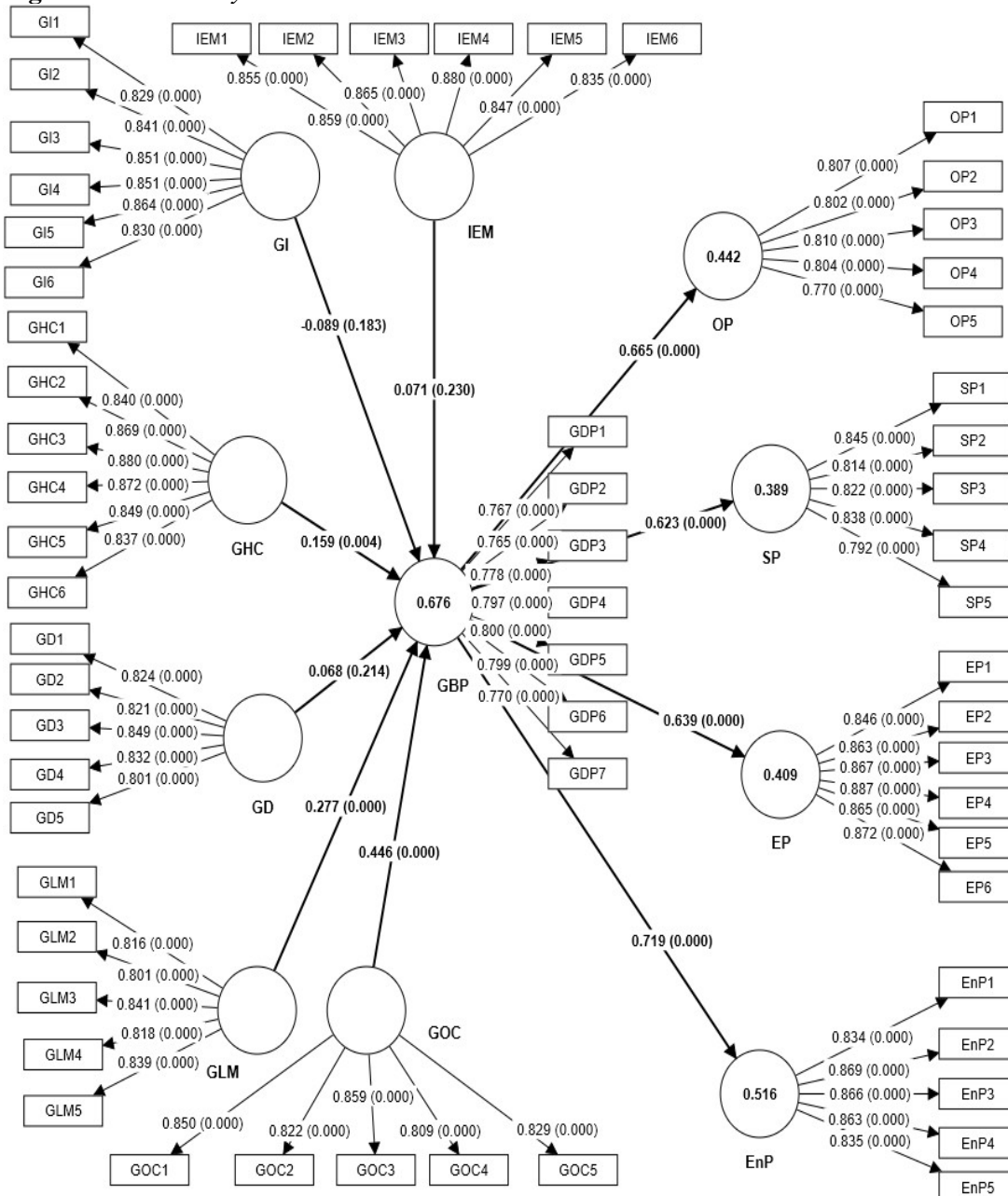
Overall model fit was evaluated using standardized root mean square residual (SRMR) and normed fit index (NFI). The SRMR values of 0.04 for the saturated model and 0.096 for the estimated model fall within acceptable limits (<0.08–0.10), while NFI values above 0.80 indicate satisfactory comparative fit (Gerbing & Anderson, 1992; Hair et al., 2017; Johnson et al., 2019). These indices collectively confirm an adequate fit between the proposed model and the observed data.

4.5 Structural Relationships and Hypothesis Testing

The structural model was assessed using a non-parametric bootstrapping procedure with 10,000 resamples to obtain stable estimates of path coefficients, t-values, p-values, and confidence intervals (Hair et al., 2020). Hypotheses were evaluated based on statistical significance ($p < 0.05$) and whether zero was excluded from the confidence intervals, consistent with recommended PLS-SEM inference criteria (Henseler, 2017; Kock, 2015).

The model exhibits moderate to substantial explanatory power, with R^2 values indicating that 51.6% of the variance in environmental performance, 44.2% in organizational performance, 40.9% in economic performance, and 38.9% in social performance is explained by the model. These values exceed commonly accepted benchmarks for behavioral and environmental research, underscoring the model's predictive relevance (Hair et al., 2017).

Figure 5: Path Analysis



Hypothesis testing results show that green human capital ($\beta = 0.159$, $p = 0.004$), green logistics management ($\beta = 0.277$, $p < 0.001$), and green organizational commitment ($\beta = 0.446$, $p < 0.001$) have statistically significant positive effects on green business practices. Among these, green organizational commitment emerges as the strongest predictor, highlighting the importance of organizational culture and leadership in translating climate-oriented intentions into operational practices. In contrast, internal environmental management, green innovation, and green distribution do not exhibit statistically significant effects, as their confidence intervals include zero, indicating limited direct influence in the studied context. Green business practices exert strong and statistically significant positive effects on environmental ($\beta = 0.719$), economic ($\beta = 0.639$), organizational ($\beta = 0.665$), and social performance ($\beta = 0.623$), all significant at $p < 0.001$. The comparatively larger effect on environmental performance reinforces the central role of green business practices as a key mechanism through which organizational capabilities contribute to climate change mitigation and sustainability outcomes (Hair et al., 2020; Wen et al., 2022).

Table 5: Hypothesis Testing Results

Hypothesis	Beta Value	t-Value	p-value	95 % Confidence Interval		Results	
				LL	UL		
H1	IEM -> GBP	0.071	1.201	0.230	-0.042	0.188	Rejected
H2	GI -> GBP	-0.089	1.333	0.183	-0.212	0.053	Rejected
H3	GHC -> GBP	0.159	2.877	0.004	0.049	0.266	Accepted
H4	GD -> GBP	0.068	1.244	0.214	-0.042	0.174	Rejected
H5	GLM -> GBP	0.277	4.177	0.000	0.152	0.409	Accepted
H6	GOC -> GBP	0.446	6.212	0.000	0.300	0.578	Accepted
H7	GBP -> OP	0.665	14.502	0.000	0.569	0.747	Accepted
H8	GBP -> SP	0.623	12.365	0.000	0.517	0.714	Accepted
H9	GBP -> EP	0.639	14.839	0.000	0.548	0.717	Accepted
H10	GBP -> EnP	0.719	18.979	0.000	0.638	0.786	Accepted

Source: Field Survey 2023

As of the table 3, seven of the ten proposed hypotheses are supported, providing robust empirical evidence that human capital, logistics efficiency, and organizational commitment are critical enablers of green business practices, which in turn generate substantial environmental and socio-economic benefits relevant to climate change research.

5. Discussion

The study investigates the impact of green business practices on organizations in Nepal for promoting the green economy (GE) by considering the six business practices. It also examines economic, social, environmental, and organizational performance. It also assesses

general perceptions of GE and business organization techniques in Nepal. It determines factors influencing green business practices for GE promotion. It investigates the commercial practices that Nepalese organizations are using to prevent the promotion of GE. It pinpoints organizational managerial responses to GE promotion in Nepalese organizations. The study examines the awareness level of the green economy in the business organization in Nepal, specially focus on the major cities of Kathmandu valley. According to the study, three out of the six practices in business organizations have a significant relationship with green business practices, and the green business practices are significantly related to organizational, economic, environmental, and social performance. So, green economic performance and organizational performance are more supported by the research hypotheses H3, H5, H6, H7, H8, H9, and H10.

Hypothesis 3 (H3) proposes that green human capital (GHC) has a significant impact on businesses' application of green practices. The p-value of 0.004 supports this hypothesis; it indicates a statistically significant relationship between green human capital and green business practices. Similarly, green business practices and the development of green human capital for environmental protection are strongly correlated (Du et al., 2023). To support this, Iqbal et al. (2021) demonstrate how green human capital (GHC) strategies significantly influence an organization's green practices and performance goals. Finally, for green businesses to promote environmental sustainability, green human resources are crucial and impactful (Y. Cheng et al., 2023).

Hypothesis 5 (H5) proposes that green logistic management is positively related to performance measures. The p-value of 0.000 supports this hypothesis; it indicates a statistically significant relationship between green logistic management (GLM) and green business practices. GLM directly affects both operational effectiveness and the environment; green packing has been regarded as an important green logistics strategy (Aithal & Jeevan, 2016; Trivellas et al., 2020). Moreover, green logistics management (GLM) directly supports the green business practices of the business organization (Aldakhil et al., 2018). Furthermore, as per hypothesis, H6's Green Organizational Commitment (GOC) has an influence on GBP. It indicates that green organizational commitment directly affects the GBP. A similar study by Khan and Yu (2020) emphasizes that the commitment of senior management to a green organizational culture is necessary for the efficient adoption of green practices.

This study also supports the H7 hypothesis, which argues that GBP has a direct influence on organizational performance (OP). A study by Mundaca et al. (2016) reveals a similar outcome. Businesses that prioritize sustainability can lessen their negative effects on the environment while simultaneously increasing their social, economic, environmental, and organizational performance with higher profit (Giovanni, 2012; Muangmee et al., 2021). Also, green business practices have influenced social performance (SP) is stated by the hypothesis H8. Gotschol et al. (2014) show the positive relationship between eco-friendly business practices. Similarly, implementing green practices improves social corporate performance and is positively correlated with SP (Georgeson et al., 2017; Unay-Gailhard & Bojnec, 2019).

The next one is hypothesis H9, which states that GBP has more influence on economic performance (EP). That means there is a significant correlation between GBP and EP. The performance of the economy (increment of profit, ROI, cost saving) can also be influenced by GBP (Haibo et al., 2019; Saeed et al., 2018). Businesses can increase their bottom line by cutting costs through waste reduction and energy efficiency (M. M. Andersen et al., 2022). Moreover, green enterprises can benefit from the rising market for sustainable goods and services, which may boost sales and market share (Bigliardi & Filippelli, 2021). Finally, GBP has a significant influence on environmental performance (EnP). It is represented by the hypothesis H10. Green business methods aim to reduce environmental impact, and environmental performance is related to the environmentally friendly results businesses get

from taking green actions (Sobaih et al., 2020). Green firms can contribute to environmental protection and sustainability by implementing sustainable practices, including waste reduction, resource conservation, and emission reduction (Attahiru et al., 2019; Lateef et al., 2021; Mundaca et al., 2016; Pan et al., 2018).

Hence, the topic of the adoption of the green economy in corporate organization techniques in Nepal is not new. Nepal already implements sustainable methods. It contributes very little to pollution. It will be simple for everyone to put the green economy policy into practice if all segments of society, corporate organizations, and the government cooperate effectively. The complete implementation of these methods to increase sustainability is still in the early stages. The study discovered that the country's degree of green business practices and awareness of the green economy is poor, and that the government needs to offer programs related to the green economy. That will benefit society, business, the environment, and the economy. Overall, green economic performance and organizational performance of a corporation can be improved by using green business practices (Baral et al., 2019; Khan & Yu, 2020).

This chapter discusses the findings and suggestions drawn from the previous chapter's analysis of the green economy and business organization practices in Nepal. The chapter highlights the main conclusions of the study and offers suggestions for promoting the green economy through green business practices in organizations and from raising employee and public awareness through education.

6. Conclusion

This study examined the drivers and outcomes of Green Business Practices (GBP) within Nepal's transition to a Green Economy (GE). The findings reveal that Green Organizational Commitment (GOC), Green Logistic Management (GLM), and Green Human Capital (GHC) are critical internal drivers significantly influencing the adoption of GBP. In turn, GBP strongly and positively impacts all dimensions of sustainable performance: Environmental (EnP), Economic (EP), Organizational (OP), and Social (SP). This confirms that strategic sustainability investments yield tangible multi-dimensional benefits for firms in developing economies.

The research provides significant theoretical contributions by successfully applying and integrating resource-based and institutional theories in a novel context, demonstrating how internal capabilities (like GHC) and external pressures converge to shape corporate environmental strategy in Nepal. Practically, it offers a roadmap for managers and policymakers, highlighting that fostering top-management commitment, building green skills, and optimizing logistics are more impactful than standalone technological or distributional upgrades. Key obstacles—such as awareness gaps and policy implementation challenges—point to the need for targeted government action, including awareness campaigns, incentive structures, and capacity-building programs.

For Nepal to realize its GE ambitions, a collaborative effort is essential. Businesses must champion green practices as a core strategic pillar, while the government must create an enabling regulatory and supportive environment. Future research should explore sector-specific dynamics, longitudinal performance impacts, and the role of consumer behavior in accelerating this transition. Ultimately, this study underscores that a proactive embrace of sustainability is not merely an ethical choice but a foundational strategy for resilient and competitive business growth in Nepal.

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