Journal of
Renewable Energy Research and Applications (RERA)

Vol. 7, No 1, 2026, 63-78 *DOI: 10.22044/rera.2026.17687.1531*

Green human resource management and environmental sustainability in listed Indian banks: The mediating role of organizational citizenship behaviour towards environment

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Received Date 13 May 2026; Revised Date 20 June 2026; Accepted Date 15 July 2026
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Abstract
This study aims to examine the effect of Green Human Resource Management (GHRM) on Environmental Sustainability (ES) and to investigate the mediating role of Organizational Citizenship Behaviour Towards Environment (OCBE) in listed Indian banks operating in Punjab. With increasing regulatory pressure under India's ESG and BRSR framework, banks are required to integrate sustainability into their internal practices, making this investigation both timely and relevant. A quantitative, cross-sectional research design was adopted. Primary data were collected from 660 employee respondents who work in Public and Private Sector Listed Indian Bank in Punjab, using a structured questionnaire measured on a five-point Likert scale. The constructs included GHRM, OCBE, and ES. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. Reliability, convergent validity, and discriminant validity were established prior to testing the structural model. Mediation was examined using bootstrapping with 5,000 resamples. The results revealed that GHRM has a significant positive effect on OCBE and Environmental Sustainability. OCBE also significantly influences Environmental Sustainability. The mediation analysis confirmed that OCBE partially mediates the relationship between GHRM and ES. The findings demonstrate that green-oriented HR practices significantly enhance employees' voluntary pro-environmental behaviour, which in turn strengthens environmental sustainability in the banking sector. The study found that GHRM significantly affects Environmental Sustainability and strongly influences OCBE. OCBE also partially mediated the GHRM-ES relationship. The study highlights the critical role of employee-driven green behaviour in achieving sustainability outcomes. It offers practical implications for bank management, policymakers, and regulators aiming to strengthen sustainability performance through people-centric green strategies.
Keywords: *Green Human Resource Management, Organizational Citizenship Behaviour Towards Environment, Environmental Sustainability, Indian Banking Sector.*

1. Introduction

The increasing climate change, the decrease of resources, problems with environmental pollution, and increased demands on responsible business practices have made environmental sustainability one of the most important global concerns in the twenty-first century. Companies and industries are being put under increased responsibility to perform not just well economically, but also in their environmental and social impact [1]. In this changing environment, the banking industry is particularly critical as a financial intermediary that creates an impact on the industrial growth, investments flow and environmental practices of corporations by lending, risk rating, and providing financing based on sustainability. Despite the fact that most people regard banks as environmentally friendly institutions as opposed to manufacturing firms, their indirect environmental impact by financing activities that are environmentally sensitive is very high which makes sustainability in banking a strategic requirement and not a symbolic activity. Over the past few years, Indian banks, especially stock exchange listed banks, have been experiencing mounting regulatory and stakeholder pressure to entrench sustainability into their operations. With the advent of the Business Responsibility and Sustainability Reporting (BRSR) framework developed by SEBI, the disclosure requirements on the environmental, social, and governance (ESG)

performance have been greatly improved. As a result, Indian banks will no longer be required to focus on the traditional profit-maximization but become proactive in terms of national and global sustainability objectives. Nevertheless, such sustainability measures can be made successful not merely because of the policy and technology but because of the voluntary behavior of employees in pro-environmental activities within the organizations as well [2, 3]. Green Human Resource Management (GHRM) has become a strategic tool where organizations incorporate elements of environment goals in their human resource policies and practices which include recruitment, training, performance appraisal, rewards and employee involvement [4, 5]. GHRM improves the behavior of employees in line with the organizational environmental objectives through the promotion of green skills, drive, and participation in the sustainability programs [6-7]. Previous research demonstrates that GHRM positively impacts the environmental performance, green innovation, and sustainability in the organization [8-10]. GHRM is particularly important in influencing day-to-day environmental activities like paperless operations, energy use, green procurement, and sustainable customer interactions [11-13]. Although formal green HR policies are vital, scholars are growingly concerned about the fact that the ability to be sustainable in an organization cannot be ensured by formal systems only; discretionary and voluntary pro-environmental behaviors of employees that extend beyond official job duties are also needed [14-16]. The aspect of behaviour is encompassed by the Organizational Citizenship Behaviour Towards Environment (OCBE) concept that denotes workers themselves who choose to make voluntary contributions to preserving the environment, resources conservation, environmental awareness or environment-oriented activities that are not directly rewarded [17-19]. The concept of OCBE has been reported as a key micro-level contributor to the sustainability of organizational environmental due to the fact that it demonstrates the intrinsic motivation of employees and personal willingness to preserve the environment [20]. According to the recent empirical research [21-23], GHRM practices contribute to OCBE through values of environmentalism and green consciousness, as well as through the establishment of conducive organizational climate to sustainability [24]. Those employees who were subjected to green training, green rewards, and eco-oriented leadership tend to use voluntary green behavior, which, in turn, positively impacts environmental performance in the organization [25-27]. Nevertheless, empirical research on GHRM and OCBE in the Indian banking industry is yet to be realized, more so regarding mediation processes between GHRM and Environmental Sustainability (ES) via employee behavior. Environmental Sustainability is the capability of an organization to reduce its ecological footprint and still be economically and socially viable in the long term. Green financing, sustainable lending, reducing carbon footprint, digitization of banking, green buildings, and green operations are some of the indicators of environmental sustainability in the banking context [28]. Despite the Indian banks implementing a number of green banking practices, the legitimacy of the practices highly depends on the engagement of employees and alignment of their behaviors to the sustainability objectives [29]. The state of Punjab gives an especially viable background in studying its sustainability in banking as it has its own environmental issues and a specific economic design. Being an agrarian state, Punjab has to struggle with a critical environmental challenge, the latter being air pollution due to stubble burning, groundwater depletion, and a large carbon footprint [30, 31]. Punjab banks are important financiers of agricultural activities, MSMEs, and industrial activities, hence having direct and indirect effects on the environmental outcomes. Punjab is the right place to study the role of green HR practices and employee behaviors in ensuring environmental sustainability in the financial sector because of the existence of a vast network of listed state-wide, both of the public and the private sector, banks. Despite the above studies having discussed GHRM, OCBE, and environmental performance independently, the study has failed to provide empirical evidence of the OCBE as a mediating variable among GHRM and Environmental Sustainability particularly within the emerging economies such as India and the banking industry. Majority of the empirical studies that have been undertaken in this field have been done in manufacturing, hospitality, and healthcare industries [32, 33], creating a large gap in contextual and sectoral literature. In addition, the sustainability micro-foundations in Indian banking are under-researched, especially in an employee behavior point of view. In theory, the paper is based on the Ability Motivation Opportunity (AMO) model and the Social Exchange Theory. The AMO framework indicates how GHRM can increase the green capabilities of employees in terms of

training, motivation using green rewards, and opportunities using participative practices, which subsequently triggers OCBE. Social Exchange Theory also indicates that employees will in turn respond by engaging in voluntary pro-environmental practices when organizations invest in responsible HR practices in the environment and this improves the sustainability performance. This combination of theoretical lenses contributes to the fact that the current study can provide a strong explanation of why GHRM can be converted into environmental sustainability by means of the mediation of OCBE. The paper is methodologically based on the use of Partial Least Squares Structural Equation Modeling (PLS-SEM) as a strong and effective multivariate method applicable to the investigation of sophisticated causal relationships and mediation effects in predictive studies. The study places the research in a rather contextual and practically useful information by targeting the listed banks functioning in Punjab and gathering the data from the bank employees. In this way, the current study contributes to the three important aspects. To begin with, it empirically demonstrates the connection between GHRM and Environmental Sustainability in Indian banking industry. Second, it enhances the micro-level sustainability research by making OCBE one of the mediating processes. Third, it offers industry-specific policy insights to regulators and the management of banks within the changing environment of ESG and BRSR reporting in India.

Green Human resource management (GHRM) is the combination of environmental management principles into human resource policies and practices with an aim of ensuring that organizational resources are used sustainably and that employees become more pro-environmental [34, 35]. GHRM includes green recruiting and selection, green training and development, green performance management, green rewards, and green employee engagement. Green recruitment helps organizations to hire employees with environmental values and competencies, whereas green training improves environmental awareness and the skills required to operate sustainably among employees [36-38]. Green behavior is also strengthened by performance appraisal and reward systems that are in tune with the environmental goals by connecting sustainability results and incentives and recognition [39-41]. Researchers believe that GHRM can be used as a strategic facilitator of corporate sustainability by instilling environmental responsibility into corporate culture and day-to-day business practices. It is proven through empirical data that GHRM elevates environmental performance and green innovation, as well as organizational reputation, to a considerable degree [42-44]. GHRM is important in the service industry, especially banking, to advance zero-paper practices, energy efficiency, waste minimization, and sustainable customer relations [45-47]. Although its level of relevance is increasing, there are limited studies on GHRM in the emerging economies, particularly in regulated industries like banking. Researchers point out that effective sustainability is conditional upon the presence of powerful HR mechanisms that foster commitment of employees and voluntary green behaviours. Therefore, GHRM is gaining more acceptability as a principle of attaining sustainability in the environment over a long period.

Organizational Citizenship Behaviour Towards Environment (OCBE) is considered to be the voluntary and discretional acts by employees who enhance the environmental protection and sustainability but which are not visibly specified in job descriptions and reward systems [24, 26]. Some of the behaviors contained in OCBE are resource conservation, motivating the fellow employees to act in a responsible manner, being involved in environmental activities, and giving recommendations on how the green activities can be better. OCBE implies the application of traditional OCB in the environmental context. The OCBE has its conceptual basis on Social Exchange Theory which posits that employees give positive discretionary behaviors that help them to reciprocate organizational support. Workers realize that, when their organization takes environmental responsibility seriously, they would willingly take part in environmentally friendly behaviour. According to researchers, eco-initiatives, eco-civic engagement, and eco-helping are major areas of OCBE [48-50]. Empirical studies indicate that OCBE is a strong mechanism that enhances the performance of organizational environmental, green reputation, and sustainable competitiveness [51-53]. Research also proves the existence of the relationship between the organizational policies and the sustainability outcomes mediated by OCBE, which indicates that this organization behavior transmission mechanism is active [54, 55]. OCBE is the most important in service-based industries such as banking, where the behavior of employees is critical to the operation as it determines resource usage and the creation of wastage [56-58]. Nonetheless, there is little empirical information on OCBE in the Indian banking sector, which

presents an ample reason to conduct the current research.

Environmental Sustainability is the capacity of an organization to carry out its business in a way that will impose minimum environmental damage as well as safeguarding the environment and resources in the long run. It entails sound consumption of power, water and materials, minimization of wastage and waste, emission management of carbon and implementation of environmental-friendly technology. This idea is based on the definition of sustainable development that the Brundtland Commission is concerned with that stresses on satisfying the current needs without the neglect of the future generations. Within the business environment, environmental sustainability is no longer a compliance need but a strategic phenomenon that can affect the competitiveness of firms, trust of their stakeholders and legitimacy in the hands of the regulating authorities. In the banking industry, green internal operations, sustainable financing, digitalization, and responsible lending are the main aspects of the environmental sustainability [3]. Paperless transactions, efficient buildings, financing renewable energy, loans with environmental social responsibilities are some of the green banking initiatives that show the concern by banks in protecting the environment [13]. Empirical evidence suggests that the higher the sustainability practices, the greater reputational capital, operational performance, and confidence in banks of stakeholders [59-60]. One of the latest changes that have enhanced the accountability of banks on environmental performance in India is the introduction of Business Responsibility and Sustainability Reporting (BRSR) framework. Nevertheless, the realization of environmental sustainability is not restricted to any particular policy and technology, but it also relies on the behavior of employees and organizational structures that endorse day-to-day pro-environmental activities. Therefore, environmental sustainability is nowadays considered not only as the behavioral but also as the strategic outcome.

Theoretical and empirical literature has strongly supported the relationship between Green Human Resource Management (GHRM), Organizational Citizenship Behaviour Towards Environment (OCBE) and Environmental Sustainability (ES). The Ability Motivation Opportunity (AMO) theory states that the HR practices improve the abilities of the employees, their motivation via rewards and their participation opportunities, which in turn evoke the desired behaviors including the OCBE. GHRM gains the green competence of employees by means of training, the motivation by the means of green rewards, and participation, achieved through the practice of green involvement, which promotes OCBE. Empirical research is able to show that GHRM brings about a positive impact on OCBE because it affects the values of employees and commitment towards the environment. Employees who are exposed to green recruitment, training, and performance appraisal systems should have increased opportunities to engage voluntarily in pro-environmental actions that are not obligatory as required of the job. OCBE, in its turn, has been identified as being beneficial in increasing the environmental performance and sustainability outcomes of both manufacturing and service industries [61, 62]. Moreover, multiple investigations prove that OCBE mediates the connection between organizational green practices and environmental performance, which proves that employee behavior is an essential mechanism of transmitting the relations between HR systems and sustainability results [63-65]. GHRM and Environmental Sustainability also have direct relationships, which have been confirmed empirically and imply that green HR systems help in energy saving, waste disposal, and emission prevention [36, 66]. Nevertheless, the available evidence is mostly focused on manufacturing and hospitality industries, and little empirical evidence has been supported on banking industry of emerging economies such as India. Besides, there are very few studies that have directly tested OCBE as a mediating variable between GHRM and Environmental Sustainability within the most regulated service organization like listed banks. Thus, the current research fills this crucial gap by utilizing the PLS-SEM to statistically test the connection between GHRM, OCBE, and ES, which exist in the Indian banking industry.

1.1 Research objectives

1. To examine the effect of Green Human Resource Management (GHRM) on Environmental Sustainability (ES) in listed Indian banks operating in Punjab.
2. To examine the effect of Organizational Citizenship Behavior Towards Environment (OCBE) on Environmental Sustainability.
3. To examine the effect of Green Human Resource Management (GHRM) on Organizational Citizenship Behavior Towards Environment (OCBE).
4. To examine the mediating effect of Organizational Citizenship Behavior Towards

Environment (OCBE) on the relationship between Green Human Resource Management (GHRM) and Environmental Sustainability.

1.2 Research questions

- Does Green Human Resource Management significantly influence Environmental Sustainability in listed Indian banks?
- Does Organizational Citizenship Behavior Towards Environment (OCBE) significantly influence Environmental Sustainability?
- Does Green Human Resource Management (GHRM) significantly influence Organizational Citizenship Behavior Towards Environment (OCBE)?
- Does Organizational Citizenship Behavior Towards Environment significantly mediate the relationship between Green Human Resource Management and Environmental Sustainability?

2. Research hypothesis developed from literature

H1: Green Human Resource Management (GHRM) has a significant effect on Environmental Sustainability (ES).
H2: OCBE has a significant effect on Environmental Sustainability (ES).
H3: GHRM has a significant effect on OCBE.
H4: OCBE significantly mediates the relationship between GHRM and Environmental Sustainability (ES).

3. Research methodology

This study adopts a quantitative, cross-sectional research design to examine the mediating role of Organizational Citizenship Behavior Towards Environment (OCBE) in the relationship between Green Human Resource Management (GHRM) and Environmental Sustainability (ES) in listed Indian banks in Punjab. Conceptual framework is shown in figure1. Primary data were collected from 660 bank employees working across 06 listed Indian bank branches (03 Public sector+03 Private sector) in Punjab using a structured questionnaire based on validated scales and measured on a five-point Likert scale. The measurement instrument consisted of three major constructs (see figure 1): GHRM measured through 18 items covering Green Recruitment and Selection (GRS) (4 items), Green Training and Development(GTD) (4 items), Green Performance Management(GPM) (5 items), and Green Employee Involvement Practices(GEIP) (5 items); OCBE with three dimensions Eco-Initiatives(EI) (5 items), Eco-Civic Engagement (ECE) (5 items), and Eco-Helping(EH) (5 items); and ES measured using 12 items capturing environmental performance outcomes. A multistage purposive sampling technique was employed, and 660 valid responses from bank employees were analyzed, which satisfies the minimum sample size requirements for PLS-SEM analysis. SmartPLS software was used to test the proposed hypotheses due to its suitability for predictive modeling and mediation analysis with non-normal data. The measurement model was assessed using Cronbach's alpha, Composite Reliability, and Average Variance Extracted, while discriminant validity was examined using the Fornell and Larcker criterion and HTMT ratios. The structural model and mediation effects were tested through bootstrapping with 5,000 resamples. Ethical standards regarding informed consent, confidentiality, and voluntary participation were strictly maintained throughout the study.

4. Data analysis and results

This paper provides the empirical test of the proposed model based on the Partial Least Squares Structural Equation Modeling (PLS-SEM) and SmartPLS 4. It starts with the evaluation of the measurement model using reliability and validity tests, such as the Cronbach alpha, Composite Reliability, Average Variance Extracted, Fornell-Larcker criterion, and HTMT ratios, to ensure that all the constructs are sufficient. A structural model is then compared in terms of path coefficients, t-values, and p-values which are attained by bootstrapping with 5,000 resamples. The part also reports the mediating role of Organizational Citizenship Behaviour Towards Environment between Green Human Resource Management and Environmental Sustainability.

Table 1 displays demographic profile of the 660 respondents that were sampled among listed banks in Punjab. Age distribution, in terms of gender, education wise, work experience, the job role breakdown, the proportion location is shown in table 1.

The results of the factor loading in table 2, indicated that all the constructs under this study had a high indicator reliability. In this work, all factor loadings ranged from 0.703 to 0.883, exceeding the recommended threshold value of 0.70. The constructs ECE, EH, EI, ES, GEIP, GPM, GRS, and GTD demonstrated satisfactory indicator reliability, as all items adequately loaded on their respective constructs. The highest loading was observed for GEIP3 (0.883), while the comparatively lower loading was reported for GRS4 (0.703). Although a few indicators such as EI5 (0.740), ES11 (0.751), GPM1 (0.730), and

GRS4 (0.703) showed relatively lower loadings, they remained within the acceptable threshold suggested in prior PLS-SEM studies and therefore did not require deletion. These findings are consistent with previous sustainability and green human resource management studies, where factor loadings above 0.70 confirmed satisfactory convergent validity and construct reliability. Therefore, the measurement model was considered reliable and suitable for further structural model analysis.

Table 3 represented good reliability and validity of the constructs utilized in this study. In the present study, Cronbach's alpha values ranged from 0.765 to 0.949, Composite Reliability values ranged from 0.850 to 0.955, and AVE values ranged from 0.587 to 0.734. These results exceeded the recommended threshold values, thereby confirming satisfactory reliability and convergent validity of all constructs. Among the constructs, ES demonstrated the highest reliability values (α = 0.949; CR = 0.955), whereas GRS reported comparatively lower but still acceptable reliability values (α = 0.765; CR = 0.850). Similarly, EH exhibited the highest AVE value (0.734), indicating strong convergent validity. These findings are consistent with previous sustainability and green human resource management studies, where Cronbach's alpha and CR values above 0.70 and AVE values above 0.50 confirmed acceptable construct reliability and convergent validity in PLS-SEM models. Therefore, the measurement model was considered reliable and appropriate for further structural model analysis.

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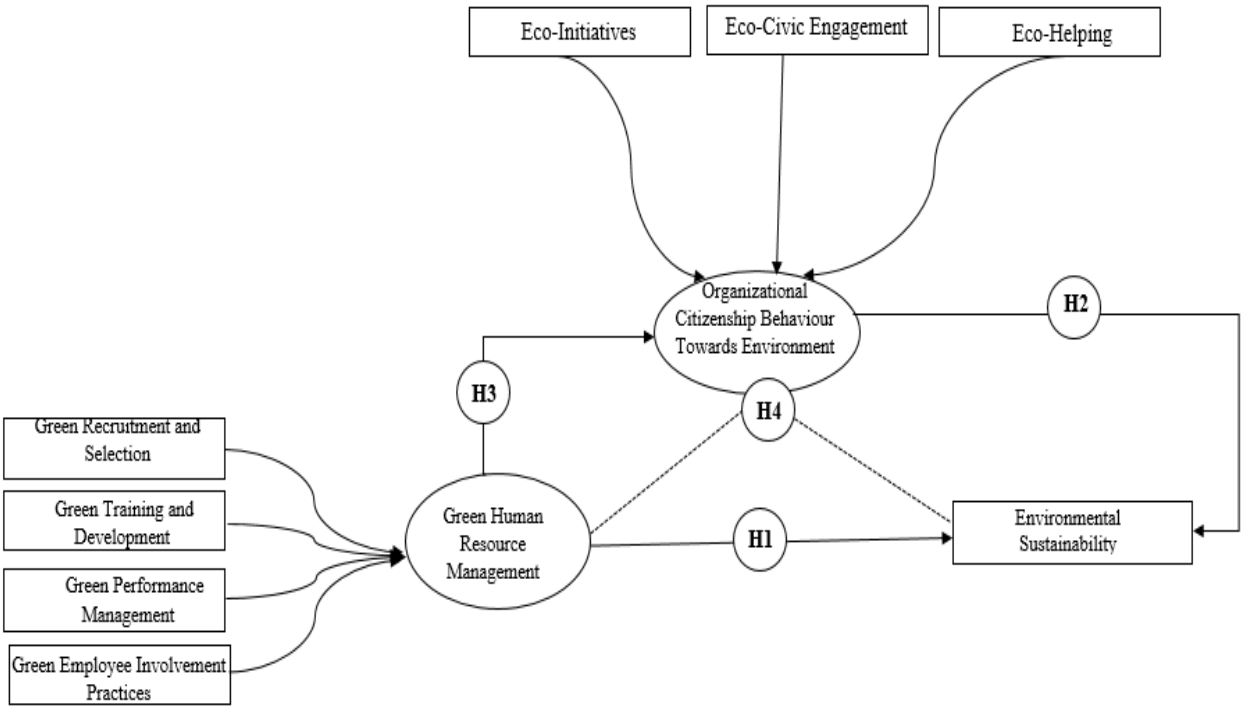
The outcomes of the multicollinearity test provided in table 4 have shown that all the Variance Inflation Factor (VIF) values do not exceed the reasonable boundaries, which proves that there is no multicollinearity problem in the measurement model. In the present study, all VIF values ranged from 1.313 to 3.174, which were below the critical threshold of 5.0, thereby confirming that multicollinearity was not a concern in the measurement model. The highest VIF value was reported for ES12 (3.174), which was slightly above the ideal threshold of 3.0 but remained within the acceptable range suggested in previous SEM studies. Similarly, GEIP3 reported a comparatively higher VIF value (2.896), though it also remained below the acceptable limit. These findings are consistent with prior sustainability and green human resource management studies, where VIF values below 5.0 confirmed acceptable collinearity levels and model stability. Therefore, the indicators used in the study were considered statistically independent and suitable for further structural model analysis. The findings of the HTMT based on table 5, supported the achievement of the discriminant validity between all the constructs. In the present study, the HTMT values ranged from 0.268 to 0.708, which were below the recommended threshold values of 0.85 and 0.90. The highest HTMT value was observed between GPM and GRS (0.708), followed by ECE and EI (0.707), whereas the lowest value was reported between ECE and GTD (0.268). Since all HTMT values remained within the acceptable range, the findings confirm satisfactory discriminant validity among the constructs, indicating that all constructs were empirically distinct from one another. These findings are consistent with previous sustainability and green human resource management studies, where HTMT values below 0.85 confirmed adequate discriminant validity in PLS-SEM models. Therefore, the measurement model was considered reliable and suitable for further structural model analysis. The outcomes of the corrected Fornell-Larcker criterion in table 6 confirmed the achievement of the discriminant validity of all constructs. The Corrected Fornell-Larcker criterion was applied to assess the discriminant validity of the constructs in the measurement model using SmartPLS. In the present study, the diagonal values representing the square root of AVE ranged from 0.766 to 0.857, which were higher than the corresponding inter-

construct correlations. For instance, ECE (0.818), EH (0.857), EI (0.801), ES (0.801), and GTD (0.836) demonstrated square root AVE values greater than their correlations with other constructs, thereby satisfying the Fornell-Larcker criterion. Although relatively higher correlations were observed between ECE and EI (0.613) and EH and ES (0.610), these values remained lower than the respective square root AVE values, confirming adequate discriminant validity. These findings are consistent with previous sustainability and green human resource management studies, where the Fornell–Larcker criterion was used to confirm empirical distinctiveness among constructs in PLS-SEM models. Therefore, the results validate that all constructs were sufficiently distinct and suitable for further structural model analysis. In the present study, lower-order constructs significantly contributed to their respective higher-order constructs, as indicated by significant t-statistics and p-values below 0.05 (refer table 7). For GHRM, GEIP (β = 0.460), GPM (β = 0.412), and GRS (β = 0.255) significantly contributed to the higher-order construct with satisfactory outer loadings ranging from 0.789 to 0.872. However, GTD reported a comparatively low outer weight (β = 0.081), non-significant t-value (1.274), and p-value greater than 0.05 (0.203), indicating a weaker contribution toward GHRM. Nevertheless, GTD may still be retained due to its theoretical relevance in representing Green Human Resource Management dimensions. Similar observations have been reported in previous higher-order construct studies where theoretically important dimensions were retained despite lower statistical contributions. For OCBE, all lower-order constructs significantly contributed to the higher-order construct. EH demonstrated the strongest contribution (β = 0.466), followed by ECE (β = 0.362) and EI (β = 0.341). The outer loadings ranged from 0.826 to 0.878, exceeding the recommended threshold value and thereby confirming satisfactory indicator reliability and convergent validity. Furthermore, all VIF values ranged from 1.501 to 1.955, which were below the critical threshold of 5.0, indicating the absence of multicollinearity issues. These findings are consistent with prior sustainability and green HRM studies employing hierarchical component models in PLS-SEM, where significant outer weights and acceptable outer loadings confirmed higher-order construct validity.



Source: Author's Own Development from Existing Literature

Figure 1. Conceptual Framework.

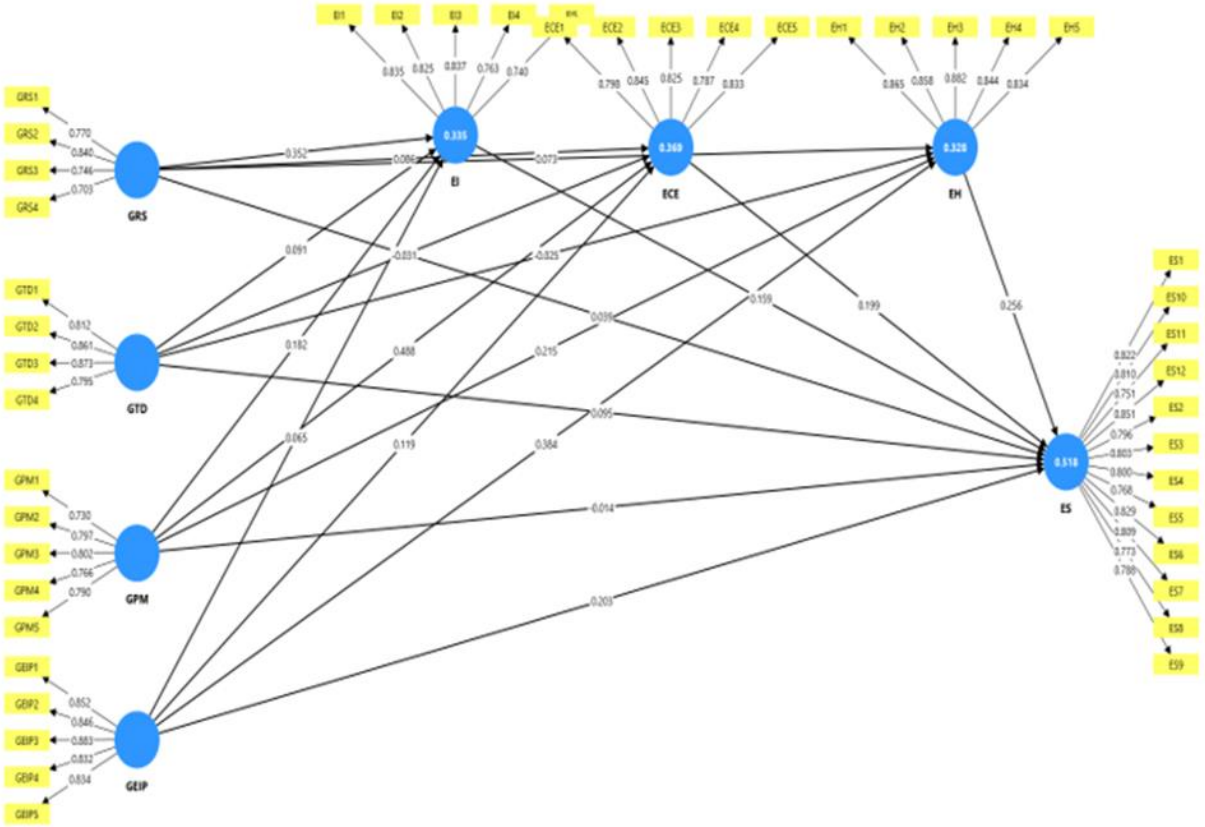


Figure 2. Measurement model.

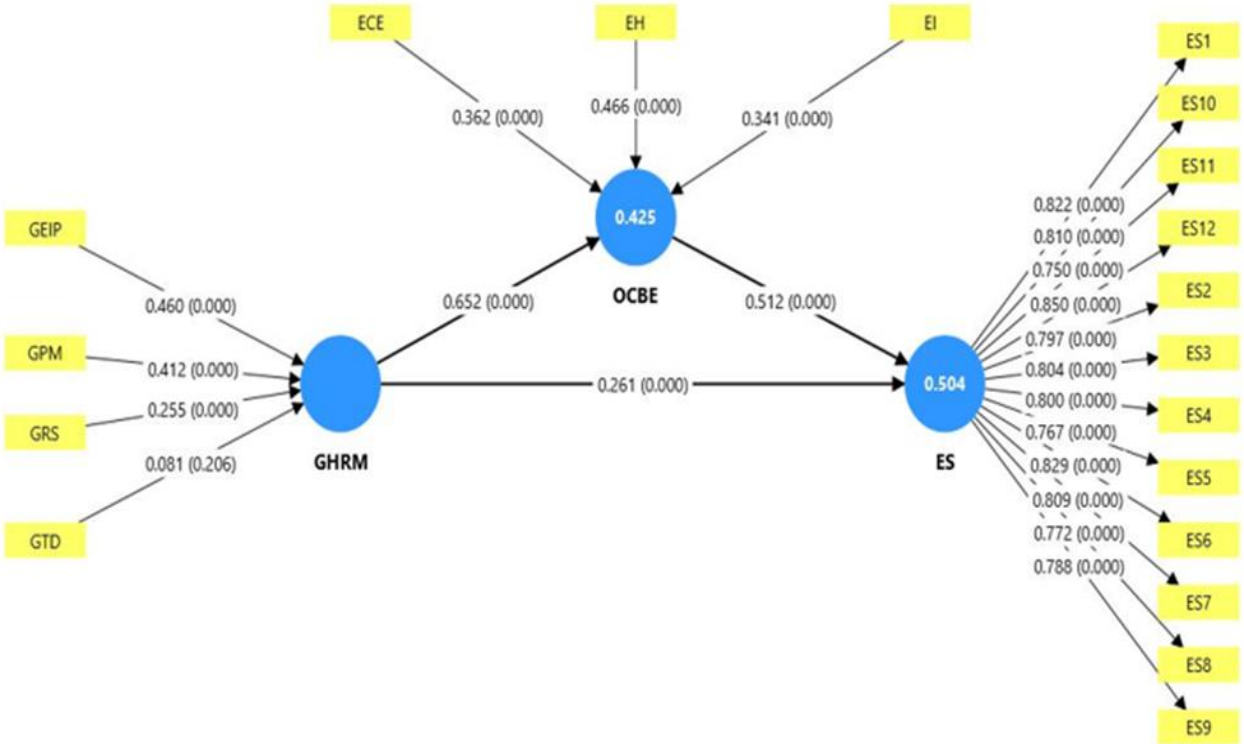


Figure 3. Path model.

Table 1. Demographic profile of respondents.

S. No.	Demographic Variable	Category	Frequency (n)	Percentage (%)
1	Age (Years)	18–24	124	18.78
		25–34	206	31.21
		35–44	159	24.0
		45–54	116	17.57
		55 & Above	55	8.33
2	Gender	Male	429	65.0
		Female	208	31.5
		Non-binary/Other	11	1.7
		Prefer not to say	12	1.8
3	Educational Qualification	High School	92	13.9
		Bachelor's Degree	308	46.7
		Master's Degree	190	28.8
		Professional Certification	46	7.0
		Other	24	3.6
4	Banking Experience (Years)	< 1 Year	82	12.4
		1–5 Years	276	41.8
		6–10 Years	186	28.2
		11–15 Years	78	11.8
		16 Years & Above	38	5.8
5	Current Job Role	Teller/Clerk	178	27.0
		Customer Service Rep.	156	23.6
		Loan Officer	118	17.9
		Relationship Manager	96	14.5
		Branch Manager	62	9.4
		Other	50	7.6
6	Employment Type	Full-Time	498	75.5
		Part-Time	54	8.1
		Contractual	108	16.4
7	Work Location	Urban	278	42.1
		Semi-Urban	236	35.8
		Rural	146	22.1

Source: Author's Own Calculation in Excel

Table 2. Factor loadings of the items.

Major Construct	Sub-Construct	Item Code	Factor Loading
Green Human Resource Management	Green Recruitment and Selection	GRS1	0.77
		GRS2	0.84
		GRS3	0.746
		GRS4	0.703
	Green Training and Development	GTD1	0.812
		GTD2	0.861
		GTD3	0.873
		GTD4	0.795
	Green Performance Management	GPM1	0.73
		GPM2	0.797
		GPM3	0.802
		GPM4	0.766
		GPM5	0.79
	Green Employee Involvement Practices	GEIP1	0.852
		GEIP2	0.846
		GEIP3	0.883
		GEIP4	0.832
		GEIP5	0.834
Organizational Citizenship Behaviour Towards Environment	Eco-Initiatives	EI1	0.835
		EI2	0.825
		EI3	0.837
		EI4	0.763
		EI5	0.74
	Eco-Civic Engagement	ECE1	0.798
		ECE2	0.845
		ECE3	0.825
		ECE4	0.787
		ECE5	0.833
	Eco-Helping	EH1	0.865
		EH2	0.858
		EH3	0.882
		EH4	0.844
		EH5	0.834
Environmental Sustainability		ES1	0.822
		ES2	0.796
		ES3	0.803
		ES4	0.8
		ES5	0.768
		ES6	0.829
		ES7	0.809
		ES8	0.773
		ES9	0.788
		ES10	0.81
		ES11	0.751
		ES12	0.851

Source: Author's Own Calculation in Smart Pls 4.

Table 3. Construct reliability and validity.

Construct	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
ECE	0.876	0.91	0.669
EH	0.909	0.932	0.734
EI	0.86	0.899	0.642
ES	0.949	0.955	0.641
GEIP	0.904	0.928	0.722
GPM	0.836	0.884	0.604
GRS	0.765	0.85	0.587
GTD	0.859	0.902	0.698

Source: Author's Own Development in Smart PLS.

Table 4. Multicollinearity test.

Items	VIF
ECE1	**1.905**
ECE2	**2.245**
ECE3	**2.038**
ECE4	**1.823**
ECE5	**2.074**
EH1	**2.601**
EH2	**2.527**
EH3	**2.832**
EH4	**2.472**
EH5	**2.203**
EI1	**2.187**
EI2	**2.103**
EI3	**2.034**
EI4	**1.708**
EI5	**1.609**
ES1	**2.766**
ES10	**2.559**
ES11	**2.133**
ES12	**3.174**
ES2	**2.6**
ES3	**2.613**
ES4	**2.5**
ES5	**2.225**
ES6	**2.776**
ES7	**2.518**
ES8	**2.348**
ES9	**2.396**
GEIP1	**2.494**
GEIP2	**2.427**
GEIP3	**2.896**
GEIP4	**2.32**
GEIP5	**2.174**
GPM1	**1.573**
GPM2	**1.792**
GPM3	**1.822**
GPM4	**1.636**
GPM5	**1.707**
GRS1	**1.573**
GRS2	**1.766**
GRS3	**1.455**
GRS4	**1.383**
GTD1	**1.461**
GTD2	**1.483**
GTD3	**1.411**
GTD4	**1.313**

Source: Author's Own Development in Smart PLS.

Table 5. HTMT.

Construct	ECE	EH	EI	ES	GEIP	GPM	GRS	GTD
ECE								
EH	0.681							
EI	0.707	0.635						
ES	0.625	0.654	0.617					
GEIP	0.482	0.59	0.453	0.589				
GPM	0.691	0.531	0.535	0.524	0.658			
GRS	0.502	0.467	0.666	0.546	0.668	0.708		
GTD	0.268	0.287	0.424	0.407	0.484	0.418	0.668	

Source: Author's Own Development in Smart PLS.

Table 6. Corrected Fornell-Larcker.

Construct	ECE	EH	EI	ES	GEIP	GPM	GRS	GTD
ECE	0.818							
EH	0.609	0.857						
EI	0.613	0.564	0.801					
ES	0.572	0.61	0.559	0.801				
GEIP	0.431	0.536	0.404	0.547	0.85			
GPM	0.594	0.467	0.454	0.47	0.571	0.777		
GRS	0.414	0.394	0.543	0.465	0.551	0.573	0.766	
GTD	0.249	0.268	0.381	0.382	0.452	0.367	0.549	0.836

Source: Author's Own Development in Smart PLS

Table 7. Higher order construct validity.

Higher Order Construct	Order Construct	Outer Weight	T-Stat	P-Value	Outer Loading	P-Value	VIF
GHRM	GEIP	0.46	7.383	0.000	0.872	0.000	1.737
	GPM	0.412	5.935	0.000	0.85	0.000	1.73
	GRS	0.255	3.585	0.000	0.789	0.000	1.955
	GTD	0.081	1.274	0.203	0.58	0.000	1.501
OCBE	ECE	0.362	5.596	0.000	0.855	0.000	1.914
	EH	0.466	8.073	0.000	0.878	0.000	1.751
	EI	0.341	5.291	0.000	0.826	0.000	1.766

5. Discussion and conclusion

This work confirmed that GHRM significantly influences Environmental Sustainability (ES) both directly and indirectly through OCBE in listed Indian banks in Punjab. The good correlation between GHRM and OCBE (0.652) underpins the fact that HR systems influence the attitudes and behavior of employees to sustainability. Nevertheless, the effect size measured in this study seems to be relatively high as compared to the previous research, which can be explained by the fact that the sustainability practices in Indian banks are becoming more institutionalized. The implementation of regulatory frameworks and compliance requirements could have reinforced the relationship between HR practices and environmental goals, and increased their influence. Moreover, the results contradict the conventional perception of HR functions as mainly administrative, but rather, GHRM is a sustainability strategic tool. This goes in line with recent literature stressing strategic integration of HRM in environmental management. In conclusion, the study reinforces and extends existing research by demonstrating that GHRM is a critical enabler of sustainability, particularly when supported by employee-driven behaviours such as OCBE, thereby highlighting the importance of aligning human resource practices with environmental goals. The measurement model assessment established satisfactory reliability and validity of all constructs, as factor loadings ranged from 0.703 to 0.883, Cronbach's alpha values ranged from 0.765 to 0.949, Composite Reliability values ranged from 0.850 to 0.955, and AVE values ranged from 0.587 to 0.734. The VIF values ranged from 1.313 to 3.174, confirming the absence of serious multicollinearity issues, while the HTMT and Corrected Fornell-Larcker analyses confirmed satisfactory discriminant validity among the constructs. The higher-order construct validity assessment further revealed that GEIP, GPM, and GRS significantly contributed toward the higher-order construct GHRM, whereas GTD showed a comparatively weaker and statistically insignificant contribution, although it was retained due to its theoretical relevance. Similarly, all dimensions of OCBE significantly contributed to the higher-order construct with acceptable outer loadings and VIF values below 5.0. The structural model analysis demonstrated that GHRM had a significant positive effect on ES ($\beta = 0.261$, $p < 0.001$), indicating that environmentally oriented HR practices positively contribute toward organizational sustainability. GHRM also significantly influenced OCBE ($\beta = 0.652$, $p < 0.001$), suggesting that green HR initiatives encourage employees to engage in voluntary pro-environmental workplace behaviours. Furthermore, OCBE significantly affected ES ($\beta = 0.512$, $p < 0.001$), confirming that employees' environmentally responsible behaviours substantially improve sustainability outcomes. The mediation analysis further revealed that OCBE significantly mediated the relationship between GHRM and ES ($\beta = 0.334$, $p < 0.001$), indicating partial mediation, as both direct and

indirect effects remained significant. The R^2 values of OCBE (0.504) and ES (0.425) indicated moderate to substantial explanatory power of the model, while the Q^2 values confirmed satisfactory predictive relevance. Additionally, the effect size analysis showed that GHRM had a large effect on OCBE ($f^2 = 0.740$), whereas OCBE demonstrated a medium effect on ES ($f^2 = 0.304$), highlighting the critical role of green HR practices in promoting employees' environmental citizenship behavior and enhancing environmental sustainability. These findings are consistent with prior green HRM and sustainability studies, which emphasized that environmentally focused HR practices significantly enhance organizational sustainability performance through employee-driven environmental behaviour and engagement.

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