

Green Human Resource Management Practices and Organizational Citizenship Behavior: The Mediating Effect of Green Organizational Culture

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Abstract

Research purpose: This study explores how Green Human Resource Management (GHRM) practices can promote Organizational Citizenship Behavior towards the Environment (OCBE) among employees in state-owned commercial banks in Bangladesh. It investigates the impact of GHRM dimensions, like green recruitment and selection, green training and development, and green performance appraisal management, and examines the mediating role of Green Organizational Culture (GOC).

Design/methodology/approach: A quantitative research design was employed, and data were collected through a structured questionnaire from 390 bank employees. Partial Least Squares Structural Equation Modeling was utilized to examine the hypothesized relationships.

Findings: The results showed that all three GHRM dimensions significantly enhance employees OCBE. Furthermore, GOC mediates, reinforcing the positive relationship between GHRM practices and employees' pro-environmental behavior.

Practical implications: This study provides valuable insights for HR practitioners and policy makers in the banking sector. By incorporating green practices into HR activities and promoting a green culture, banks can encourage sustainable behavior among employees and contribute to broader environmental goals.

Originality: This research introduces a novel conceptual framework integrating GHRM practices and GOC to promote OCBE within a developing country context. Grounded in the Ability-Motivation-Opportunity theory, it contributes to the growing body of literature on sustainable HRM practice by emphasizing cultural mediation in the GHRM perspective.

Limitations: The study's cross-sectional design and sector-specific focus limit its generalizability. Future research is encouraged to adopt longitudinal designs and include diverse industrial contexts to further validate and extend the proposed conceptual framework.

Keywords: Organizational citizenship behavior towards environment, Green organizational culture, State-owned commercial bank

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1. Introduction

In recent decades, environmental contamination and climate change have emerged as the most pressing and complex challenges confronting the global community. It is an environmental concern and a critical issue with far-reaching social, economic, and political implications (Ibragimov et al.,2022). From this perspective, many organizations continue their daily activities with environment management systems based on a policy that does not harm the environment. Consequently, the organization has to initiate some strategies that are needed to understand and improve employee behavior to minimize adverse environmental impacts (Anwar et al.,2020). With the accumulation of these trending patterns, green human resource management(GHRM) has emerged as a focal study area in forming and developing environmentally responsible behavior in the workplace. GHRM integrates environmental consciousness into human resource (HR) functions such as appointing, training, compensating, and developing an eco-conscious workforce to embrace environmental values, initiatives, and practices. Moreover, contemporary research spotlights HR roles that enhance environmental performance and the execution of environmental strategies. Iftikhar et al. (2022) conducted a study of the impact of GHRM on the pro-environmental behavior nexus with the lens of AMO theory and found that GHRM positively impacts the pro-environmental behavior of employees.

In a developing country like Bangladesh, the banking sector is significant in raising economic growth and prosperity. Environmental awareness among banking employees in Bangladesh has significantly increased. Bangladesh has made significant progress in initiating green banking practices, but major challenges remain in integrating environmental considerations into practical work (Khairunnessa et al.,2021). Green banking plays a crucial role in accelerating operational activities in banking sector that align with achieving environmental sustainability. It emphasizes financial activities that minimize environmental harm, both internally within the organization and externally through its broader impact. Green banking practices enhance financial commitment to protecting the environment from degradation, which enhances their risk management frameworks, particularly concerning ecological risks. Green banking provides opportunities for sustainable financing portfolio expansions through investments in renewable energy and organic agriculture, reflecting a proactive shift toward environmentally conscious economic growth (Mir & Bhat, 2022).

Bangladesh is in a transition period in green banking practice. By initiating infrastructural development and advancing existing green initiatives, banks can achieve sustainability by taking part in creating greener communities. Green banking leads the activities of GHRM practices in Bangladesh's banking sector. Moreover, some studies have been carried out on this contemporary topic in different sectors, such as manufacturing organizations (Liu et al,2021), hotels (Pham et al.,2019), and universities (Khan & Sarwar, 2023), which leaves a substantial gap in the prevailing literature on GHRM practices and OCB in financial sectors. In addition, a study was conducted to investigate the impact of GHRM and OCB in the banking sector of Bangladesh, focusing on private commercial bank

employees (Sharmin et al., 2022). This study considers green organizational culture (GOC) as a mediator. It exemplifies green workplace behaviors, values, attitudes, and beliefs that prioritize environmental responsibilities, conscientious use of natural resources, and organizational sustainability.

The connotation between the practice of GHRM and OCBE, where GOC plays a mediating role, is a critical study area for pursuing sustainable development. GHRM practices encompass eco-friendly strategies and initiatives with overall HR functions like green recruitment and selection, green training and development, and green performance appraisal management. Through practicing GHRM dimensions, employees can raise environmental awareness and improve their pro-environmental behaviors. A proper GHRM policy initiates them to perform environmental responsibilities and engage in sustainable behaviors that support environmental goal achievement beyond their formal job roles. Moreover, GOC is pivotal in mediating the association by embedding sustainability in day-to-day operations and the organization's attitude towards pro-environmental behavior. A strong green culture nurtures organizational norms and behaviors by creating an atmosphere where employees are aligned with a sustainability commitment. This alignment enhances the willingness to demonstrate OCBE by conserving resource attitudes, participating in green initiatives, and raising eco-consciousness among employees. So, GOC creates a bridge that amplifies GHRM practices in OCBE by adopting a cohesive and participative framework. This relationship is substantial because it explains the pathways of leveraging HR practices to organizational contributions towards environmental sustainability. Moreover, GOC enhances employee engagement and OCB, recognizing them as sustainable business leaders. The connection among GHRM practice, GOC, and OCBE provides remarkable insights for achieving organizational success with environmental stewardship. The study tries to answer the questions: (a) Is there any association between the practice of GHRM and OCBE? (b) Does green organizational culture mediate the relationship between GHRM practices and OCBE? To address these questions, two specific research objectives have been included as: i. to understand the association between GHRM practices and organizational citizenship behavior towards the environment; ii. to analyze the mediating effect of green organizational culture on the relationship between GHRM practices and organizational citizenship behavior towards the environment. The study makes a significant contribution to the existing literature on GHRM practice and employees' engagement with OCBE. First, the study considered three distinct core GHRM dimensions, GRS, GTD, and GPAM, into a single comprehensive model that provides a unified perspective of the procedure of GHRM practice that can foster employees' OCBE. Second, AMO theory helped to build the study's theoretical framework that provides a significant theoretical lens among employees' capabilities, opportunities, and drive to engage in pro-environmental behavior. Third, the research introduces empirical insights from the public banking sector of Bangladesh, a relatively underexplored sector in environmental management research. Finally, the study highlights the mediating role of GOC that can enhance the effectiveness of GHRM practices in promoting OCBE.

2. Research Framework and Hypotheses Development

2.1 Theoretical Foundation

In this study, the researcher used AMO (ability, motivation, opportunity) theory, where those three factors greatly influence employee performance. Organizations that have an eagerness to achieve strategic goals address these factors and achieve better positions by enhancing employee performance (Saeed et al., 2021). Naqshbandi et al. (2024) identified that human resource practices grounded in (AMO) theory were instrumental for maintaining a learning organizational culture. It indicates the significance of the AMO model based on HR initiatives, which can enhance organizational efficiency, adaptability, and continuous development. According to Susanto et al. (2022), the implementation of GHRM practices in the hospitality industry is strongly associated with developing employees' ability, motivation, and opportunity (AMO). This alignment is maintained through strategic HR functions, including green recruitment and training, employee empowerment initiatives, and performance management procedures. The AMO framework promotes better HRM practices within organizations, accelerating employees' capacities for target accomplishment, motivating them to perform better tasks, and ensuring green engagement leads to OCB (Singh et al., 2020). The research framework is as follows:

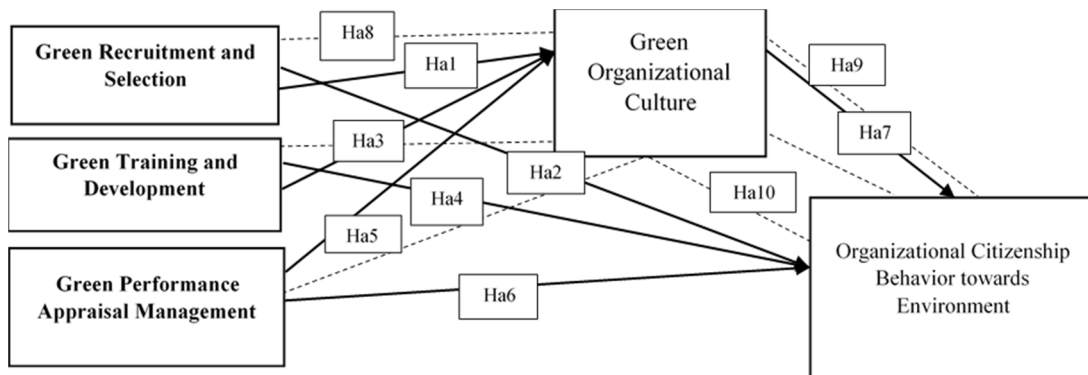


Figure 1: Research Framework

2.2 Hypotheses Development

2.2.1 Green Human Resource Management Practices (GHRM)

GHRM ensures organizational fitness by attaining environmental management objectives through HR practices like hiring of employees, educating and training, employee evaluation procedures, and reward management process. Firms engaging in greening initiatives raise the chances of gaining productivity and competitive advantages (Malik et al., 2021). Yong et al. (2020) conducted a study investigating various GHRM practices, such as green job analysis and description, recruitment and selection, rewards, performance management, and training with sustainability in Malaysian manufacturing firms. The study provides valuable insights into the collaboration of GHRM practices and employee green behaviors.

2.2.2 Green Recruitment and Selection (GRS)

The green recruitment and selection process involves acquiring environmentally conscious employees where automation and environmental awareness are prioritized. In job interviews and shortlisting, applicants should be judged by asking environmentally focused questions. Moreover, job descriptions and induction management programs should be based on raising environmental awareness. Previous studies reinforced that ecology-concerned employees have environmental attachment through organizational citizenship behavior, whereas GRS and OCBE have a significant relationship within the Palestinian service sectors (Masri & Jaaron, 2017). According to Alotaibi and Noureldin (2024), green recruitment practices positively influence employee eco-friendly behaviors, which enhance organizational sustainability. The study underscores the mediating role of employee behaviors in explaining green recruitment into a pervasive green organizational culture.

H_{a1}: There is a positive significant association between green recruitment and selection and green organizational culture.

H_{a2}: There is a positive significant correlation between green recruitment and selection and organizational citizenship behavior to the environment.

2.2.3 Green Training and Development (GTD)

Green training is indispensable for developing workers' environmental management abilities and attitudes. GTD programs included providing guidelines for minimizing wastage, environmental contamination, energy savings techniques, ensuring efficiency, and proper utilization of natural resources (Sobaih et al., 2020). GTD programs play a significant role in promoting employees' green attitudes within organizations. According to Azizie et al. (2025), GTD has a significant impact on OCBE by increasing employees' environmental awareness, enhancing their intrinsic motivation, and providing opportunities for energetic involvement in sustainable organizational practices. Moreover, GTD can play a crucial role in developing organizational GOCs that accelerate employees' OCBE. By systematically developing employees' environmental competencies through strategic green training, organizations can embed sustainability alignment within the work culture (Andho et al., 2025).

H_{a3}: There is a positive significant association between green training development and green organizational culture.

H_{a4}: There is a positive significant correlation between green training and development with organizational citizenship behavior to the environment.

2.2.4 Green Performance Appraisal Management (GPAM)

Green performance appraisal management is recognized as an employee evaluation process where employees' performance is compared with green goal achievement. In the performance appraisal procedure, HR practitioners involve employees in completing green targets by generating new ideas for minimizing waste and enhancing green performance

information storage systems. Moreover, critical audits can allow employees to monitor their green performance along with suggesting practical ways that make the organization greener (Sobaih et al., 2020). According to Muisyo et al. (2022), GPAM plays a pivotal role in accelerating employees' sustainable behavior. When these evaluations align with green rewards and employee involvement, they play a key role in protecting the green organizational culture. GPAM has a positive and significant effect on OCBE. Employee performance evaluation is associated with employees' analytical thinking, where they already understand the workplace greening procedure and have positive perceptions of green behavior (Ardiza et al., 2021).

H₀₅: There is a positive significant association between green performance appraisal management and green organizational culture.

H₀₆: There is a significantly positive correlation between green performance appraisal management and organizational citizenship behavior towards the environment.

2.2.5 Green Organizational Culture (GOC)

Green organizational culture consists of widely recognized norms and values that provide directions to all members of an organization for spontaneous participation in an environmentally sustainable way. It amalgamated the organization's standards, principles, values, ethics, and pro-environmental behavior, instigating employees towards green attitudes (Rathi and Lee, 2021). Furthermore, green organizations accept eco-friendly technologies and automation strategies for reducing environmental hazards and achieving organizational sustainability. Organizational success largely depends on fostering green employee attitudes and behaviors. Previous studies focused on the relationship between GOC and ERB (employee responsibility behavior) (Abbas & Dogan, 2022). According to Muisyo et al. (2022), integrating GHRM practices with Green Innovative Culture (GIC) achieves higher levels of green innovation capability compared to implementing GHRM practices in isolation. According to Hooi et al. (2021), green organizational culture fosters employees' green organizational citizenship behavior. GHRM practices are significantly linked to both green culture and green OCB, while green culture itself shows a strong positive association with green OCB. Moreover, green culture substantially mediates the relationship between GHRM and green OCB, underscoring a significant role in translating HRM practices into pro-environmental employee behaviors. Additionally, green values significantly moderate the relationship between green culture and green OCB.

H₀₇: Green organizational culture and organizational citizenship behavior to the environment have a positive and significant relationship.

H₀₈: Green organizational culture mediates the relationship between green recruitment and selection and organizational citizenship behavior of the environment.

H_{a9}: Green organizational culture mediates the relationship between green training and development and organizational citizenship behavior toward the environment.

H_{a10}: Green organizational culture mediates the relationship between green performance appraisal management and organizational citizenship behavior to the environment.

2.2.6 Organizational Citizenship Behavior Towards the Environment (OCBE)

The concept of OCBE arises from the broader idea of OCB as indicated by Raineri and Paillé (2016). Organizational citizenship behavior is identified as employees' discretionary behavior that supports an environmental management system aimed at environmental protection without being formally rewarded and recognized (Luu, 2019). OCBE is confined to individuals' voluntary and social behaviors that are not formally rewarded and praised but have a great impact on raising the organization's effectiveness in environmental management (Boiral, 2009). According to Modassir and Singh (2008), there are two characteristics of employee voluntary behavior. First, OCB are discretionary and not formally mandated as an employee's official job. Second, they involve extra-role efforts that are not required but are essential for promoting organizational effectiveness and overall success.

2.2.7 Variables coding

In this study, the researcher developed and measured various variables using specific codes. Green Human Resource Management Practices (GHRM) were represented through three primary dimensions: Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Performance Appraisal Management (GPAM), each assessed using five items. Furthermore, Organizational Citizenship Behavior Towards the Environment (OCBE) was measured using six items. A comprehensive list of the measurement items for each construct is provided in the Appendix.

3. Methodology

3.1 Research Design

The study adopted an exploratory research framework with the alignment of a positivist research philosophy. Besides, the researcher applied the deductive reasoning technique for designing research models and assessing hypotheses, which is aligned with the positivist approach. A quantitative research technique was used to design a framework by 390 state-owned commercial bank employees working in Bangladesh. The study aimed to determine how GHRM practices correlate with employees' OCBE. The mediating effect of GOC on the relationship between GHRM and OCBE was also examined.

3.2 Sampling Procedure

Six state-owned commercial banks (Sonali, Agrani, Janata, Rupali, BASIC, and Bangladesh Development Bank PLC) are operating in Bangladesh. To ensure the unbiased

representation of the public banking sector, the researcher selected four banks (Sonali, Agrani, Janata, and Rupali) by using a simple random sampling method. Besides, these four banks are the largest and most operationally diversified banks in the public banking segment, which covers a major branch network, a significant number of employees, and customer attachment (Bangladesh Bank Annual Report, 2022). Additionally, including all six banks in the study would have created unnecessary data variability and logistical complexity that could dilute the study's focus. Moreover, Dhaka and Rajshahi divisions were chosen as study areas. Forty branches were chosen from four districts, Dhaka, Faridpur, Rajshahi, and Pabna, by a simple random sampling technique. According to the Annual Reports 2021 and 2022 of Sonali, Janata, Agrani, and Rupali Bank PLC, the study population was 52,972. The researcher applied Cochran's (1977) finite population size determination formula to determine sample size; the minimum required size was 383. The researcher took a sample size of 390.

3.3 Research Instruments

The data collection was done from primary sources using a structured questionnaire technique. A total of 580 research questionnaires were distributed among state-owned commercial bank employees to get their perceptions about GHRM practices and OCBE using a self-administered procedure. Out of 580 distributed questionnaires, 407 were reimbursed, of which 24 were incomplete, and 390 questionnaires were considered for final analysis, with a 67% response rate. The partial least squares structural equation modeling (PLS-SEM) technique was utilized for testing, conducting data analysis, and hypothesis assessment because this tool is appropriate for models with various indicators or latent nature variables (Hair et al., 2017).

3.4 Common Method Bias

A single source was chosen for data collection, so the study must evaluate the potential common method bias using the Harman Single Factor test. In this checking procedure, a common method bias is indicated if a single factor shows a variance explanation of over 50% (Podsakoff et al., 2003). In the present study, a single factor was identified with 37.164% explanation of total variance, below the 50% threshold. So, CMB was not identified as a concerning issue.

3.5 Measures of Variables

The study incorporates the association between GHRM practices and OCBE in Bangladesh's financial sector. Respondents were requested to provide their valuable estimations on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (Zhu et al., 2013). A total of 15 items were used to measure GHRM practices, named GRS, GTD, and GPAM. Moreover, five items were used to measure GOC, and six items were considered for identifying OCBE patterns in Bangladesh's banking sector.

4. Data Analysis

The researcher applied the PLS-SEM technique for testing the hypothesis and performing further analysis. The reason for choosing this technique was its handling power of complex models with multiple indicators and constructs, and its ability to determine latent variable scores (Richter et al., 2015). The researcher used Smart PLS version 4.1.0.9 to analyze data and hypothesis testing. The researcher followed a two-stage procedure here. The first stage comprises analyzing the measurement model (i.e., reliability and validity), while the second stage evaluates research hypotheses by analyzing predictive power and effect size of multiple indicators. IBM-SPSS version 25 is used to calculate demographic statistics, identify outliers, find missing values, and data screening process.

4.1 Demographic Profile

The participant's demographic profile of (n=390) is shown in Table 1, where 75.13% are men, 24.87% are women, 94.87% are married, and 05.13 % are single. Most employees are comparatively middle-aged, with 67.70% falling within the 31 -40 age range, 5.64% in the 20-30 age range, and 24.94% in the 41 -50 age range. A majority (32. 30%) of respondents are from Sonali Bank, 23.60% from Janata Bank, 24.60% from Agrani Bank, and 19.50% from Rupali Bank PLC. A significant number of employees achieved higher educational qualifications. Among the respondents, 90.77% earned a master's degree, 7.95% a bachelor's degree, and 0.51% obtained a diploma.

Table 1: Respondents' Demographic Profile

Demographics	Frequencies	Percentage
<i>Gender</i>		
Male	293	75.13
Female	97	24.87
<i>Age</i>		
20-30 Years	22	05.64
31-40 Years	264	67.70
41-50 Years	97	24.87
51-Above	7	01.79
<i>Marital Status</i>		
Married	370	94.87
Single	20	05.13
<i>Education</i>		
Graduation	31	07.95
Post-Graduation	354	90.77
Diploma	2	00.51
Others	3	00.77

Source: Field Study January to June 2024

4.2 Measurement Model Assessment

In PLS-SEM, the measurement model is recognized as the outer model, which defines how latent variables are measured by their observed indicators. To ensure a valid and reliable measurement model, specific evaluation criteria have to be satisfied. In this study, all the criteria for a successful measurement model (reflective) are taken into consideration. Out of the twenty-six items, twenty-one items factor loadings exceeded the accepted cut-off value recommended as 0.708(Hair et al., 2019), establishing strong reliability. Consequently, the model exhibited adequate convergent validity through achieving average variance extracted (AVE) for all the constructs that exceeded the suggested value of 0.50(Hair et al., 2019), In addition, the measurement of internal consistency, Cronbach alpha, rho_A, and rho_c(CR) values are higher than the acceptable threshold of 0.70(Hair et al., 2019), presented in Table 2 and Figure 2.

Table 2: Cronbach alpha, rho_A, and rho_c(CR) and AVE

Variables	Items	Factor Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
OCBE	OCBE 1	0.816	0.891	0.896	0.917	0.649
	OCBE 2	0.777				
	OCBE 3	0.713				
	OCBE 4	0.839				
	OCBE 5	0.844				
	OCBE6	0.835				
GRS	GRS 1	0.869	0.806	0.839	0.884	0.717
	GRS 2	0.885				
	GRS 3	0.784				
GTD	GTD 1	0.856	0.888	0.889	0.919	0.696
	GTD 2	0.902				
	GTD 3	0.874				
	GTD 4	0.816				
	GTD 5	0.709				
GPAM	GPAM1	0.859	0.897	0.899	0.928	0.764
	GPAM2	0.905				
	GPAM3	0.878				
	GPAM4	0.855				
GOC	GOC 1	0.890	0.739	0.781	0.851	0.658
	GOC 2	0.829				
	GOC 3	0.702				

Item deleted: GRS 4,5, GPAM 5, GOC 4,5

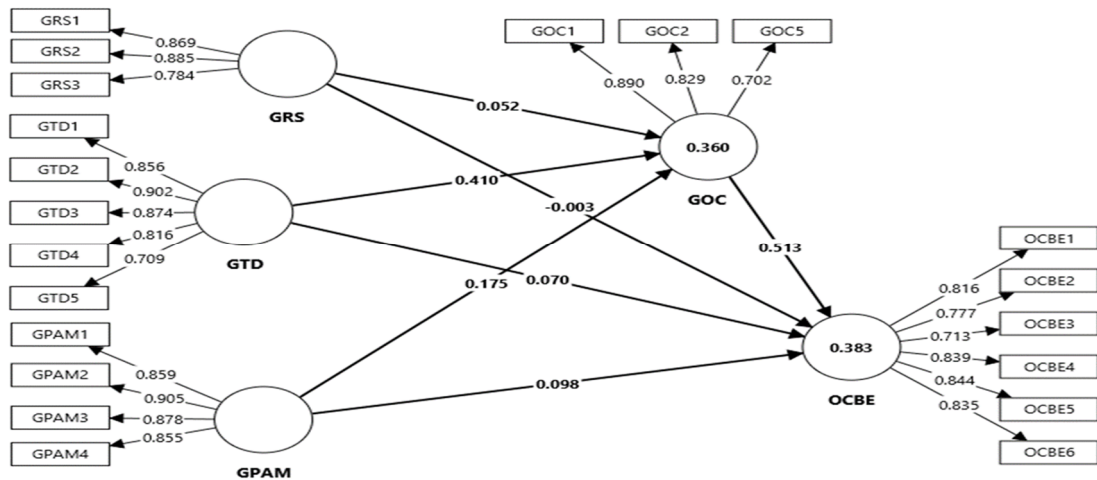


Figure 2: (Measurement Model) Item deleted: GRS 4,5, GPAM 5, GOC 4,5

4.2.1 Discriminant validity

Discriminant validity is the extent to which a construct has distinctiveness from other constructs, both conceptually and statistically. Discriminant validity assessment is identified within construct validity, where each latent variable differs in the model that is distinct from other constructs (Hair et al., 2014). Discriminant validity can be measured by using three analysis techniques, such as, Fornell–Larcker criterion, Heterotrait–Monotrait ratio, and cross loadings. To achieve construct discriminant validity, the value of AVE's square root must be more significant in comparison to each construct than all the interrelations within the constructs (Hair et al., 2014) shown in Table 3. Heterotrait–Monotrait ratio (HTMT) is a more dependable measurement procedure for assessing discriminant validity than the Fornell-Larcker Criterion. In a PLS-SEM-based approach, to assess HTMT, a threshold value below 0.90 is recommended (Hair et al., 2019), and this model meets the criterion with HTMT values < 0.90, available in Table 4. Moreover, Cross-loadings are used to assess the discriminant validity of the measurement (outer) model. They represent each indicator's correlations with all latent constructs, not just the one that is intended to measure. An indicator should exhibit a higher loading effect on its parent construct compared with other constructs, which can be confirmed by analysis of cross-loadings (Wasko & Faraj, 2005). The result shown in Table 5 demonstrates that all items have the most substantial loading value within their constructs compared to others.

Table 3: Fornell-Larcker criterion

	GOC	GPAM	GRS	GTD	OCBE
GOC	0.811				
GPAM	0.541	0.874			
GRS	0.478	0.763	0.847		
GTD	0.586	0.794	0.713	0.834	
OCBE	0.606	0.429	0.367	0.447	0.805

Table 4: Discriminant validity (Heterotrait and Monotrait Ratio)

	GOC	GPAM	GRS	GTD	OCBE
GOC					
GPAM	0.633				
GRS	0.582	0.890			
GTD	0.700	0.889	0.834		
OCBE	0.742	0.478	0.413	0.498	

Table 5: Cross loadings

	GOC	GPAM	GRS	GTD	OCBE
GOC1	0.890	0.587	0.519	0.596	0.552
GOC2	0.829	0.440	0.396	0.471	0.452
GOC5	0.702	0.228	0.195	0.317	0.467
GPAM1	0.482	0.859	0.652	0.697	0.386
GPAM2	0.470	0.905	0.687	0.728	0.374
GPAM3	0.495	0.878	0.691	0.697	0.388
GPAM4	0.440	0.855	0.635	0.652	0.349
GRS1	0.458	0.675	0.869	0.656	0.412
GRS2	0.384	0.674	0.885	0.617	0.276
GRS3	0.357	0.581	0.784	0.521	0.206
GTD1	0.465	0.669	0.622	0.856	0.368
GTD2	0.507	0.711	0.652	0.902	0.411
GTD3	0.440	0.721	0.655	0.874	0.342
GTD4	0.516	0.614	0.519	0.816	0.351
GTD5	0.500	0.589	0.521	0.709	0.379
OCBE1	0.527	0.358	0.286	0.377	0.816
OCBE2	0.507	0.356	0.284	0.331	0.777
OCBE3	0.397	0.287	0.257	0.288	0.713
OCBE4	0.470	0.323	0.271	0.352	0.839
OCBE5	0.473	0.401	0.349	0.405	0.844
OCBE6	0.534	0.339	0.322	0.394	0.835

5. Structural Model Assessment

The structural model defines the causal relationship of hypothetical aspects in the PLS-SEM model assessment. This model shows the association between the model's hypothesized latent constructs and corresponds with the theory-based part of the analysis (Sarstedt et al., 2021).

5.1 Multicollinearity Assessment

Multicollinearity refers to a statistical phenomenon of a regression model in which two or more predictor variables are highly correlated, indicating that one variable can be linearly predicted from the others with a substantial degree of accuracy. This makes it difficult to determine the individual effect of each independent variable on the dependent variable. In the first stage, a researcher needs to mitigate the multicollinearity problem to avoid possible model biases. The variance inflation factor (VIF) identifies the collinearity of the exogenous constructs, and values less than 5 are considered standard (Hair et al., 2014). In this study, Table 6 presents the values of VIF.

Table 6: VIF Assessment

Items	VIF
GOC1	1.782
GOC2	1.660
GOC5	1.284
GPAM1	2.529
GPAM2	3.307
GPAM3	2.701
GPAM4	2.394
GRS1	1.700
GRS2	2.251
GRS3	1.708
GTD1	3.007
GTD2	3.745
GTD3	3.338
GTD4	2.018
GTD5	1.494
OCBE1	2.756
OCBE2	2.543
OCBE3	1.620
OCBE4	3.029
OCBE5	3.746
OCBE6	2.728

5.2 Path Coefficient

A path coefficient in (PLS-SEM) represents the strength and direction of the relationship between two latent variables in a structural (inner) model assessment. Path coefficients are standardized regression coefficients that represent the hypothesized relationships between the constructs in the structural model (Sarstedt et al., 2021).

Table 7: (Path-coefficient) Direct relationship

H	Relationship	Beta	Sample mean	Standard deviation	t stat.	P values	Decision
H _{a1}	GRS -> GOC	0.052	0.053	0.068	0.769	0.221	Not supported
H _{a2}	GRS -> OCBE	-0.003	-0.004	0.070	0.046	0.482	Not supported
H _{a3}	GTD -> GOC	0.410	0.411	0.085	4.834	0.000	Supported
H _{a4}	GTD -> OCBE	0.070	0.074	0.089	0.785	0.216	Not supported
H _{a5}	GPAM -> GOC	0.175	0.175	0.094	1.861	0.031	Supported
H _{a6}	GPAM -> OCBE	0.098	0.096	0.088	1.120	0.131	Not supported
H _{a7}	GOC -> OCBE	0.513	0.511	0.070	7.348	0.000	Supported

*H= Hypothesis

Table 8: (Path-coefficient) Indirect effect

H	Relationship	Beta	Sample mean	Standard deviation	t- stat.	p-values	Decision
H _{a8}	GRS->GOC-> OCBE	0.027	0.028	0.036	0.745	0.228	No Effect
H _{a9}	GTD->GOC-> OCBE	0.210	0.211	0.053	3.966	0.000	Full Mediation
H _{a10}	GPAM->GOC->OCBE	0.090	0.089	0.048	1.866	0.031	Full Mediation

*H= Hypothesis

The researcher employed the bootstrapping method (sampling=5000) to evaluate path coefficients and statistical magnitudes. Thereafter, to examine the hypothetical association, the researcher considered T statistics (one-tailed test). Tables 7 and 8 present the results of the hypothesis testing. Table 7 shows the direct relationship of the assumed hypothesis, where GTD and GOC ($\beta=0.410$, $T= 4.834$, $P=0.000$), GPAM and GOC ($\beta= 0.175$, $T= 1.861$, $P=0.031$) and GOC and OCBE ($\beta= 0.513$, $T= 7.348$, $P=0.000$) have a positive significant relationship that supports hypothesis no H_{a3}, H_{a5} and H_{a7}. On the contrary, H_{a1}, H_{a2}, H_{a4}, H_{a6} are not supported because they are unable to achieve estimated statistical values based on beta and P value., where the values are GRS and GOC ($\beta= 0.052$, $T= 0.769$, $P=0.221$), GRS and OCBE ($\beta= -0.003$, $T= 0.046$, $P=0.482$), GTD and OCBE ($\beta= 0.070$, $T= 0.785$, $P= 0.216$) and GPAM and OCBE ($\beta= 0.098$, $T=1.120$, $P= 0.131$). Moreover, Table 8 shows a strong mediating effect of GOC with GHRM practices and OCBE, where GOC has a mediating effect (Full Mediation) on the relationship between GTD and OCBE ($\beta =0.210$,

$T=3.966$, $P=0.000$), where direct effect was ($\beta = 0.070$, $T= 0.785$, $P= 0.216$). GOC has a significant impact (Full Mediation) on the association of GPAM and OCBE ($\beta= 0.090$, $T=1.866$ $P= 0.031$), where direct effect was ($\beta = 0.098$, $T=1.120$, $P=0.131$), providing evidence supporting hypothesis no H_{a9} and H_{a10} . Unfortunately, H_{a8} shows that GOC has no mediating effect on the relationship between GRS and OCBE ($\beta= 0.027$, $T= 0.745$, $P=0.228$), where the direct effect was ($\beta=-0.003$, $T=0.046$, $P= 0.482$).

5.3 Coefficient of Determination (R^2)

In the PLS-SEM procedure, the analysis of R^2 is determined as a key measurement technique to evaluate structural model's explanatory power. It signifies the proportion of variance in an endogenous (dependent) latent construct that is explained by its exogenous (independent) latent constructs. The endogenous constructs (R^2) are generally used for evaluating model fitness and determining how the data fits the line or curve. The required R^2 values can be categorized as small (0.02 to 0.10), medium (0.10 to 0.26), and large (above 0.26) (Chinn, 1998). The values of R^2 are presented in Table 9. In the context of the relationship of GOC, the R^2 value is 0.360, and for OCBE it is identified as 0.383, which indicates a significant impact on establishing model fitness.

Table 9: Coefficient of Determination (R^2)

Endogenous Variables	R-square	R-square adjusted
GOC	0.360	0.355
OCBE	0.383	0.377

5.4 Effect Size (F^2)

Effect size (F^2) is a statistical technique in the PLS-SEM method used to assess the impact of a specific exogenous (independent) construct on an endogenous (dependent) construct in the structural model. According to Hair et al. (2015), F^2 should be analyzed to evaluate the model's explanatory power. It enumerates the extents of change of R^2 value in the dependent variable alteration through inclusion or exclusion of a specific predictor variable from the model. According to Cohen (1988), the thresholds for interpreting the effect size (F^2) are as follows: F^2 value of 0.02 indicates a small effect, 0.15 indicates a medium effect, and 0.35 indicates a significant effect. Table 10 shows the F^2 value of this study.

Table 10: Effect Size (F^2) Analysis

	GOC	OCBE
GOC		0.273
GPAM	0.014	0.005
GRS	0.002	0.000
GTD	0.090	0.002
OCBE		

5.5 Predictive Relevance (Q^2)

In PLS-SEM modelling, Predictive Relevance (Q^2) is a metric used to assess the predictive accuracy of the model; it explains how well the exogenous constructs can predict the endogenous constructs. It is obtained by using a blindfolding procedure. The value of Q^2 must be greater than zero (Hair et al., 2015). The calculated result presents that the Q^2 value of GOC is 0.345 and OCBE is 0.192, shown in Table 11, achieving the acceptable outcome level and confirming the model's predictive relevance as well.

Table 11: Predictive Relevance (Q^2)

Endogenous Variables	Q^2 predict
GOC	0.345
OCBE	0.192

6. Discussion

A conceptual model was developed to integrate GHRM practices with GOC to enhance organizational OCBE in the workplace. The study's primary objective was to strategically align GHRM practices with GOC to foster OCBE and thereby achieve competitive advantages within Bangladesh's banking sector. Based on an extensive literature review, three core components were identified: Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Performance Appraisal and Management (GPAM).

This study examined the relationships among these practices, emphasizing the mediating role of GOC in influencing OCBE. Findings revealed that GTD and GPAM are significantly and positively associated with the development of GOC within an organization. Organizations that actively promote a green culture tend to maintain higher levels of environmental consciousness among employees, enhancing their job commitment and engagement. These findings are consistent with prior research (Hooi et al., 2022).

Conversely, GRS was not significantly associated with the practice of GOC and needed initiatives to improve environmental attitudes in the recruitment process. This outcome is inconsistent with previous studies (Hooi et al., 2022). GRS observed an insignificant relationship with the practice of OCBE, aligning with earlier research that emphasized the challenges of linking the recruitment process directly to environmental citizenship behaviors within Bangladesh's financial sector (Mustafi et al., 2016; Sharmin et al., 2022).

Interestingly, the associations of GTD and GPAM with OCBE were as insignificant, contradicting prior empirical findings (Mustafi et al., 2016; Sharmin et al., 2022). Potential explanations for this unexpected result include shortcomings in the selection process, where individuals with low environmental awareness may be hired, and inadequacies in training programs that are unable to integrate with digital technologies and fail to entrench green competencies. If organizations are incapable to set clear green goals and effective

performance measurement approaches, it undermines the effectiveness of GTD and GPAM initiatives.

Despite these inconsistencies, the research confirmed a significant positive relationship between GOC and OCBE, consistent with previous research (Hooi et al., 2022). The findings suggest that integrating corporate culture GHRM initiatives can enhance organizational efficiency, reduce operational costs, and increase employee engagement, which ultimately supports sustainable business practices through improved OCBE.

This research contributes to the understanding of how GHRM functions impact the development of OCBE through the mediating role of GOC. In the study, GOC was found to mediate the relationship between GTD and OCBE fully, which is consistent with existing literature (Pham et al., 2018). Therefore, the banking sector should prioritise ecological training programs to enhance environmental competencies and skills. Besides, managerial support for green initiatives and clear articulation of organizational green objectives are important for motivating employees to apply their green training experiences to their day-to-day activities, fostering stronger organizational citizenship behaviors.

Additionally, GOC was found to mediate the relationship between GPAM and OCBE fully, indicating that performance evaluation systems that recognize and reward green achievements contribute to cultivating a supportive green organizational culture that promotes OCBE. However, GOC did not mediate the relationship between GRS and OCBE, suggesting that current recruitment processes must be redesigned to better select and onboard environmentally conscious individuals, thereby nurturing a green internal atmosphere conducive to OCBE.

6.1 Theoretical Implication

From a theoretical context, this study contributes to the enrichment of a growing body of literature on green management. It extends the perceptions of GHRM by conceptualizing its practices through the lens of AMO theoretical framework and explains the applicability of GHRM practices that enhance environmental performance towards OCBE. Moreover, the association between green competency-building practices with OCBE via GOC reveals a significant association among these variables. It illustrates that environmentally conscious employees are more inclined to maintain good organizational relationships with eco-friendly behaviors in the workplace, which aligns with previous research (Yong et al., 2019).

6.2 Practical Implications

The study provides clear guidelines for Bank authorities, organizational leaders, and HR professionals regarding the acceleration of employees' environmentally responsible behavior through the strategic application of GHRM practices. The major critical aspect of this study is the role of GOC in enabling the success of GHRM initiatives. Organizations should focus on building and maintaining a green culture in their work premises. They should concentrate on developing and sustaining a green culture by embedding sustainability into their core mission, demonstrating green leadership, and communicating

environmental objectives across the organization. For example, Sonali Bank PLC can introduce "Green Banking Day" every month to promote environmental values and conduct awareness campaigns throughout all of the branches. In terms of HR functions, GTD and GPAM tactics require strategic refinement. Bank employees' training programs should be revised to emphasize practical green activities and develop role-specific green skills and competencies. For example, Janata Bank PLC can revise its employee training programs with hands-on workshops on energy-saving behaviors, digital banking, paper reduction, and sustainable customer engagement practices.

Additionally, performance appraisal systems must evolve to acknowledge and explicitly reward employees who are environmentally responsible. There should be a strong linkage between employees' green achievements and green compensation strategies. For example, Agrani Bank PLC can redesign its performance appraisal systems to include key performance indicators (KPIs) like paper consumption minimization, efficient energy use, or participation in green initiatives. Banking regulatory authorities should keep a focus on redesigning their recruitment policies to assess potential candidates who can align with the organization's green goals. These policies may include incorporating sustainability-related questions in job interviews or using environmental criteria as part of candidate evaluation. Top managers should motivate employees by linking green behaviors with organizational rewards, recognition, and career growth. Clear communication of green objectives across departments is highly appreciated. Finally, by integrating GHRM practices with long-term environmental goals, financial organizations can enhance employee engagement, reduce operational waste, and build a more sustainable workforce. All banks can benefit from integrating GHRM practices into their long-term sustainability goals. For instance, bank authorities can introduce waste reduction audits in all branches and try to develop branch-specific sustainability strategies. Such initiatives not only reduce the operational costs of banks but also improve employee morale and public image.

6.3 Study Limitations and Future Pathways

The study's limitations open the door for future research exploration. First, future research may use alternative data and new measurement techniques, like the integration of quantitative and qualitative methods can be used to accelerate the robustness. Then, in this study, the researcher used a cross-sectional approach, while future researchers may choose a longitudinal approach. Furthermore, while our study concentrated on the financial sector in Bangladesh, future investigations might select other sectors or different countries with a comparative analysis.

7. Conclusion

Organizations can sustain effective environmental management procedures by implementing green training and development programs, as well as green performance appraisal systems. Green training initiatives enhance environmental skills and boost employees' confidence in engaging in pro-environment behaviors appropriately, while green performance systems establish procedures that motivate employees to support

green initiatives. These procedures increase commitment to organizational environmental goals and strengthen the desired behaviors needed to achieve them. Ultimately, leveraging GHRM practices and fostering a strong green organizational culture create a synergistic effect that promotes voluntary environmental behaviors and advances organizational sustainability through proper green training, development, and green performance appraisal practices.

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Appendix (List of variables with Sources)

Variables	Constructs	No of items	Item Code	Items	Sources
Dependent Variable	Organizational Citizenship Behavior towards the Environment (OCBE)	6	OCBE 1 OCBE 2 OCBE 3 OCBE 4 OCBE 5 OCBE 6	I suggest new practices that could improve the organization's environmental performance. I encourage my colleagues to adopt more environmentally conscious behaviors. I stay informed of the organization's environmental efforts. I make suggestions about ways to protect the environment more effectively. I volunteer for projects or activities that address the organization's environmental issues. I spontaneously give my time to help my colleagues take the environment into account.	Hooi et al (2022)
Independent Variables	Green Recruitment and Selection (GRS)	5	GRS 1 GRS 2 GRS 3 GRS 4 GRS 5	Environmental policies are reflected in the bank's recruitment policy. Job Candidates are concerned about environmental issues Environmental awareness is considered one of the most important factors in job interviews Job application is accepted through an online platform. Job interviews are conducted through telecommunication or video conferencing.	Opatha (2013) Tang et al., (2018)
	Green Training and Development (GTD)	5	GTD 1 GTD 2 GTD 3 GTD 4 GTD 5	The Bank provides training on environmental awareness to employees. Environmental awareness is considered a priority in the training program Environmental protection is considered one of the aspects of training needs analysis. The bank's training program is to raise concerns about environmental protection and waste prevention Training content is available online, and it reduces the use of paper.	Opatha (2013) Tang et al., (2018), Hameed et al., (2022)

	Green Performance Appraisal Management (GPAM)	5	GPAM1	The top hierarchy sets green goals and responsibilities for accomplishing targets.	Hameed et al., (2022)
			GPAM2	Environmental responsibility and environmental preventive attitude get priority in performance evaluation	
			GPAM3	Formally evaluating all employees' green job performance.	
			GPAM4	Environmental goals and employee contributions are considered and preserved.	
			GPAM5	Failure to fulfill environmental commitments and goals bears penalties.	
Mediating Variables	Green Organizational Culture (GOC)	5	GOC 1	Top management communicates organizational environmental protection policies to employees.	Bombaik (2019)
			GOC 2	The branch manager encourages to ensure eco- friendly environment friendly culture.	
			GOC 3	Authorities formulate budgets to maintain a green environment	
			GOC 4	The bank ensures a congenial work environment for job satisfaction.	
			GOC 5	The bank ensures a work environment for improving co-workers' relationships.	