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## ***Impact of Green Human Resource Management Practices on Perceived Environmental Sustainability: Employee Perspectives from Nepalese Commercial Banks***

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### **Abstract**

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**Purpose:** The study aims to analyze the perception of employees working in commercial banks regarding green human resource management (GHRM) practices and environmental sustainability in Nepalese commercial banks. The research specifically focuses on five components of GHRM: green recruitment and selection, green training and development, green reward and compensation, green performance management, and green employee involvement.

**Methods:** A structured questionnaire was used to collect primary data from 397 respondents through an opinion survey conducted in the Kathmandu Valley. Convenience sampling was employed to select participants from commercial banks. The study adopted a descriptive and explanatory research design. Statistical tools such as mean, correlation, and regression analysis were used to analyze the collected data.

**Results:** The analysis revealed that all five components of green human resource management practices, green recruitment and selection, green training and development, green reward and compensation, green performance management, and green employee involvement, have a significant impact on the perceived environmental sustainability of Nepalese commercial banks. Furthermore, employees demonstrated awareness of GHRM practices and recognized their importance in achieving environmental sustainability.

**Conclusion:** The study highlights the vital role of GHRM practices in enhancing environmental sustainability within commercial banks in Nepal. The findings can assist Nepalese commercial banks in formulating effective policies and programs that incorporate green HRM as a strategic tool for promoting organizational sustainability.

**Keywords:** Green human resource management (GHRM), Environmental sustainability, Commercial banks, Employee perception, Sustainable HR practices

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## I. Introduction

Human resource management (HRM) is the procedure of hiring, training, evaluating, and rewarding employees and addressing labor relations, health and safety, and fairness concerns (David & David, 2017). Traditionally, HRM is focused on maximizing productivity and employee satisfaction; HRM has evolved to address new organizational challenges, including sustainability and environmental responsibility. Green HRM refers to HR practices to generate an ecologically sensitive, resource-efficient, and socially accountable organization (Renwick et al., 2013). Green HRM focuses on encouraging eco-friendly behaviors among employees and aligning HR processes, such as recruitment, training, and performance management, with environmental sustainability goals. This shift reflects the growing recognition that HR can play a crucial role in fostering organizational sustainability by promoting a culture of environmental awareness and responsibility (Jabbour & Santos, 2008). An emerging topic, this came into the picture due to the rising concern for the environment and global warming (Uddin et al., 2018). It has emerged as a strategic approach for organizations to integrate environmental sustainability into their core human resource functions. It involves developing and implementing human resource policies and practices that promote sustainable use of resources within organizations. Green HRM strategies can support businesses in aligning their business strategy and improving long-term organizational performance (Sibhatu et al., 2025).

Green HRM helps companies comply with environmental regulations, enhances their reputation, attracts environmentally conscious talent, and potentially leads to cost savings through improved resource efficiency. Promoting ecologically sustainable practices through green HRM is critical for long-term success and a beneficial environmental impact (Kamboj, 2024). This reflects the growing recognition that HR can play a crucial role in fostering organizational sustainability by promoting a culture of environmental awareness and responsibility (Jabbour & Santos, 2008). Green HRM integrates ecological management into human resource policies and practices to foster sustainability in business processes. It emphasizes the role of HR departments in encouraging environmentally responsible behavior among employees and fostering an organizational culture that prioritizes sustainability (Renwick et al., 2013). The Organisation for Economic Co-operation and Development has noted that governments and industries increasingly prioritize training and education initiatives to prepare the workforce for roles that support sustainability goals. This includes integrating green skills across multiple industries as sectors like construction and manufacturing transition towards eco-friendly practices (Organisation for Economic Co-operation and Development, 2024). Similarly, the World Economic Forum has underscored that the green economy is not just creating new jobs but also transforming traditional roles, meaning that both new entrants and experienced workers will need to adapt to remain competitive in these evolving industries.

In recent years, the banking sector, a traditionally non-polluting industry, has begun incorporating Green HRM to address growing environmental concerns (Mustafa et al., 2023). Some of the green HRM practices in a bank include conducting environment-oriented HRM practices that lead to increased efficiencies, lower costs, and better employee engagement and retention; thereby reducing the carbon footprint of employees by teleconferencing and virtual interviews, recycling, telecommuting, online training, and creating energy-efficient office spaces. Organizations realize that caring for the environment benefits the environment, organizational growth, and employee well-being (Likhithkar & Verma, 2016).

Green HRM encompasses green training and development, green recruitment, employee involvement in environmental management programs, and performance management systems that reward eco-friendly behavior (Jabbour & Santos, 2008). Green HRM has emerged as a strategic approach for organizations to integrate environmental sustainability into their core human resource functions. Green HRM is the greening of the functional dimensions of HRM, such as recruitment, selection, job description, job analysis, training, performance management, and rewards (Chanderjeet, 2017). Organizations prioritizing green practices

often experience improved public perception and brand loyalty as consumers increasingly value sustainability (Mustafa et al., 2023). Engagement in meaningful environmental activities can boost employee morale and satisfaction, particularly among those who value ecological issues (Govindarajulu & Daily, 2004). Green human resource function, including recruitment, training, appraisal, green corporate culture, etc., plays an important role in human resource management practice for achieving and maintaining sustainable environmental performance of companies (Roscoe et al., 2019).

Green HRM practices are essential to make employees more alert of environmental issues in day-to-day business practices (Rana & Arya, 2024). The employees' pro-environmental behaviors and their willingness to join environmentally responsible organizations are the prerequisites to the success of environmental sustainability (Saeed et al., 2019). Green HRM policies and practices can generate a win-win situation between business and society (Chapagain & Aryal, 2022). Besides the global trend and strategic needs, green HRM has become an essential element of banking operations in Nepal to address the new regulatory provisions of environmental actions, including 17 SDGs (Nepal Rastra Bank, 2023).

The Nepal Rastra Bank (the central bank of Nepal), the regulatory body of the banking sector, has released a Guideline on Environmental and Social Risk Management (ESRM) for Banks and Financial Institutions in 2022, which has provided a comprehensive framework for banks and financial institutions (BFIs) to incorporate environmental and social factors into their operations. It emphasized the need to properly communicate environmental and social expectations to all employees, clients, and external stakeholders and the need for ongoing capacity building among staff to ensure they are ready to successfully manage environmental and social risks, establishing a culture of responsibility and sustainability within the financial industry (Nepal Rastra Bank, 2022).

However, there is a lack of research on the relationship between green human resources management practices and environmental sustainability in the Nepalese commercial banking sector. The study aims to examine how employees in commercial banks perceive green HRM practices and the environmental sustainability of Nepalese commercial banks, which are crucial elements of the Nepalese financial sector.

## **II. Reviews**

### **Theoretical Underpinning**

The ability, motivation, and opportunity (AMO) theory was prominently introduced by Appelbaum et al. (2001) in their study of high-performance work environments. The authors contended that HR methods should be geared to improve all three elements - ability, motivation, and opportunity - for improved individual and organizational outcomes. For instance, Renwick et al. (2013) integrated the AMO framework into Green HRM practices, suggesting that organizations can drive environmental performance by leveraging HR systems to build ability, enhance motivation, and provide opportunities for pro-environmental behaviors. The AMO theory indicates how HRM practices lead to HR capabilities that assure employees' discretionary actions by inspiring and encouraging involvement. The theory is based on the connection of three ideas: employees have the necessary skills, they are encouraged to act discreetly, and they have the necessary authority to reach company goals.

The AMO theory proposes that organizational performance is enhanced when HRM practices lead to enhanced employees' capacity, motivation, and opportunities to implement employee green behavior congruent with the organizational strategic goals (Marin et al., 2016). In this context, employees play a crucial role in achieving organizational goals by engaging in collaborative efforts and participating in decision-making processes. Training is essential for enhancing their competencies. Such initiatives foster environmentally conscious behavior among employees and significantly bolster business conservation efforts (Fawehinmi et al., 2020). HR practices increase organizational performance by enhancing workers' talents, inspiring them, and providing them opportunities to make meaningful contributions. It is

pertinent to green HRM because it assists firms in developing green skills (ability), encouraging eco-friendly commitment (motivation), and creating chances for sustainable practices (Islam et al., 2025). An initiative on ecological management would make employees feel duty-bound and share knowledge and feedback on the company's ecological actions. Thus, the AMO's nexus should elicit employee green behavior.

The second theory that supports this study is the Resource-Based View (RBV) theory, which suggests that a firm's workforce - its human capital - is a critical internal resource that can provide a sustainable competitive advantage. According to RBV, employees' skills, knowledge, and abilities are unique and valuable assets that can be leveraged to create a competitive edge if they meet VRIN criteria: valuable, rare, inimitable, and non-substitutable. This perspective encourages HR strategies focused on developing, retaining, and enhancing the quality of human capital, such as through training, effective recruitment, and employee engagement (Wright et al., 1994).

### **Green HRM Practices in the International Context**

Arora and Kaul (2020) have found that amongst Indian IT services, Banking/finance/consulting, and engineering firms, green performance appraisal is the least popular green HRM function. Green recruitment, training and development, safety, and health management are some of the most popular green HRM functions. The banking and financial industry is the least likely to adopt green HRM, whereas the IT services industry has been found to implement it. Esen and Ozsozgun Caliskan (2019) mentioned that organizational culture, structure, and strategy to enhance sustainable development are more engaged in societal and ecological tasks by adapting to green HRM. Faisal (2023) emphasized various aspects of green HRM concerning eco-friendly recruitment and selection, sustainable training and development, environmentally conscious compensation management, green performance evaluation, employee empowerment and involvement, and promotion of healthy employee relations. State banks follow the green banking guidelines put forth by the State Bank of Pakistan comparatively more than private banks and try to incorporate green human resources practices into their operations (Fazal, 2023).

Haridas (2020) revealed that there is a significant relationship between the implementation of green HRM policies and green HRM functions, including green recruitment, green performance management and appraisal, green training and development, green employee relations, and green remuneration and rewards. Jehan et al. (2020) found that green human resource management (HRM) practices significantly directly affect environmental sustainability. Furthermore, they identified that the relationship between green environmental training and sustainable outcomes is mediated by pro-environmental behavior in Pakistan. Langat and Kwasira (2016) found that awareness of green HRM is still low, and training that improves employee skills is essential to promote awareness of green HRM at Kenyatta University of Kenya. They also found that more is required to recruit ecologically minded people to address the lack of expertise in environmental issues and further develop green HRM.

Maqsood et al. (2022) found that green HRM practices such as recruitment, training and development, reward management systems, and green performance management significantly affect the ecological sustainability of the banking industry in Pakistan. Mashala (2018) found that green HRM is a requisite model whose activities positively influence environmental sustainability in public organizations in Tanzania. Mathias (2023) found that green recruitment and training have not significantly affected ecological sustainability. However, adopting green reward and compensation strategies has been shown to substantially influence environmental sustainability at Transcorp Hotels Plc, located in Abuja, Nigeria. Rushya and Dissanayake (2020) found that environmental sustainability relates positively with the creation of green jobs and recruitment, selection and training, and development processes in the Sri Lankan public banking industry. However, they concluded that green performance and reward management are negatively related to environmental sustainability.

Segbenya et al. (2024) identified a positive correlation between environmental sustainability and the adoption of green human resource management practices, which positively influence the personal norms of employees. Furthermore, they also revealed that employees' norms mediate the relationship between green HRM practices and environmental sustainability in the workforce. Shafaei et al. (2020) concluded that green HRM practices relate positively to the organizational level and the environmental culture in the organization. These practices, in turn, have a positive correlation with hotels' environmental performance within Malaysia. In addition, they pointed out that green HRM impacts employees' job satisfaction through the sense of meaningfulness deriving from the work at the individual level. Shakir and Khan (2023) revealed that green HRM is important to improve environmental sustainability in Pakistan's banking industry and vital to ecological sustainability in the way that it affects eco-conscious performance management, sustainable recruitment and selection, training and development, incentives and compensation, and engagement.

Srividya et al. (2022) found a significant association between the employees' educational qualifications, experience, and their perception of Green HRM practices in public and private sector banking organizations in the Hyderabad Metropolitan Region of India. Sulistiawan et al. (2024) identified several major obstacles in the Indonesian banking sector, including a deficiency in green culture, skepticism about the advantages of green initiatives, employees' ability to adapt, insufficient backing from senior management, and the lack of a detailed strategy for implementing green HRM.

A study performed by Uddin (2018) revealed that the extent of implementation of green HRM practices in the banking sector of a developing nation was inadequate and most of the companies surveyed had knowledge about green HRM. He also stated that adopting green practices is positively associated with greater organizational performance and strengthens an organization's reputation in Bangladesh. Vanisri and Padhy (2024) examined the positive relationship between eco-friendly HR practices like eco-friendly recruitment and compensation and an aspect of employee green behavior, i.e., green innovative work behavior, in Indian service industries like banking, healthcare, communication, hospitality, and IT in Southern Indian cities like Bangalore, Chennai, and Hyderabad. Furthermore, they found that green performance appraisal positively influences voluntary green behavior. Khan (2025) revealed that green HRM practices are significantly related to green innovative work behavior in the hospitality sector of China and Pakistan. Moreover, Jeronimo et al. (2025) stressed that green HRM practices (e.g., recruitment and selection, performance evaluation, and incentives) significantly impacted the environmental performance of organizations in Portugal.

### **Green HRM Practices in the Nepalese Context**

Shrestha et al. (2022) depicted the social contribution, ecological concerns, competitive economic advantage, economic attentions, government burden, government incentives, community pressure, senior management support, market share growth, media relations strategies, community relations strategies, and sustainable policies as the notable determinants for effective implementation of green HRM practices in small and medium scale industries in Nepal.

In a study of green HRM practices applied in the Nepalese manufacturing industry, Rijal (2023) found that factors such as green training, incentives, and organizational culture foster employees' commitment to environmental issues. Bhattarai et al. (2023) depicted that green HRM meaningfully affects employees' green behavior by managers in the Patan Industrial Estate of Nepal. They also found that environmental knowledge is not a facilitator between green HRM and employees' green behavior. According to Chaudhary and Chaudhary (2023), Nepalese life insurance companies are beginning to adopt green HRM practices. As these emerging practices play a significant role in enhancing organizational sustainability, the importance of green HRM strategies in consolidating green practices is reflected.

In a qualitative study of human resource managers at a commercial bank in Nepal, Chapagain

and Dangol (2024) find four themes linking green HRM practices, including the use of eco-friendly recruiting, training towards environmental awareness, audit of green practices in managing performance, and recognition and reward for eco-friendly effort. Dahal Chhetri and Chhetri (2024) found that employees of the commercial banks situated in the Chitwan district of Nepal had a positive outlook towards their sustainability initiatives, with the highest proportion of positive outlook seen by the policies of the banks. They also found that green banking practices have a positive relationship with environmental outcomes, and the strongest link was in bank policy practices, and the least meaningful connection was found for customer-related practices.

## **Hypothesis Development**

### **Environmental Sustainability**

To ensure the long-term health of ecosystems and natural resources, environmental sustainability refers to the ability to meet present requirements without compromising the ability of upcoming generations to meet their wants (Begley & Boyd, 1987). Organizational policies, procedures, and systems intended to support sustainable environmental outcomes through workforce management are all included in the framework of green HRM. It covers cutting carbon emissions, properly allocating resources, and cultivating an environmentally conscious business culture (Renwick et al., 2013). The bank, considered the foundation of an economy, directly and indirectly affects environmental sustainability. Despite the banking industry's longstanding reputation for ecological responsibility, excessive energy use (computers, air conditioners, and natural light), a lack of space, unplanned construction, and a lack of concern for internal greenness have all contributed to a sharp increase in banks' carbon productions (Zhixia et al., 2018). In line with earlier studies, green HRM is crucial to attaining environmental sustainability in developing nations. Green HRM improves the organization's reputation, attracting environmentally conscientious employees and customers. Promoting sustainable practices results in cost savings by increasing resource efficiency, lowering operational costs, and guaranteeing environmental compliance (Kamboj, 2024). Green HRM practices have a significant and positive link with organizational environmental performance, emphasizing the necessity of using green practices to improve environmental performance (Jeronimo et al., 2025).

### **Green Recruitment and Selection and Environmental Sustainability**

Green recruitment and selection in the banking sector involve integrating environmental considerations into the hiring process to promote sustainability. This concept encourages banks to seek candidates who demonstrate eco-conscious values and a commitment to sustainability, aligning the workforce with the organization's environmental goals. Green recruitment is critical for linking personnel with sustainability goals, even if they have different professional and individual characteristics (Jeronimo et al., 2025). In green recruitment, banks may prioritize applicants with knowledge of sustainable finance practices or those with experience in environmental initiatives. This alignment fosters a culture where employees are more likely to support and engage in the bank's eco-friendly practices, from energy-saving measures to sustainable banking products (Arulrajah et al., 2016). By hiring individuals with green values, banks can enhance their commitment to environmental responsibility, which in turn improves their reputation, attracts environmentally conscious customers, and contributes to corporate sustainability goals (Yusoff et al., 2018). Hiring individuals who align with the organization's environmental values, organizations emphasize eco-consciousness during recruitment to ensure employees are committed to ecological goals (Jackson et al., 2011). Green recruiting and selection have shown a considerable beneficial association with long-term organizational performance (Adowah et al., 2025). Green HRM starts by hiring candidates who are committed to environmental values, sustainability, and ethical practices. By integrating environmental criteria into the hiring process, organizations can ensure that their workforce aligns with sustainability goals (Jabbour & Santos, 2008). This forms the basis for the first hypothesis.



*Hypothesis 1 (H<sub>1</sub>): Green recruitment and selection significantly impact environmental sustainability.*

### **Green Training and Development and Environmental Sustainability**

Green training and development in the banking sector aim to equip employees with the knowledge, skills, and attitudes needed to support environmental sustainability initiatives within their organizations. This training includes educating employees about eco-friendly practices, sustainable finance, and environmental regulations, helping them integrate sustainability into their day-to-day operations (Zoogah, 2011). Sustainable efforts of ecological responsibility by involving employees in sustainability projects, providing environmental training, and aligning HRM procedures with environmental goals can be promoted by organizations (Xie et al., 2023). Additionally, green training enhances employees' awareness of the environmental impact of financial products, encouraging them to promote green financial services that align with customers' and stakeholders' sustainability expectations. Ultimately, green training and development foster a sustainability-focused organizational culture that can help banks minimize their ecological footprint and improve their reputation in corporate social responsibility (Jabbour & Santos, 2008). This leads to the second hypothesis.

*Hypothesis 2 (H<sub>2</sub>): Green training and development significantly impact environmental sustainability.*

### **Green Compensation and Reward System and Environmental Sustainability**

Green compensation and reward systems in the banking sector are designed to incentivize employees' contributions to environmental sustainability by aligning rewards with eco-friendly behaviors and outcomes. In this approach, banks may offer financial incentives, bonuses, or recognition to employees who actively engage in sustainability initiatives, such as reducing resource consumption, promoting green banking products, or meeting eco-focused targets (Tang et al., 2012). By linking compensation with environmental performance, banks reinforce the importance of sustainable practices, fostering a culture where employees are motivated to support the organization's environmental goals (Yong et al., 2019). Non-financial rewards, such as public recognition or additional benefits, can also significantly promote ecological responsibility. This system helps banks achieve their sustainability objectives, reduces their environmental impact, and strengthens their reputation as responsible corporate citizens (Renwick et al., 2013). Financial as well as non-financial rewards for employees who actively contribute to achieving ecological sustainability objectives (Berrone & Gomez-Mejia, 2009). Incentives for environmentally friendly behavior, such as bonuses or recognition programs, can motivate employees to adopt green practices. This aspect of green HRM aligns employees' interests with the company's sustainability objectives (Renwick et al., 2013). Green compensation and recompense frameworks also promote employees' environmentally conscious behavior (Kamboj & A, 2024). This forms the basis for the third hypothesis.

*Hypothesis 3 (H<sub>3</sub>): Green compensation and reward system significantly impact environmental sustainability.*

### **Green Performance Management and Environmental Sustainability**

Including environmental objectives in performance appraisals can motivate employees to engage in sustainable practices (Renwick et al. 2013). Performance evaluations may include environmental goals and encouraging employees to meet sustainability standards. Recognizing and rewarding employees for contributing to environmental goals helps reinforce a sustainable culture. Performance evaluations may include environmental goals and encouraging employees to meet sustainability standards. Recognizing and rewarding employees for contributing to environmental goals helps reinforce a sustainable culture. Green performance management in the banking sector involves evaluating and rewarding employees based on their contributions to environmental sustainability goals. By embedding green criteria into performance assessments, banks encourage employees to adopt eco-friendly practices and prioritize sustainability in their daily operations (Renwick et al., 2013). For instance, green performance metrics include reducing energy consumption, minimizing paper use, or promoting sustainable banking products. Regular feedback on green performance

and recognition or rewards for eco-conscious achievements can strengthen employees' commitment to the bank's environmental objectives (Zibarras & Coan, 2015). This approach not only fosters a culture of sustainability but also aligns individual performance with the broader environmental strategy of the organization, supporting banks in reducing their ecological footprint and enhancing their social responsibility profile (Mustafa et al., 2023). This leads to the fourth hypothesis. This forms the basis for the fifth hypothesis.

*Hypothesis 4 (H<sub>4</sub>): Green performance management significantly impacts environmental sustainability.*

### **Green Employee Involvement and Environmental Sustainability**

Encouraging participation in environmental initiatives and promoting a green organizational culture (Susan et al., 2011). Green employee involvement is crucial in advancing ecological sustainability within banking organizations, as it empowers employees to participate actively in eco-friendly practices and decision-making processes. Through initiatives like green training, waste reduction programs, and energy-efficient practices, banks encourage their workforce to support environmental objectives directly. Employees engaged in green practices contribute to the organization's sustainability goals, often reducing operational costs and enhancing resource efficiency (Chaudhary, 2019). Furthermore, employee-driven sustainability efforts help banks build a strong reputation in corporate social responsibility, fostering customer loyalty and attracting environmentally conscious clients (Pham et al., 2019). Green involvement also boosts employee job satisfaction and morale, as they feel valued and aligned with a larger purpose beyond financial outcomes (Wiradirja et al., 2020).

*Hypothesis 5 (H<sub>5</sub>): Green employee involvement significantly impacts environmental sustainability.*

## **III. Methodology**

### **Research Design and Instruments**

The descriptive and causal research design was used to explore the potential relationship between various independent and dependent variables. A structured questionnaire was used and self-administered to gather data. The questionnaire is divided into two sections: Section A gathers demographic profiles, including gender, age, experience, designation, education, and Section B evaluates green HRM and environmental sustainability. All items were measured using a five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree."

This study used the most widely adopted instrument developed and elaborated by Pham et al. (2019), Tang et al. (2018), Mousa and Othman (2020), Yusoff et al. (2018), Kim et al. (2019), and Ahmad and Hayee (2024) to investigate employees' perceptions of green HRM practice and environmental sustainability.

Data analysis used several statistical techniques, such as mean, correlation, ANOVA, and regression, and was carried out in SPSS and Excel as needed.

### **Population, Sampling Technique, and Sample Size**

The population for the study is the 45,344 employees working in Nepalese commercial banks as per their annual reports 2023 AD (Nepal Rastra Bank, 2023). For sample selection, the sample size is determined through a formula postulated by Yamane (1967) as stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where,

N = population under study

n = sample size



e = margin of error

Total population (N) = 45,344 employees, margin of error (e) = 0.05 for a 95% confidence interval. Therefore, the sample size = 397, which was selected and distributed considering the design effect in proportion to the number of employees of commercial banks (table 1). The 397 employees working in the commercial banks of Nepal were selected. The employees were selected using convenience sampling from commercial banks in proportion to their total number of employees for questionnaire distribution and collection. The questionnaire was administered between August and October of 2024 AD.

**Table 1**

*Bank-wise Sample Size*

SN	Name of Bank	No. of Employees	Sampled employees in proportion
1	Nepal Bank Ltd.	2725	24
2	Rastriya Banijya Bank Ltd	2635	23
3	Agriculture Development Bank Ltd	2391	21
4	Nepal Investment Mega Bank Ltd.	3217	28
5	Himalayan Bank Ltd.	1935	17
6	Nepal SBI Bank Ltd.	923	8
7	Everest Bank Ltd	1097	10
8	Kumari Bank Ltd.	3296	29
9	Laxmi Sunrise Bank Ltd	2712	24
10	Sanima Bank Ltd.	2023	18
11	NIC Asia Bank Ltd.	3943	35
12	NMB Bank Ltd.	1980	17
13	Global IME Bank Ltd	3677	32
14	Prabhu Bank Ltd.	3227	28
15	Siddhartha Bank Ltd	1970	17
16	Nabil Bank Ltd.	2235	20
17	Standard Chartered Bank Nepal Ltd.	504	4
18	Citizens Bank International Ltd.	1716	15
19	Prime Commercial Bank Ltd.	1639	14
20	Machhapuchhre Bank Ltd.	1499	13
	Total	45344	397

#### Regression Model

The multiple regression model of the study is expressed in the following equation:

$$ES = \beta_0 + \beta_1GRS + \beta_2GTD + \beta_3GRC + \beta_4GPM + \beta_5GEI + u$$

Where; ES = Environment Sustainability, GRS = Green Recruitment and Selection, GTD = Green Training and Development, GRC = Green Reward and Compensation, GPM = Green Performance Management, GEI = Green Employee Involvement,  $\beta_0$  = Constant term,  $\beta_1 - \beta_5$  = Coefficient,  $u$  = Error term

#### IV. Results and Discussion

##### Respondents' Profile

The respondent's profile is presented in Table 2. Only 34 percent of the 397 employees in the sample were female, and the bulk of them were under 30 years of age (35.8 percent), followed by those between 31 and 40 years (34 percent) and those over 40 years (30.2 percent). In the education profile, 30.2 percent of respondents had a bachelor's degree, while the majority (55.4 percent) had a master's degree. In terms of employment status, the most significant percentage of respondents (55.4 percent) were assistants, followed by managers (23.7 percent) and officers (20.9 percent). Only 7.8 percent of respondents had more than 20 years of work experience, while 28.5 percent had less than five years, 24.4 percent had five to nine years, 14.6 percent had ten to fourteen years, and 24.9 percent had fifteen to nineteen years.

**Table 2**

*Respondents' Profile*

Basis	Category	Number	Percentage
Gender	Male	262	66.0
	Female	135	34.0
Age	Below 30 Years	142	35.8
	31 to 40 Years	135	34.0
	Above 40 years	120	30.2
	SLC	24	6.0
Education	Intermediate	31	7.8
	Bachelors	122	30.7
	Masters	220	55.4
	Assistant	220	55.4
Designation	Manager	94	23.7
	Officer	83	20.9
Experience	Less than 5 year	113	28.5
	5 to 9 Year	96	24.4
	10 to 14 Year	58	14.6
	15 to 19 Year	99	24.9
	Above 20 Year	31	7.8

*Note.* Survey, 2024

##### Reliability and Multicollinearity Test

The Cronbach's Alpha coefficient was used to measure the scale's reliability. All questionnaire components had Cronbach's alpha values deemed reliable, ranging from 0.679 to 0.881 (table 3), with a Cronbach's alpha value greater than 0.70 (Hair et al., 2010). According to George and Mallery (2009), a coefficient value of less than 0.70 usually indicates marginal to low internal consistency. As a result, more tests may be conducted using such reliable data.

A multicollinearity test was conducted before a regression analysis because extremely collinear variables are likely to skew the results and prevent them from being generalizable significantly. Since Hair et al. (2010) argued that "Tolerance" and its inverse, the "VIF," are the most often used metrics for evaluating both pairwise and multiple variable collinearities,

the multicollinearity has been tested using both of these metrics. A multicollinearity problem does not exist if the VIF value is less than 10 and the tolerance value is more than 0.1 (Hair et al., 2003; Meyers Lawrence et al., 2006). The VIF for the independent variables, i.e., five dimensions of green HRM, ranged from 2.453 to 6.733, which are smaller than 10, and their tolerance values ranged from 0.213 to 0.408, greater than 0.1 (table 3). The values of "Tolerance" and "VIF" show no issues with multicollinearity.

**Table 3***Reliability and Multicollinearity Test*

Variables	No. of item	Cronbach's Alpha	Tolerance	VIF
Green Recruitment and Selection	5	0.769	0.386	2.593
Green Training and Development	5	0.812	0.408	2.453
Green Reward and Compensation	5	0.881	0.371	2.693
Green Performance Management	5	0.835	0.213	3.682
Green Employee Involvement	5	0.784	0.234	4.27
Environmental Sustainability	5	0.876		

*Note.* Calculation based on survey, 2024 using SPSS

### **Descriptive Statistics**

The mean and standard deviation as a summary of descriptive statistics of perceived green HRM and environmental sustainability of Nepalese commercial banks are given in Table 4. Since the 5-anchor Likert scale ranged from 1 to 5 for strongly disagreed and strongly agreed, respectively, the mean values above 3 indicate agreement with the statement measured. Therefore, going by the mean values, the most recognized green HRM practice is green training and development (mean value 3.49), and the least preferred one is green recruitment and selection (mean value 3.06).

**Table 4***Summary of Descriptive Statistics*

Green HRM Practices	Mean	Std. Dev.
Green Recruitment and Selection	3.06	.7738
Green Training and Development	3.49	.7559
Green Reward and Compensation	3.31	.6757
Green Performance Management	3.17	.7702
Green Employee Involvement	3.26	.7333
Environmental Sustainability	3.41	.7227

*Note.* Calculation based on the survey, 2024 using SPSS

The mean value for perceived environmental sustainability is 3.41, with a standard deviation of 0.7227, indicating that respondents usually had a positive opinion of environmental sustainability. Similarly, the mean value and standard deviation of green HRM practices indicate that respondents positively perceived their banks' green HRM practices.

### Correlation between Green HRM Practices and Environmental Sustainability

The correlation coefficients between perceived green HRM practices such as green recruitment and selection (GRS), green training and development (GTD), green reward and compensation (GRC), green performance management (GPM), and green employee involvement (GEI) with environmental sustainability (ES), presented in table 5 are statistically significant at the 1% level of significance on a two-tailed test. As a result, the high degree of association between green HRM practices and environmental sustainability suggests that bank employees believe that green HRM practices and environmental sustainability are strongly and favorably related.

**Table 5**

*Correlation Matrix*

	GRS	GTD	GRC	GPM	GEI	ES
GRS	1					
GTD	.684**	1				
GRC	.809**	.806**	1			
GPM	.620**	.772**	.741**	1		
GEI	.612**	.755**	.782**	.807**	1	
ES	.603**	.640**	.732**	.655**	.772**	1

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

### Regression Results

Table 6 depicts the results of the regression analysis. When examining the relationship between green HRM practices and environmental sustainability, the regression model's F value of 589.669 and p-value of 0.000 ( $< 0.01$ ) show that it fits the model (table 6). The value of the R Square 0.883 indicates that 88.3 percent of the variation in the independent variables (five dimensions of green HRM practices) explains the dependent variable, i.e., environmental sustainability (table 6). It indicates that just 11.7 percent of the variation in other variables can account for the perceived environmental sustainability of commercial banks. The value of Durbin-Watson is 1.983. Since the value is close to 2, the residual assumption of independence is not broken. Therefore, the outliers do not affect the regression model.

**Table 6**

*Regression Results*

Basis	Coefficient	t value	p value
Constant	.257	2.471	.013
Green Recruitment and Selection	.177	9.571	.000
Green Training and Development	.280	7.091	.000
Green Reward and Compensation	.189	7.688	.000
Green Performance Management	.185	5.984	.000
Green Employee Involvement	.141	3.949	.000
R square = 0.883, F value = 589.669 (0.000), Durbin Watson = 1.983			

Dependent Variable: Environmental Sustainability

The green training and development had the highest beta coefficient value (0.280). Considering the variation accounted for by the other model predictions, it indicates that the

bank's green HRM practices, including green training and development, contribute the most to explaining environmental sustainability. When it comes to explaining how green HRM practices affect environmental sustainability, green reward and compensation ( $\beta = 0.189$ ) make the second-strongest contribution, followed by green performance management ( $\beta = 0.185$ ), green recruitment and selection ( $\beta = 0.141$ ), and green employee involvement ( $\beta = 0.141$ ).

The t-value and p-value of green recruitment and selection are 9.571 and 0.000 ( $0.000 < 0.05$ ), respectively, indicating that the green recruitment and selection is significant at a 5 percent significance level. Therefore, green recruitment and selection significantly impact environmental sustainability, i.e., H1 is accepted. This finding is consistent with Jehan et al. (2020), Rushya and Dissanayake (2020), Maqsood et al. (2022), Shakir and Khan (2023), Segbenya et al. (2024). It means that the employees have a perception of hiring individuals with green values, aligning with the organization's environmental values, emphasizing eco-consciousness during recruitment, and integrating environmental criteria into the hiring process.

Similarly, the t-value of green training and development is 7.091 ( $P = 0.000 < 0.005$ ), indicating that green training and development is significant at a 5 percent significance level. Therefore, H2 is accepted, meaning that green training and development significantly impact environmental sustainability. This finding is supported by Jehan et al. (2020), Rushya and Dissanayake (2020), Maqsood et al. (2022), Shakir and Khan (2023), Segbenya et al. (2024). It means that the employees have well-perceived, educating employees about eco-friendly practices, sustainable finance, and environmental regulations, helping them integrate sustainability into their day-to-day operations, employees' awareness of the environmental impact of financial products, and encouraging them to promote green financial services that align with customers' and stakeholders' sustainability expectations.

The t-value and p-value of green reward and compensation are 7.688 and 0.000 ( $0.000 < 0.05$ ), respectively, indicating that the green reward and compensation are significant at a 5 percent significance level. Therefore, green rewards and compensation significantly impact environmental sustainability, i.e., H3 is accepted. This finding is consistent with Jehan et al. (2020), Maqsood et al. (2022), Shakir and Khan (2023), Segbenya et al. (2024), and inconsistent with Rushya and Dissanayake (2020). It means that the employees have well-perceived incentivized employees' contributions to environmental sustainability by aligning rewards with eco-friendly behaviors and outcomes, offering financial incentives, bonuses, or recognition to employees who actively engage in sustainability initiatives, such as reducing resource consumption, promoting green banking products, or meeting eco-focused targets of banks.

Likewise, the t-value of green performance management is 7.688 ( $P = 0.000 < 0.005$ ), indicating that green performance management is significant at a 5 percent significance level. Therefore, H4 is accepted, which means that performance management has a significant impact on environmental sustainability. This finding is supported by Jehan et al. (2020), Maqsood et al. (2022), Shakir and Khan (2023), Segbenya et al. (2024) and is inconsistent with Rushya and Dissanayake (2020). It means that the employees have a sound perceived of green criteria in performance assessments, encouraging employees to adopt eco-friendly practices and prioritize sustainability in their daily operations; green performance metrics which include reducing energy consumption, minimizing paper use, or promoting sustainable banking products, regular feedback on green performance, combined with recognition or rewards for eco-conscious achievements and employees' commitment to the bank's environmental objectives.

The t-value and p-value of green employee involvement are 3.949 and 0.000 ( $0.000 < 0.05$ ), respectively, indicating that green employee involvement is significant at a 5 percent significance level. Therefore, green employee involvement significantly impacts environmental sustainability, i.e., H5 is accepted. This finding is consistent with Jehan et al.

(2020), Maqsood et al. (2022), Shakir and Khan (2023), Segbenya et al. (2024). It means that the employees have well perceived actively participated in eco-friendly practices and decision-making processes, initiatives like waste reduction programs and energy-efficient practices, encouragement to support environmental objectives directly, engagement in green practices contribute to the organization's sustainability goals, often reducing operational costs and enhancing resource efficiency, and attracting environmentally conscious clients.

The regression findings revealed that perceived green HRM practices, such as green recruitment and selection, green training and development, green reward and compensation, green performance management, and green employee involvement, significantly impact the perceived environmental sustainability of Nepalese commercial banks.

## V. Conclusion and Implication

Green HRM practices such as green recruitment and selection, green training and development, green reward and compensation, green performance management, and green employee involvement are the key components for environmental sustainability through employees' pro-environmental activities and their readiness to participate in environmentally responsible organizations.

The employees of Nepalese commercial banks are aware of green HRM practices like green recruitment and selection, green training and development, green reward and compensation, green performance management, green employee involvement, and the need for environmental sustainability. The study's findings can be applied to Nepalese commercial banks in formulating policies and programs related to green HRM practices and environmental sustainability as a vital tool for improving organizational sustainability. Further research can be done by taking other variables relating to green HRM practices in different sectors.

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