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## **Determining the Influence of Green Human Resource Management on Green Service Behavior with Parallel Mediation in Banking Sector of Pakistan**

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### **Abstract**

This research study investigates the relationship of GHRM with employee green behavior and green service behavior in the banking sector of Pakistan, where employee green behavior and green culture play a mediating role. Since environmental concerns are more stringent day by day and organizations have to undergo GHRM practices to ensure sustainability in life to minimize ecological footprint, the basic theme of this research is valid. This study adopts the use of the quantitative method with a structured questionnaire and is distributed across banking employees in Rawalpindi and Islamabad. The number of questionnaires distributed was 210. The responses available for data analysis process were 182. The analysis was done by using SPSS 24 version and SMART-PLS 3 by relating GHRM, employee green behavior, green culture, and green service behavior. GHRM builds up employees' green behavior considerably and supports a favorable green culture with which improved green service behavior arises. More specifically, it was found that GHRM is positively and considerably related to green behavior in employees as well as green culture. It is also established that employee green behavior and green culture serves as the mediator through which the linkage of GHRM unfolds to green service behavior, which underscores the importance of organizational culture in the pursuit of sustainability. In conclusion, these findings enrich knowledge relating to how GHRM may lead to the pursuit of sustainable practices within the banking sector towards greater optimization of organizational performance as well as compliance with the regulatory frameworks. The study thus underlines the need for sustainable GHRM strategies for the banking institutions to actually design an ecological culture through sustainable recruitment, training, and performance management. This research not only provides insights to banking institutions in Pakistan but also serves as a basis for future studies on GHRM across different sectors and contexts further to advance the discourses on organizational sustainability.

**Keywords:** Green human resource management, employee green behavior, green culture, green service behavior

## **Introduction**

GHRM refers to integration of green policies and practices in all the human resource functions targeting sustainability and reduction of ecological footprints of the organizations (Gill, Ahmad, & Kazmi, 2021). The banking sector of Pakistan plays a critical role in the economy of this country. Considering this, the Pakistani banking sector faces unique challenges and opportunities while discussing green initiatives. As financial institutions become important drivers of sustainability, knowledge of the GHRM impact on green service behavior would be considered significant (Ooi, Amran, Goh, & Nejati, 2017). Green service behavior refers to the activity's employees engage in for the protection and improvement of the environment within their organizational setup. This is significantly important for banks since they seek reputation upgradation, meeting regulatory requirements, and concerns from a growing conscious consumer base for environmental concerns (Nair & Rajendran, 2024). This can enable the banks to develop a culture of sustainable behaviors by practicing GHRM and supporting more effective applications of their green initiatives.

Among the prime role GHRM plays is in its potential influence on employee green behavior (Adriana, Fahira, Nailissa'adah, & El Maula, 2020; Chaudhary, 2020; Zhu, Tang, Wang, & Chen, 2021). Employee green behavior refers to those voluntary actions taken by employees or those that they undertake for the purpose of furthering their organization's environmental objectives like the recycling program; suggesting ideas to manage energy consumption, or innovative sustainability ventures (Zacher, Rudolph, & Katz, 2023). Such proactive engagement not only points to positive environmental performance in an organization but also to commitment by employees to sustainability. Research shows that in case organizations attempt to introduce a green culture, employees are likely to embrace such practice in their life (Yeşiltaş, Gürlek, & Kenar, 2022). Moreover, there is facilitation of employees' participation in such green practices as a result of a thriving green culture. Green culture refers to shared values, beliefs, and practices that sustain the environment. Employees are more likely to demonstrate green behaviors if they perceive that the organization really values sustainability (Al-Ghazali & Afsar, 2021). Cultural alignment between GHRM and sustainable goals enhances the effectiveness of GHRM because a workplace becomes conducive towards sustainable practices because it encourages these norms rather than expecting them as stringent measures.

The parallel mediation framework can be used to conceptualize the relationship between GHRM, employee green behavior, and green culture. This conceives the fact that GHRM may influence green service behavior through mediation by both employee green behavior and green culture. GHRM practices are most likely to yield better green service behavior due to their impact both at the individual employee level-by creating a higher engagement in sustainable activities-and organizational level-by developing an encouraging green culture (Islam, Khan, Ahmed, & Mahmood, 2021; YinYin Lau, Park, Hsu, Lien, & Ho, 2023). The relevance of this cannot be emphasized enough in the Pakistan banking sector. Integration of GHRM would be able to bring strategic advantage to the banking industry because environmental sustainability can place immense pressure on it. Banks could improve their green service behaviors considerably by focusing on enhancing employee green behavior and cultivating a robust green culture, which could help them achieve wider sustainability goals.

The interaction between GHRM, employee green behavior, and green culture provides a critical area for study for the sustainability of Pakistan's banking sector. It enables banks to understand the impact when these factors are working, which will help them find ways to better align their human resource strategies to attend to the environmental goals that are essential in creating a sustainability culture for the organization and therefore by implication for the greater community at large.

### **Research Questions**

1. What is the impact of Green HRM on green service behavior?
2. Is there any mediating relationship of employee green behavior between Green HRM and green service behavior?
3. Is there any mediating relationship of green culture between Green HRM and green service behavior?

### **Research Objectives**

1. To investigate the impact of Green HRM on green service behavior.

2. To investigate the mediating relationship of employee green behavior between Green HRM and green service behavior.

3. To investigate the mediating relationship of green culture between Green HRM and green service behavior.

## **Theoretical Development**

### **RBV Theory**

Resource based view theory suggests, firms could sustain Employee green behaviors if they exploited the firm's distinctive resources and capabilities (Barney, 1991). In this context of Green Human Resource Management (GHRM), this perspective suggests that more precisely, human capital-that is, employees' green competencies and motivations-are some of the vital resources which could drive Green Service Behavior (GSB). The outcomes of latest studies have shown that GHRM implementation would result in creating a workforce not only aware of sustainability but also responsible enough to enforce green policies in organizations (Hussain, Saifuddin, & Khan, 2020; Kodua et al., 2022; Sabokro, Masud, & Kayedian, 2021). Such a culture for environmental responsibility can further strengthen the innovation and operational efficiencies of banks to result in better organizational performance (Lin, Gu, Gillani, & Fahlevi, 2024; Niazi et al., 2023). Thus, under the RBV framework, GHRM practices, if effective, may be critical for GSB by providing contextual input into such capitalization to emerge eventually into sustainability opportunities.

### **Green HRM and green service behavior**

Green human resource management has become an element considered useful for ensuring effectiveness in environmental management within organizations, especially the banking sector (Sharmin, Rahman, & Karim, 2022; Uddin, 2018). GHRM encompasses various practices which are aimed at promoting, in employees, environmental awareness and responsibility through the means of recruitment, training, and performance management practices on sustainability (Malik et al., 2021). This is able to empower organizations to develop their employees' environmental competencies-the development of which enhances positive impact on their behavior and attitude toward sustainability. Green Service Behavior refers to the proactive involvement of employees in environment-friendly practices in the course of service delivery (Onputtha, Sriboonlue, &

Sriboonlue, 2021). This is a very important behavior for banks that want to achieve the sustainability targets. Studies indicate that GHRM practices play a significant role in GSB due to the fact that they enable the display of a green culture and endow employees with the relevant competences and motivate them to execute ecologically friendly actions (Islam et al., 2021; Rubel, Kee, & Rimi, 2021). Other GHRM practices, such as environmental training and performance incentives, have created an impact on the commitment to sustainability of employees and, green service behavior. This would mean that banks which are to increase their sustainability performance and also respond to the call for environmental responsibility services seriously need to understand GHRM and GSB.

### **Green HRM, employee green behavior and green service behavior**

Green Human Resource Management is significant in influencing green employee behavior, considering that the banking industry significantly enjoys increasing focus on environmental sustainability (Ali, Puah, Ali, Raza, & Ayob, 2022). GHRM pertains to HR practices, intended to align employees with sustainable organizational goals through the promotion of the embrace of green behaviors by the employees themselves (Ercantan & Eyupoglu, 2022). This strategy falls into a set of several practices, including green recruitment, green training, and performance appraisals that reward green behaviors. Research has demonstrated the fact that when employees feel that GHRM practices are robust, they are likely to implement green behaviors, which include resource conservation and participation in environmental programs (Chen & Wu, 2022). Moreover, GHRM promotes the environment consciousness and responsibility culture, which greatly impacts the personal commitment of employees towards sustainability. Involvement in the development of organizational environments with a green values orientation can increase employee motivation toward environmentally friendly practices, thus enhancing general performance (Ahmed et al., 2021).

Employee green behavior and green service behavior has significant influence on organizational sustainability and performance (Al-Swidi, Gelaidan, & Saleh, 2021). The studies have revealed that if the employees are engaged in green practices, then apart from enhancing the culture of the organization towards sustainability, it develops its reputation (Amjad et al., 2021; Malik et al., 2020). Green behavior of the employees at their work front brings about efficiency to processes;

waste production reduces, and resource consumption maximizes-all these factors reduces costs and enhances profitability. More importantly, green service behavior where employees combine environmental-friendly practices with the service provided will result in high customer satisfaction and loyalty since customers realize more that they want to do business with responsible organizations on the environment (Shahzad et al., 2023). In addition, alignment of employee actions with the sustainability objectives of an organization induces innovation besides facilitating attraction of green talents. Thus, there is a need to make organizations sustainable and give them long-term competitive advantages within an eco-aware marketplace to help in creating culture in green behaviors. Moreover, while banks continue to implement strategies or sustainability efforts to meet growing regulatory and consumer demands on environmental responsibility, understanding the relationship between GHRM and green employee behavior will be quite important for them.

### **Green HRM, green culture and green service behavior**

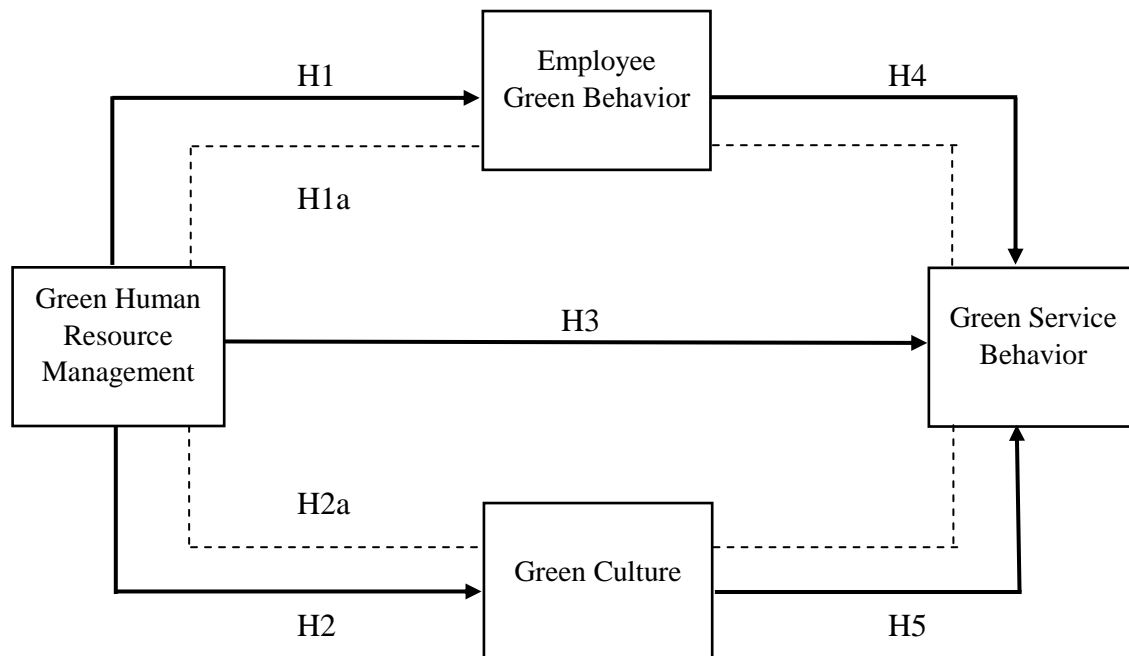
GHRM is essentially important in creating a sustainable organizational culture, mostly in the banking sectors where environmental accountability forms the foundation of pressing issues in current times. The GHRM practices are significant in creating and developing eco-values in the organizational culture through green recruiting, green training, and performance appraisals that incorporate green practices (Adekoya, Mordi, & Ajonbadi, 2023; Pandey, 2022). That allows banks to create an organizational culture in which there is openness among employees to adopt green practices and behaviors. Literature shows that high green culture is associated with high employee engagement and commitment to sustainability, thereby improving organizational performance (Aggarwal & Agarwala, 2023; Al-Swidi et al., 2021). Thus, if employees are convinced that the workplace is deeply concerned with issues related to the environment, they will be willing to participate in green activities and the success of organizational objectives.

Furthermore, aligning GHRM with organizational values brings a sense of shared purpose among the people working for the organization, not to forget that sustainability is something that has to be worked at each and every day (Steyn, 2024; Zhang, Zhang, & Daim, 2023). Organizational green culture plays a very influential role in green service behavior of employees. A strong green culture has the potential to develop the sustainability of an organization that

further results in the involvement of employees in greener behavior (Wang, 2019). For example, green organizations have a massive value for the environment. And, consequently, tend to urge and encourage their employees to actively engage in the green service behaviors, the reduction in resource consumption as well as motivating customers to buy environmental-friendly products. Green organizations and green culture enhances better service delivery while at the same time increasing customer satisfaction since customers prefer more responsible businesses focused on sustainability (Malik et al., 2020). A friendly green culture also encourages teamwork and innovation, and it is quite simple to ensure the employees provide their creative solutions for environmental issues. Finally, the firm would develop a green culture if only it were committed to making its service behaviors better than ever in a pursuit of attaining competitive positions in the environmentally responsible market.

An understanding of the interplay between GHRM and green culture is therefore pivotal in strengthening banks' sustainability efforts and better attainment of longer-term environmental goals.

### Research Model



Based on the above discussion following hypothesis has formulated:

- H1:** There is a significant and positive relationship between GHRM and employee green behavior.
- H1a:** Employee green behavior mediates the relationship between GHRM and green service behavior.
- H2:** There is a significant and positive relationship between GHRM and green culture.
- H2a:** Green culture mediates the relationship between GHRM and green service behavior.
- H3:** There is a significant and positive relationship between GHRM and green service behavior.
- H4:** There is a significant and positive relationship between employee green behavior and green service behavior.
- H5:** There is a significant and positive relationship between green culture and green service behavior.

## **Methodology**

The methodology of this research approached the objective by distributing a systematically designed questionnaire to study the impact of GHRM on the green service behavior shown by the banking personnel in the cities of Rawalpindi and Islamabad. A total of 210 questionnaires were distributed. Resultantly, the responses received back were 193 and 182 were completely filled and useable, therefore the response rate was nearly 91.90%. The number of completed responses were enough to fulfill the needs of analytical techniques and made a valuable input to the study. We selected the method of convenience sampling, which was possible because of the unavailability of detailed registers of employees who work in the banking sector and thereby easy access to include the respondents.

Precisely, this questionnaire was designed with the purpose to ensure the queries of Green HRM and its impact on employee green behavior and green service behavior. More importantly, it consisted of five items that measured Green HRM practices, which were adopted from a recent study (Rubel et al., 2021). According to the context of this study, five items were adopted to measure employee green behavior (Khan et al., 2022). Six items were adopted to measured green culture (Wang, 2019). Six items were also adopted in the measurement of green service behavior (Rubel et al., 2021). The response format used was a



five-point Likert scale that ranged from 1 (strongly disagree) to 5 (strongly agree), thereby allowing participants to articulate their attitudes and perceptions with efficacy. Data was analyzed using SPSS 24 to allow for demographic analysis as well as testing the reliability of the measuring instrument in order to establish if the responses obtained were consistent and appropriate. Further validation of the study model was established using SmartPLS 3 to determine inter-relationships amongst the variables using confirmatory factor analysis. With this broad methodological framework, it becomes consistent to investigate the direct and indirect effects between constructs but also to deepen one's understanding as to how GHRM impacts the green service behavior of a banking sector employee in Pakistan.

## **Data Analysis**

### ***Respondent's Demographic Information***

As indicated in Table 1, the demographic information acquired from the respondents shows a diversity equally in gender, employment status, and age. In the sample, males make up 54.39% (99 people) while females 45.60% (83 people). Concerning employment status, top managers were the first at 45.05%, followed by middle managers at a percentage of 36.81%, while lower managers took a percentage of 18.13% in the sample provided. This demographic breakdown is very representative of managers, especially at the higher level, which may influence perceptions regarding organizational practices and decisions within the study context.

Stratification of respondents according is concerned, 42.85% of people belonged to the age group of 21-30 (78 respondents), followed by 24.72% within the range of 31-40 years of age (45 respondents), and lastly, 32.41% of the age group 41 years or more (59 respondents). The age group reflects a diversity of opinions and experience shared by different respondents and may add further depth and richness to study findings.

**Table 1**

Category	Frequency	Percentage
<b>Gender</b>		
Male	99	54.39
Female	83	45.60
<b>Job Status</b>		
Lower level manager	33	18.13
Middle level manager	67	36.81
Top level manager	82	45.05
<b>Age</b>		
21-30	78	42.85
31-40	45	24.72
41 and Above	59	32.41

Demographic Information

### *Measurement Model*

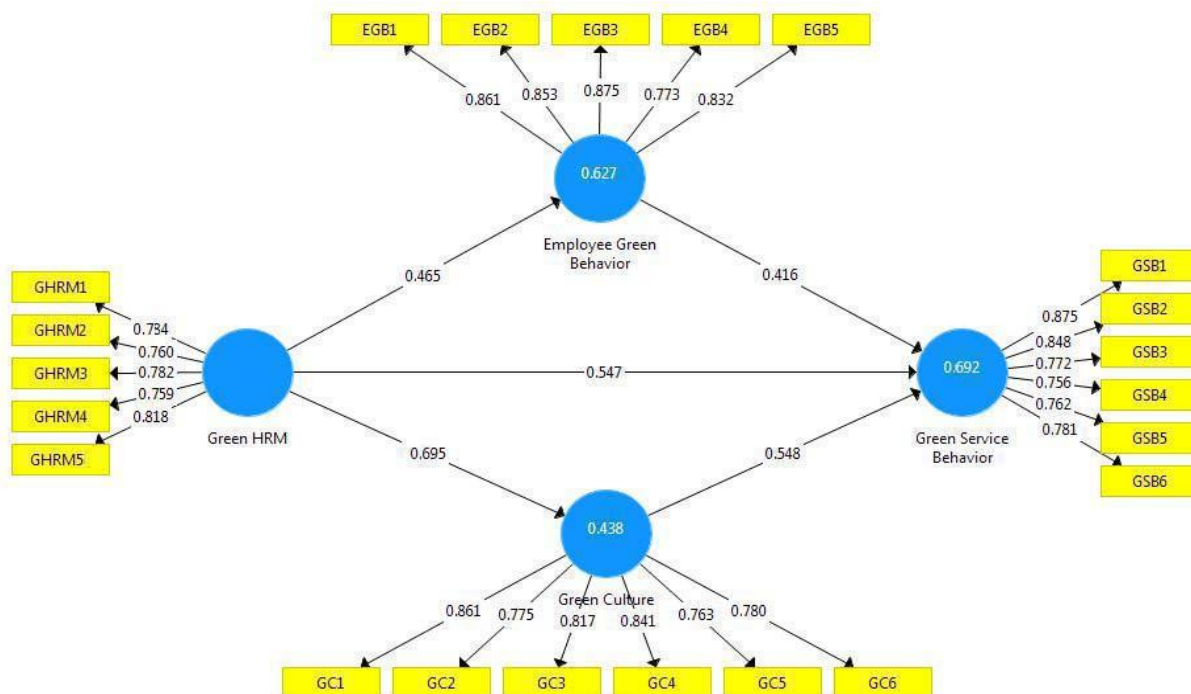
The estimation of the research model in SmartPLS is a two-stage procedure. This stage primarily includes measurement model testing, taking great care to test reliability and validity. In the second stage, the structural model is assessed to check the explanatory power of the endogenous constructs and their predictive relevance. Many researchers have recommended using a measurement model to ascertain not only the reliability of primary data but also its validity. In this regard, the assessment of the measurement model entails a three-step procedure, which involves individual evaluation of item reliabilities, convergent validity and discriminant validity (Hair Jr, Matthews, Matthews, & Sarstedt, 2017). Generally, it is advised that the requirement for factor loadings should be 0.70 and above. Table 2 shows item loadings of the constructs in view, to be utilized to estimate convergent validity.

Table 2 shows that any loading of above or equal to 0.70 on every item is considered valid (Hair Jr et al., 2017). A loading of more than 0.60 may also be accepted if outer loadings are acceptable as compared to AVE and CR values (Ramayah, Cheah, Chuah, Ting, & Memon, 2018). As shown in Figure 1, all the items used in this study have a minimum loading

requirement. This, therefore, indicates that all items passed the inclusion criteria for further analysis. Composite reliability scores, as shown in Table 2, are then explained where Green HRM is at 0.803, employee green behavior at 0.814, green culture at 0.823, and green service behavior at 0.801. And the minimum acceptable threshold for AVE is 0.50 (Hair Jr et al., 2017). On average, the AVE values for all constructs in this case of measurement model was over the threshold. This indicates that the measurement model was confident and quite appropriate to use for subsequent analysis.

**Table 2** Construct Validity and Reliability

Constructs	Cronbach Alpha	rho_A	CR	AVE
<b>Green HRM</b>	0.762	0.820	0.808	0.621
<b>Employee Green Behavior</b>	0.777	0.814	0.813	0.630
<b>Green Culture</b>	0.812	0.823	0.872	0.615
<b>Green service Behavior</b>	0.811	0.801	0.883	0.633



**Figure 1** Final Measurement Model

***Discriminant Validity***

Discerning or discriminant validity is a measure of how well a construct can be distinguished from other constructs in a research model, that it should measure what it intends to measure (Hair Jr, Howard, & Nitzl, 2020). As a meaningful measure of ascertaining discriminant validity, if the Heterotrait-Monotrait (HTMT) ratio is below 0.90, then the discriminant validity of the construct will be acceptable (Hair, Risher, Sarstedt, & Ringle, 2019; Ramayah et al., 2018). More importantly, the Fornell-Larcker criterion would set that the square root of the average variance extracted by each construct should be higher than its correlations with other constructs (Hair, Ringle, & Sarstedt, 2013). This study ensures discriminant validity both through the HTMT ratio and the Fornell-Larcker criterion.

Table 3 and 4 show the results for the Fornell-Larcker criterion as well as the HTMT ratio to gain discriminant validity. The results indicate that both criteria are achieved, implying that no issues of discriminant validity exist for the final measurement model. This says that the measurement model is robust in its capacity to clearly capture the constructs of investigation.

**Table 3** Fornell-Larcker Criterion

<b>Constructs</b>	<b>GHRM</b>	<b>EGB</b>	<b>GC</b>	<b>GSB</b>
<b>GHRM</b>	<b>0.742*</b>			
<b>EGB</b>	0.556	<b>0.621*</b>		
<b>GC</b>	0.501	0.593	<b>0.806*</b>	
<b>GSB</b>	0.389	0.411	0.674	<b>0.841*</b>

Note: GHRM= Green Human Resource Management EGB= Employee Green Behavior  
 GC= Green Culture GSB= Green Service Behavior

**Table 4** HTMT Criterion Results

Constructs	GHRM	EGB	GC	GSB
<b>GHRM</b>	<b>0.480*</b>			
<b>EGB</b>	0.457	<b>0.552*</b>		
<b>GC</b>	0.381	0.510	<b>0.671*</b>	
<b>GSB</b>	0.352	0.455	0.571	<b>0.706*</b>

Note: GHRM= Green Human Resource Management EGB= Employee Green Behavior  
 GC= Green Culture GSB= Green Service Behavior

***Hypothesis Analysis***

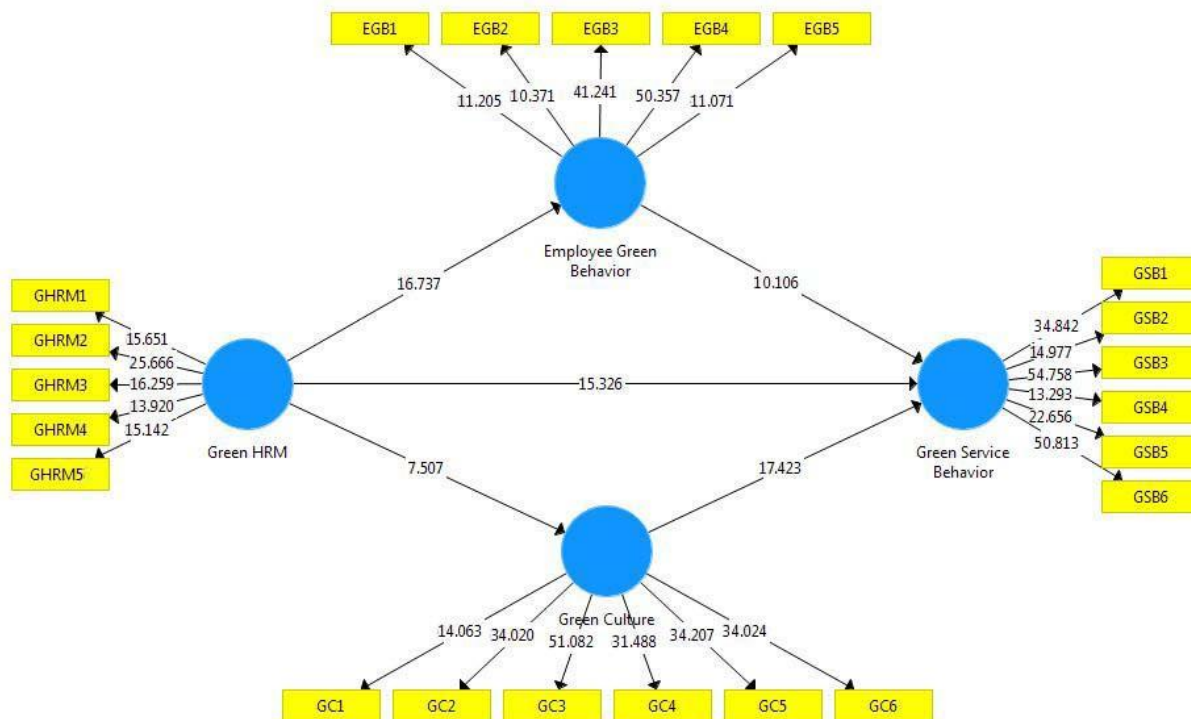
The results of the structural model hence serve as an important input into validating the hypotheses of this research study since they were to explain both the strength and nature of interrelationships among various constructs. To effectively test the results of the hypotheses, three focused criteria are employed. First, a p-value less than 0.05 implies that the relationship is statistically significant, meaning that the relationships one has found are unlikely to happen by chance. Second, a t-value greater than 1.96 confirms the hypotheses even further, thereby establishing that the relationships are significant.

As shown in Figure 2 and summarized in Table 5, the direct influence of GHRM on Employee Green Behavior (EGB), Green Culture and Green Service Behavior (GSB) shows high direct relationships. The corresponding t-values of these relationships are as high as 16.737, 7.507, and 15.326, which in all instances exceed the critical value of 1.96. This implies that the hypotheses are thus very valid. The model further manifests high direct effects between EGB and GSB with their respective t-values at 10.106 and 17.423, respectively. These findings affirm that all the established criteria for path analysis are met, thus accepting hypotheses H1, H2, H3, H4, and H5 in the context of this research. This high-level analysis can be concluded with the emphasis on the integral role GHRM plays as a factor in an organization's culture of sustainability.

**Table 5** Direct Hypothesis Results of Structural Model

HYP	Hypothesis	Path Coefficient	SE	T-value	P Values
H1	GHRM → EGB	0.501	0.022	16.737	0.000
H2	GHRM → GC	0.201	0.037	7.507	0.000
H3	GHRM → GSB	0.481	0.048	15.326	0.000
H4	EGB → GSB	0.389	0.051	10.106	0.000
H5	GC → GSB	0.511	0.049	17.423	0.000

Note: GHRM= Green Human Resource Management EGB= Employee Green Behavior  
GC= Green Culture GSB= Green Service Behavior



**Figure 2** Direct Hypothesis

***Mediation Effect***

Mediation refers to the process in which the causal framework between two other variables takes place due to the effect mechanism of a third variable (Sobel, 1990). Therefore, it so happens that the exogenous construct changes with the mediator variable change, hence the endogenous construct changes as well (Hair Jr et al., 2017). Thus, employee green behavior and green culture are mediating variables between GHRM and green service behavior. Results of the bootstrapping for the mediating effect of employee green behavior and green culture in this structural model are elaborated in Figure 2 and Table 6.

Hypothesis H1a posits that EGB mediates the relationship between GHRM and GSB. The results in Table 7 indicate that for the indirect path  $GHRM \rightarrow EGB \rightarrow GSB$ , with a t-value of 6.345, exceeding the critical threshold of 1.96, and a P-value of 0.000. These bootstrapping results, based on 5,000 iterations, confirm the significance of the mediation effect, thus supporting hypothesis H1a.

Similarly, hypothesis H2a suggests that GC mediates the relationship between GHRM and GSB. According to Table 6, for the indirect path  $GHRM \rightarrow GC \rightarrow GSB$ , with a t-value of 8.514, again surpassing the threshold of 1.96, and a P-value of 0.000. The bootstrapping results further affirm the significance of this mediation effect, leading to the acceptance of hypothesis H2a.

**Table 6** Indirect Hypothesis/Mediation Results of Structural Model

HYP	Hypothesis	Path Coefficient	SE	T-value	P Values
H1a	$GHRM \rightarrow EGB \rightarrow GSB$	0.045	0.022	6.345	0.000
H2a	$GHRM \rightarrow GC \rightarrow GSB$	0.036	0.031	8.514	0.000

Note: GHRM= Green Human Resource Management EGB= Employee Green Behavior  
 GC= Green Culture GSB= Green Service Behavior

**Table 7 Hypothesis Result**

Hypothesis	Accepted/Rejected
<i>Hypothesis 1: There is a significant and positive relationship between GHRM and employee green behavior.</i>	<i>Accepted</i>
<i>Hypotheses 1a: Employee green behavior mediates the relationship between GHRM and green service behavior.</i>	<i>Accepted</i>
<i>Hypothesis 2: There is a significant and positive relationship between GHRM and green culture.</i>	<i>Accepted</i>
<i>Hypotheses 2a: Green culture mediates the relationship between GHRM and green service behavior.</i>	<i>Accepted</i>
<i>Hypothesis 3: There is a significant and positive relationship between GHRM and green service behavior.</i>	<i>Accepted</i>
<i>Hypotheses 4: There is a significant and positive relationship between employee green behavior and green service behavior.</i>	<i>Accepted</i>
<i>Hypotheses 5: There is a significant and positive relationship between green culture and green service behavior.</i>	<i>Accepted</i>

## Discussion

This study was aimed at analyzing the connections among green human resource management, employee green behavior, green culture, and green service behavior. This study considered mediating roles in two aspects-employee green behavior and green culture within the banking sector of Pakistan. Findings are in support of previous research that demonstrates GHRM practices create a supportive environment that encourages sustainable employee actions in general (Hameed, Khan, Islam, Sheikh, & Naeem, 2020). The enhancement of green culture improves motivation in employees, and it also uplifts the sense of responsibility for environmental sustainability (Shoab, Nawal, Zámečník, Korsakienė, & Rehman, 2022). This further underlines the fact that further development of an ecology-conscious culture at the workplace can end up resulting in greater engagement levels in green initiatives. Employees who believe that GHRM strategies support them are likely to embrace and display green behavior because it is recognized as contributing toward the long-term sustainability goals of



organizations. Therefore, the main message of this study is the importance of GHRM in determining individual and collective environmental practice in the banking sector.

The first robust finding emphasizes the fact that GHRM positively develops a conducive environmental condition that could be green service behavior. This is aligned with an earlier study, which noted that the strategic HR practices may benefit the sustainability outcomes of an organization (Kramar, 2014). This research indicates well with prior works that were capable enough to establish a direct linkage between the GHRM programs and higher engagement in employees toward greener practices (Malik et al., 2021). This reveals critical mediating roles by employee green behavior and green culture, confirming previous studies findings regarding such factors being very important in relating the meaning of GHRM into actionable green practices within organizations (Hooi, Liu, & Lin, 2022; Junejo, Shabir, Lashari, & Siddique, 2023). Whereas implementing GHRM strategies enhance individual employee behavior, the same have a result of both promoting a sustainable collective culture in its organization. It eventually builds on this effect to lead towards better adoption and diffusion of environmentally responsible practices. This, therefore, means that GHRM plays a significant role in facilitating the attainment of organizational sustainability objectives.

It was also apparent that for the banking industry, GHRM was more influential for the impact green service behavior would have. This finding supports the argument of a strong HRM approach that will support achieving sustainability and outcomes more aligned with environmental aims (Chams & García-Blandón, 2019). Such observations resonate with the thought that GHRM influences not only the immediate behavior of the individual employees but also impacts the general practices at the organizational level, thus defining a systemic approach towards including sustainability in the corporate frameworks. GHRM practices by the banks would ensure the enhanced culture of working at every level of the bank to enhance environmental responsibility. In turn, the company helps employees adopt full-faced conducive services, hence bringing about higher effectiveness on green service behaviors. Finally, it focuses on the essence of developing a solid GHRM framework to cultivate an atmosphere where sustainability becomes not only a goal but an integral part of the organization's spirit, especially for the banking sector as a whole.

Furthermore, the RBV theory develops the discussion through explaining that GHRM is viewed as a source that provides an organization with a means of gaining competitive advantage over other firms by sustainable practice. A devoted workforce which is engaged in green behavior is a resource that would bring organizational performance (Barney, 1991). The implementation of GHRM would thus lead to employee engagement and create a distinct organizational culture supportive of environmental stewardship. Thus, in such strategic alignment, the sustainable innovations and practices thus offered by banks foster a differentiation for these banks in an increasingly eco-sensitive market. Hence, RBV would emphasize that developing and maintaining GHRM practices is a core capability that serves as a core driver for long-term sustainability objectives while supporting overall organizational effectiveness.

### **Conclusion & Recommendations**

It has been established that GHRM has profoundly significant influence on green behavior of employees, green culture, and green service behavior of banks in Pakistan. Implication is that GHRM supports individual engagement with different kinds of sustainable practices and shapes the organizational culture towards environmental responsiveness. At the mediating level, employee green behavior and green culture also depict the relevant underpinnings of supportive environments setting that allows employees to engage in sustainable behaviors.

Based on the above findings, several recommendations are proposed. First, organizations should find ways of actively implementing GHRM practices with an orientation towards sustainability in several ways such as through training programs oriented towards environmental awareness and incentives for ideas in implementing environmentally-friendly initiatives. A robust culture of green should be cultivated by banks. Sustainability should be ingrained within core values and mission statements to affirm that all employees understand the crucial role of their position in promoting the highest levels of green service behaviors. Management should encourage employees to participate in decisions on issues of sustainability related to an organization for their growth and to encourage the commitment and motivation level of employees. Lastly, the overall GHRM strategies must be reviewed periodically to incorporate changes in environmental standards and expectations to prove that an organization is a leader among fiscal sectors in terms of sustainability.

## Limitations

Although the current research contributes much knowledge on the association of GHRM with green service behaviors, it is not without limitations. The study only focuses on the banking sector of Pakistan, which limits the generalizability of this work to other sectors or geographical settings. Self-reporting data is another limitation since reply formats from survey respondents could be biased by socially desirable responses instead of the actual objective behaviors and attitudes. Cross-sectional research designs also limit the ability of the study to draw causal relations between constructs of interest. Moreover, as the highest stratification of demographic breakdown of managerial roles is represented in this study, in certain aspects, views of frontline employees are not documented explicitly and play an important role in implementing green initiatives in companies. Further longitudinal studies across different industries should be conducted to further authenticate and extend these findings.

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