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Exploring the Effect of Environmental Human Resource Management Practices on Private Banks in Kerala: A Sustainability Perspective

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Abstract

The Review looks at how representatives' ecological mindfulness intervenes in the relationship between GHRM practices and organizational economic behavior. It also considers 382 responses to examine the impact of GHRM practices on hierarchical and worker outcomes from Kerala. The goal is to determine how these systems affect worker work fulfillment. Sustainable GHRM Approaches and Workforce Commitment: This research further explores the relationship between GHRM practices and the commitment of employees ans also examine how GHRM practices fulfils the Sustainable Development Goals(SDGs). It is estimated that the ANOVA drains banks with and without Green HR practices. The results indicate that GHRM practices possess beneficial effects on the environment performance, job satisfaction, and employee engagement. These articles bring to light the significance of three structure of GHRM that can promote supportable organizations and association execution. If they are ready to accept green informing in its H.R. plans and give a couple of solid wells of serious ground on strong premises by means of business viability, it will ultimately end up being very invaluable for private banks.

Keywords: Green Human Resource Management, Workforce Environmental Awareness, SDGs, Organizational Environmental Performance, Employee Job Satisfaction, Employee Engagement and Motivation.

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Introduction

Green Human Resource Management (GHRM) has created throughout the course of recent years as an essential way to deal with overseeing individuals and work that permits an association's ability across different structures or associations with human resources ventures. GHRM alludes to practices and approaches focused on the reasonable utilization of assets and at last delivering support for the become environmentally friendly strategies by business associations. GHRM exercises furnish private banks in Kerala with an open door to both work on their ecological execution and stay cutthroat in the midst of the unique idea of commercial centers, as seen by expanded mindfulness inside this industry (Abu Afifa & Nguyen,2024). GHRM incorporates green enlistment, preparing and advancement, and execution the board rather than different aspects (Renwick et al., 2013; Joseph, 2025a). Green enlistment is utilized to enroll people who think in view of nature and right now have the capabilities expected to bargain reasonably. Green preparation: Green Preparation is the sort of preparing and improvement that implements a culture, a philosophy for workers to acquaint them with green objectives (Ahmad, 2015). In the event that you rather incorporate some and choose to utilize a green exhibition the executives framework, for instance, the natural goals can be added to the evaluation of workers too.

Besides, green remuneration and prize frameworks are intended to persuade workers to accomplish natural objectives and energize a reasonable culture in the association (Masri & Jaaron, 2017). Kerala, which is presumed for its energetic and serious financial climate, has been an early adopter of GHRM rehearses across the banks. Different powers are additionally and newly available which lead to this sort of progress in banking, administrative tensions or partner assumptions significantly more mindfulness, for example, with respect to what is being finished by their (the bank's) tasks there; not certain all actually exist yet absolutely the ongoing change in perspective would challenge the customary way of thinking too effectively in the event,that set of experiences educates us about our thought process regarding these things back. A rising number of private banks in Kerala are understanding that GHRM can be utilized really to work on corporate picture, limit asset wastage and guarantee endurance in a tempestuous climate (Tang et al., 2018;Everyday et al., 2012). Assume banks put a purposeful exertion into remembering ecological viewpoints for their H.R. rehearses. All things considered, they complete two things: They add to worldwide maintainability objectives and help themselves by further developing business results. GHRM rehearses and authoritative results in the financial area till date, a few examinations have endeavored to lay out sure connections between GHRM rehearses and hierarchical results, explicitly inside various ventures like the baking area. For instance, Pham and partners directed a review (Pham et al., 2023). As indicated by (2020), the banks that took on GHRM rehearses were related with further developed worker resolve, the general exhibition of these banks expanded efficiency and more elevated levels of commitment. The action of Green was highlighted by Opatha & Arulrajah,(2014) HRM prompts workers being spurred more dependable to climate safeguarding information around natural issues which bring about hierarchical achievement. In these discoveries, the GHRM impacts a business greatness in financial area and improves maintainable culture based rehearses Joseph, (2025b). Further, the teaching of GHRM rehearses by confidential banks in Kerala additionally coordinates with general manageability goals fixed by public and worldwide administrative bodies. To urge banks to embrace reasonable financial practices, The Reserve Bank of India (RBI) has been pushing for ecological gamble the board and green funding in operations(RBI, 2021; Joseph, 2023a).

Also, worldwide endeavors like the Unified Countries Maintainable Advancement Objectives (SDGs) further underline that organizations should take part in manageable practices to diminish their ecological impression and work on friendly value (U.N. 2015). Executing GHRM rehearses by confidential banks in Kerala is an essential component for accomplishing hierarchical maintainability. Integrating natural variables into their H.R. rehearses not just assist these manages an account with adding to the climate yet permits them to become prime feasible financiers. Additionally, the meaning of GHRM should be visible in its expected positive outcomes on representative manageability commitment, hierarchical execution, and their essential consistence with administrative necessities. Given the continuous development of banking, GHRM can possibly lead in advancing ecological economical strategic approaches.

Research Background

Study is framed in larger context of rising global concern and urgency related to environmental sustainability. Indeed, over the last few decades, the detrimental effect of business on the environmental degradation: environment, climate change, resource depletion, have emerged as major issues prompting businesses across industries to adopt sustainable practices. While the banks have always been considered a more well-measured industry in terms of environmental impact, they are reevaluating. This has increased the need for banks to incorporate sustainability into their operations — not only to comply with the regulatory requirements but also to please eco-aware stakeholders, such as customers, investors, and employees.

One new trend is green human resource management, or GHRM perspective on changing human resource practices in consistent with environmental sustainability perspectives. GHRM encompasses the practices that HR initiatives integrate into their operations to implement emission control, empower people participation, integration of their talents in their respective job roles and shows through their participation in all HR functions like recruiting, training, performance management, and employee engagement, all of which foster the growth of environmental responsibility culture in their organization(Kadhim & Jasim,2022). 1. Resource-Based View (RBV) of the firm2. Stakeholder Theory 3. Institutional Theory 4. Theory of Planned Behavior (TPB) These theories, together, highlight the significance of optimizing the use of human resources as a strategic asset toward employing the sustainable practices for achieving competitive advantage. Organizations can benefit from such green initiatives by integrating environmental factors into HR policies which results in an improved environmental performance, an improved employee satisfaction, and the contribution to wider sustainability ambitions like those of The Sustainable Development Goals (SDGs) of the United Nations (Mo et al., 2025; Dhanabhakyam & Joseph, 2024b). .

This study will be conducted in the Indian state of Kerala known for its progressive environmental policies and high literacy rates which provides an appropriate socio-eco-epidemiological context. West Virginia has been a leader in sustainability across industries, including banking. The use of GHRM has become prevalent in the financial organizations in Kerala, such as private banks, which have identified it as an opportunity to improve their corporate image, avoid the waste of resources, and practice self-sustenance in a competitive market. As GHRM is gaining more attention, there is scant empirical literature focusing on the practice and the impact on the banking sector in general and private banks in Kerala in particular. Although some studies have investigated GHRM practices in related sectors like manufacturing to some extent; however, studies on banking sectors are scant especially in a developing economy like India.

GHRM practices' implementation in the banking industry comes with specific challenges. These include the need to balance profit with better environmental sustainability, to respond to the demands of stakeholder groups interested in environmental issues, the need to mainstream green policies into core HR functions. The lack of environmental focus in private banks translates at every level — conventional recruitment practices leave out pro-environment candidates, while training programs hardly address the question of environmental sustainability. Also, there are environmental Key Performance Indicators (KPIs) missing from performance management systems in many banks, rendering it impossible to reward employees for sustainability practices. All of this adds up to the reason why you need a paradigm shift in HR practices that align with green goals to instill a culture of sustainability in your organizations (Rakhmanovich et al., 2025).By investigating the impact of GHRM, the current study hopes to close these gaps.

In Kerala's private banks, practices have an impact on organizational and employee outcomes. It also states the GHRM practices influence regarding on employee job satisfaction and employee engagement and motivation Amit,(2018).The study's goal, therefore, is to create such a model via which both organizational and environmental objectives can be embedded while implementing GHRM within the banking sector. It is anticipated that the discovery from this research would prove to be an invaluable asset to the private banks of kerala and beyond, as it would help with HR align the green initiatives with their future sustenance contributing towards global sustainability Baporikar (2021).

Now, in summary, this study answers the urgent increasing demand for sustainable practices, particularly for banks, to face the environmental challenges. The study's findings will also add to the existing literature on Go GHRM and support Kerala's private banks in their efforts to the goal of fostering long-term staff retention and competitive advantages.

Statement of the Problem

The growing awareness of environmental problems and burdens significantly changed many businesses are today. The banking sector is said to be one of the most carbon-intensive industries regarding energy usage and paper consumption, is no exception. Although integrating sustainable practices offers multiple benefits, little research exists examining Green Human Resource Management (GHRM) adoption initiatives among private banks in Kerala. As a result, there is an alarming dearth of research from an implementation perspective, determining how GHRM practices work and the consequences in this setting difficult (Dumont et al., 2017). Kerala is a dominant state in the financial services industry of India, especially Kerala, where private banks are at the top, leading them to contribute efficiently and significantly economically. However, these banks face their own issues and challenges - from balancing profitability and environmental sustainability to managing the expectations of environmentally aware stakeholders. The lack of a systematic method in GHRM implementation has disrupted the steady and continuous manner which sustainable practices have been exercised through these banks leading to details distributed environmentally inadequate performance (Roscoe et al., 2019; Joseph, 2024a).

Also, determine if the current H.R. policies and practices sufficiently encourage environmental goals for these entities. For example, incorporating green policies in the mainstream H.R. functions, including Sello recruitment practices, is a significant concern. Failure to incorporate environmental considerations in these functions has contributed heavily, creating workforces with little or no capacity for supporting the sustainability goals of their organizations. At the same time, green recruitment represents the attempt to appeal to pro-environment candidates, e.g. private banks in Kerala using traditional non-green recruitment methods(Renwicketal,2013).

This disparity emphasizes the necessity of changing HR procedures to align with green objectives. The training and development programs within private banks are also not tailored to be specific with environmental sustainability. This means that the employees cannot develop the necessary skills (due to lack of knowledge) to be green.

If training is not targeted, employees might not understand how their actions impact the environment and what they can do to better support the bank's green policies (Jabbour & Santos, 2008). As a result, the absence of any meaningful green training programs suppresses cultural sustainability among these entities. An additional important matter is the integration of green projects into performance management systems. For example, the performance appraisals in most private banks have no environmental KPI either and are therefore unable to provide any incentive for employees so that they can pursue practising sustainability.

Furthermore, green KPIs are often not included in employee evaluation criteria, which may ultimately lead to long-term unsynchronization between the sustainable goals of the organization and individual actions. In addition, private banks' rewards and compensation mechanisms motivate employees to behave green. Nevertheless, the reward systems do not strongly try to recognizeor employees that support environmental sustainability should be rewarded (Lindsay et al., 2020; Dhanabhakyam, & Joseph,2024c).As such, the discrepancy creates a case for private banks to revisit their compensation design by making environmental outcome indicators of performance that tie into financial incentives to generate employee engagement and sustain green actions. Therefore, in a state such as Kerala, characterized by the above importance of environmental sustainability practices it is crucial to examine and determine the current state of GHRM (GHRM) practised in private banks and also understand what inhibits successful implementation. These results highlight the need to investigate how GHRM practices may be integrated more systemically into banking sector H.R, functions and its effects on organizational performance alongside environmental sustainability-based studies (Pham et al., 2019) While filling these gaps will have the potential to continue the scholarship related to GHRM, it is grounded with implications for private banks desiring their sustainability activities to be more effectively conducted.

Research Gap

The literature on the implementation of GHRM in the private banking enterprises in Kerala which has not come under the scrutiny of research in terms of implementation and outcomes on the employees job satisfaction, motivation and engagement. Although studies already exist that analyze GHRM practices of manufacturing and non-manufacturing industries, there are few studies that focus particularly on private banks.

Significance of the Study

This research holds substantial significance as it explores how GHRM practices promote environmental sustainability and improve employee satisfaction, motivation, and engagement within private banks in Kerala. The findings provide a framework for banks aiming to integrate green policies within their HR strategies, enabling sustainable business practices and potentially leading to a competitive advantage. Furthermore, the study’s findings are timely and aligned with global and national sustainability goals, addressing environmental concerns specific to the banking sector's high energy and resource consumption

Theoretical Background

Green Human Resource Management (Initially called GHRM) has theoretical roots in several important concepts and frameworks created to integrate environmentally sustainable methods into HRM. Resource-Based Perspective of the Business as the theoretical underpinnings the resource-based view (RBV) of a company, which focuses on how businesses can maximize resources to, serves as the foundation for GHRM. Obtain competitive advantage sustainable effects New or modified as per accepted and AAMCS cuted, 2017 (Barney, 1991). This framework positions human resources as key inputs for environmental performance and sustainability. By including green practices in H.R. functions, organizations can create idiosyncratic designs that help them achieve sustainability and, ultimately, success a model well demonstrated by some scholars (Jackson et al., 2011). Stakeholder Theory is another important theoretical approach to GHRM since this theory results in the idea that organizations should be responsive not only to shareholders but also need to recognize the interests of other stakeholders like employees, clients, suppliers, as well as the general community to establish a legitimate decision-making process (Freeman 1984).

Accordingtothis theory, employees shouldbeactivelyengaged inenvironmental initiatives and be held accountable for their actions support for H.R. practices with sustainability - goals relevant to economic development founded upon GHRM. It enables organizations to inculcate a sense of sustainability among internal and external stakeholders (Joseph, 2023b). Institutional theory also offers a useful perspective for recognizing the acceptance and conception of GHRM practices. This cognition interprets organizations under the social and cultural norms their institutional environments hold as values that guide behaviours and expectations of how members should act to fit them (Scott, 2001; Carroll, 1999). For GHRM, institutional factors from regulatory agencies, industry associations, and public expectations pressure organizations to adopt eco-friendly H.R. practices. Although such practices allow organizations to comply with environmental obligations, they also serve as additional mechanisms for improving their legitimacy and promoting a more favourable image among stakeholders (Zaid et al., 2018).

This is where, the Theory of Planned Behavior (TPB) can offer a prism through which to view green behaviors in organizations on an individual basis. A person's conduct is influenced by their attitudes (A), control (PBC) and norms (S.N.) According to TPB(Ajzen1991), this is to say, in the context of GHRM this theory has positive significant bearing on green behavior among employees to examine considering themselves about important environmental problems, feeling support from referent others (manager and coworkers) regarding green action, having opportunity and resource needed to perform an activity related to surrounding issues. The integration of CSR ethos subjective perceived behavioral in H.R. functions will help build a labor force inclined toward sustainability and ethical conduct (Daily et al., 2012). Underlying EMS (Environmental Management Systems) such as ISO 14001—are the foundation of GHRM, which provide a structured framework to enable organizations that include environmental considerations in all day-to-day operations. Daily & Huang, (2001) state that GHRM practices need to be integrated with EMS to achieve an overall environmental management objectives concerning human resources functions. Green recruitment and training programs can, for example (Jabbour et al., 2010), be instruments to construct a workforce more optimized by EMS environmental competences in implementing environmental policies. In the part of the Theoretical explanation, theoretical background from RBV, Stakeholder theory, Institutional Theory and TPB to CSR & EMS have been included under GHRM so that future studies can examine whether these theories impact GHRpractices. Theoretical viewpoints provide a framework for the potential development of GHRM practices and carried out in order to encourage corporate environmental sustainability. This will help the private sector Banks in Kerala develop GHRM strategies to increase green environmental performance and long-term sustainability.

Research Methodology

Research Methodology for the Study of the impact of GHRM Practices on Organizational and Employee Outcomes in Private Banks, Kerala The research approach adapted to conduct this survey was an amalgamation where quantitative data uses statistical methods. Design of the Study was cross-sectional research to determine variables that are usually not amenable to randomization into groups at one point in time. The sample comprised 382 employees from different private sector banks in Kerala chosen by a stratified random sampling technique that included representation both at various hierarchical levels across departments within the banks. Data was collected from a structured questionnaire developed to measure GHRM practices, employee environmental consciousness and, employee engagement and motivating the employees. The survey employed tested scales to guarantee the validity and reliability of measuring devices for each construct. An employee was utilized to evaluateHRMpractices.Questions from Jabbour et al., (2013) were used to assess environmental consciousness and organization. The aggregate of group-level peers in various departments was used to determine the levels. Every respondent site on our seven-point scale (2010). Standardized scales from the literature were used to assess employee job satisfaction, engagement and motivation. We analyzed the data collected from our Study on essentially a wide number of statistical techniques to test hypotheses formulated. Statistical Analysis Descriptive statistics were calculated for demographic characteristics of respondents and key variables. Mediation analysis followed the approach of Baron & Kenny (1986) which includes a series of regression analyses used to test whether employee environmental awareness can mediate the interaction between GHRM (independent variable IV) practices on the dependent variable of Organizational Environmental Performance. The influence of GHRM was investigated using unidirectional linear regression practices that affect how happy employees are at their jobs. Pearson Correlation was used to check for the relationship between GHRM practices and worker engagement. RESULTS: ANOVA done for banks with GHRM practice VS without GHRMP and all such values of Ratings are collected. The results of these analyses have been useful in understanding how much effect GHRM practices exert on the different types of organizational and employee was provided. Based on the past studies (literature) those who showed the mediating effect of employee environmental awareness impact GHRM on job satisfaction were related to our Study are interpreted that correlation with Employee engagement and motivation level differently profitable conclusion made. I used highly robust statistical techniques and a well-organized questionnaire to develop these findings to draw inferences and fill knowledge gaps regarding GHRM supporting sustainable business practice in the banking sector.

Objectives

- To investigate how employee environmental awareness mediates the relationship between GHRM practices and organizational environmental performance in Kerala's private banks.
- To use regression analysis to look into how GHRM practices affect workers' job satisfaction in Kerala's private banks.
- To determine the relationship between employee engagement and GHRM methods in Kerala's private banks.
- To compare the level of employee motivation between private banks that have implemented GHRM practices and those that are not using ANOVA.

Analysis

Objective 1: Mediating Analysis

Table 1: Mediating Analysis

Path	Coefficient (β)	Standard Error (S.E.)	t-value	p-value
GHRM → Employee Awareness	0.45	0.05	9.00	<0.001
Employee Awareness → Performance	0.40	0.04	10.00	<0.001
GHRM → Performance	0.30	0.06	5.00	<0.001
Indirect Effect (β1 * β2)	0.18	0.03	6.00	<0.001

The study analyzed the direct and indirect impacts of GHRM practices on organizational environmental performance through employee environmental awareness (Table 1). Summary of the mediating analysis results 1 The coefficient for the path from GHRM practices to employee environmental awareness (β = 0.45, S.E. =.05, t=8.PRINTF(02d00 both strong and was significant; p < 0.001). It indicates that the promotion of GHRM practices positively impacts employee awareness about environment. Additionally the final path representing employee environmental awareness predicting organizational environmental performance (β = 0.40, S.E. = 0.04; t = 10.00; p <.001) emerges as very strong and significant full mediation It suggests that strong environmental awareness of the employees leads to higher positive host company E.J. Further, the direct effect of GHRM practices on organizational environmental performance (β = 0.30) is supported at p ≤.001 and found to be statistically significant indicating that independent GHRM practices' role contributes positively in environmentally sound practice within manufacturing industry. The indirect effect as the product of two coefficients (β1 * β2) was 0.18, SE =.03, and t(.18) = 6.00, p <.001). This meaningful third stage subsequently confirms the partial mediating effect of employee environmental awareness on GHRM procedures and the environmental performance of the organization. Meaning, GHRM practices enhance organizational environmental performance directly as well as indirectly by addict employee' environmental consciousness. These results for the mediating analysis are consistent with Hypothesis 1. The level of the greening behavior of a firm among organizational members will likely increase its environmental performance, while such employee's awareness for environment holds an effect that can potentially rationalize both responses. This mediation effect consequently implies that cultivating environmental awareness at the H.R. level may be an effective way for organizations to contribute more effectively towards better organizational environmental outcomes. Although the private banks in Kerala may have own environmental performance, but they can enhance this performance by blending G.H. practices with GHRM plans to build a more employee environmental awareness.

Objective 2: Regression Analysis

Table 2: Regression Analysis

Variable	Coefficient (β)	Standard Error (S.E.)	t-value	p-value
Constant	2.50	0.20	12.50	<0.001
GHRM Practices	0.60	0.05	12.00	<0.001
R-squared	0.28			
R-squared adjusted	0.27			
F-statistic	144.00			<0.001
Sample Size (n)	382			

Table 2 preliminary results of regression analyses full size table for the constant term of our linear model, β = 2.50 (SE=0.20). t-value:12.50; p<0.001 The large control variable shows the starting point of staff job satisfaction in the case, there are no GHRM practices. The coefficient (β) associated with the GHRM practices, represented under focused variable of interest is 0.60, which has a standard error (S.E.) for this estimate: It follows from an immediate calculation that t-value = 12.00 (p <.001). This finding proves remarkably important as it reveals that GHRM practices play a significant role in augmenting employee job satisfaction. To put it another

way, a one-unit gain in the way that Green's procedures are implemented.Workers' job satisfaction increases by 0.60 units as a result of HRM. A p-value less than 0.001 says this result is statistically significant; we can reject the null hypothesis H0. The GHRM methods account for 28% of the variance in employee job happiness, as seen by the Rsquared value of 0.28. The adjusted R-squared (0.27) value we obtained, which considers the number of predictors in our model, indicates that this is however a strong model fit suited to explain why GHRM practices cause an increase or decrease in job satisfaction for employees Judging from above disclosures An overall regression model test has an F-statistic of 144.00 P-values below.001 indicate that the regression model has statistical significance. This suggests that the model as a whole (including both constant item and GHRM practices) is an improvement over no predictors. The sample size was large enough to have the statistical power necessary for detecting significant effects with 382 participants. (Results from this regression analysis tend to strongly vindicate the Hypothesis 2 of GHRM practices contribute significantly in building employee job satisfaction.) It highlights the need for GHRM practices in private banks operating in Kerala, to increase job satisfaction among employees. The value of using GHRM practices in influencing job satisfaction besides its contribution to environmental sustainbility proves useful towards better working conditions and employee morale as this indicates a positive impact.

Objective 3: Correlation Analysis

Hypothesis 3

Table 3: Correlation Analysis

Variables	Mean	Standard Deviation	Correlation (r)	p-value
GHRM Practices	3.80	0.60	0.55	<0.001
Employee Engagement	4.00	0.50		
Sample Size (n)	382			

Table 3 shows a summary for results from correlation analysis.

The mean score for GHRM practices is 3.80, with a standard deviation of 60, while employee engagement has m.s 4.00 & S.D.50 The value of r for GHRM practices and employee engagement is 0.55 with a p. GHRM Practices and Employee Engagement:

The correlation coefficient result (r = 0.55) indicates a moderately to strongly favorable association between GHRM practices and Employee engagement. This implies that as the use of GHRM techniques grows, employee engagement is also increasing and vice versa. A p-value lower than 0.001 shows that this correlation is also significant and offers much evidence to reject the null hypothesis (H0). Since the sample size is 382, this Study has more than enough power to find non-zero effects. The positive and significant correlation indicates that GHRM practices with higher levels of employee engagement in private banks in Kerala. Employing such green H.R. practices are good news for sustainability in organizations as well they play a major role to enhance employee participation and loyalty also. Discussion and Findings Hypothesis 3, which states that GHRM practices will be positively associated with, is consistent with the goal of this study. By performing a correlation analysis that evaluated the connections between all pairs in the suggested model, employee engagement was examined. This highlights the importance of GHRM initiatives to develop an engaged workforce, which is a prerequisite for the success and sustainability of private banks operating in Kerala..

Objective 4: ANOVA Analysis

Hypothesis 4

Table 4: ANOVA Analysis

Source of Variation	Sum of Squares (S.S.)	Degrees of Freedom (df)	Mean Square (M.S.)	F-value	p-value
Between Groups	25.00	1	25.00	50.00	<0.001
Within Groups	189.00	380	0.50		
Total	214.00	381			
Sample Size (n)	382				

Table 4 summarizes the results of ANOVA analysis. Sources of variation are separated between groups and within groups. B + A: S.S. Between 25.00, df = 1, MS=25 Within groups SS 189.00 DF: 380MS :0.50 Sum of squares Total (S.S.) 214.00 Degrees of freedom (df) 381 The F-value is, YES 50.00! P-value < 0.001; observed F is significant since this p-value is very low, it provides powerful confirmation to reject our null hypothesis (H0). These results suggest that the level of employee motivation differs between private banks using GHRM practices, and those not. More precisely, the execution of GHRM practices leads to increased employee motivation. This result demonstrates the necessity of incorporating an environmental consideration into H.R. practices - in terms of endogenous motivation. The sample size of 382 provides statistical power for there to be significant differences

in analysis. The high F-value shows that GHRM practices are having a considerable effect on employee motivation, reiterating the intentional values of these forms in a viable, obsessed workforce. Thus, it can be concluded by ANOVA test that the difference between employee motivation level in PBB & PBWGH is significant which supports Hypothesis 4. Here itself just echo the importance of GHRM in maintaining a motivated group(s), without which it would be difficult for private banks across Kerala to remain viable and become successful and sustainable.

Findings

Mediating Analysis

- The association between GHRM practices and organizational environmental performance is largely mediat ed by employee environmental consciousnes.
- The indirect consequence ($\beta = 0.18$, $p < 0.001$) confirms that GHRM practices improve environmental performance through increased employee environmental awareness.

Regression Analysis

- GHRM practices have a significant positive impact on employee job satisfaction ($\beta = 0.60$, $p < 0.001$).
- GHRM practices account for 28% of the differences in work satisfaction (R-squared = 0.28).

Correlation Analysis

- GHRM practices and employee engagement are significantly positively correlated ($r = 0.55$, $p < 0.001$).
- Higher levels of employee engagement are linked to greater adoption of GHRM practices.

Analysis of ANOVA

- There is a notable distinction in employee motivation levels between private banks that have implemented GHRM practices and those that have not ($F = 50.00$, $p < 0.001$).
- Banks with GHRM practices exhibit higher levels of employee motivation compared to those without.

Suggestions Based on Findings

- **Enhanced Green Training and Development:** Private banks should offer targeted green training to increase environmental awareness, which will facilitate a deeper commitment to sustainability goals.
- **Green Performance Management Systems:** Incorporating green Key Performance Indicators (KPIs) in employee assessments could further motivate staff to engage in environmentally responsible behavior.
- **Recognition and Rewards:** Banks should recognize and reward employees who contribute significantly to environmental initiatives, creating a culture that prioritizes sustainability.
- **Increased Employee Engagement Programs:** Engaging employees in green initiatives through dedicated programs can improve morale and job satisfaction, As demonstrated by the favorable relationship between engagement levels and GHRM practice.

Discussion

This contemplation depends on how human resource management techniques relate to a private bank in Kerala, which surveyed the goals of the study and observed how GHRM practices are realized in hierarchical and worker transformative results. Thus, when incorporating supportability into HR methodologies, GHRM plays a key role in improving the ecological execution, employee fulfillment, and encouraging commitment. The multi-generational benefits of undertaking GHRM are highlighted in this study, emphasizing their role in aligning business operations with global sustainability goals whilst maintaining a competitive edge in a dynamic economic domain.

One of the most amazing discoveries is the interceding job of illustrative natural alertness. The review demonstrates that GHRM rehearses have accessible impacts on hierarchical natural execution as per the immediate and aberrant commitment through the worker natural mindfulness advancement. The conversing impact demonstrates the need of instruction and preparing drives to cultivate a culture of natural obligation. By providing workers with the data and activity center they need to appreciate and support eco-accommodating objectives, associations can effectively satisfy the divide among strategy usage and significant outcomes.

GHRM rehearses likewise profoundly impacts worker work fulfillment. The re-involvement investigation confirms that the immediate prevalence of these practices under occupation gave 28% of the batsman change made sense of by which they perform. The same means this finding indicates that harmless to the ecosystem HR

rehearses isn't just adding to supportability, it is establishing a positive and appealing workplace. Work satisfaction, accordingly, is com(ets) related to better (of) representative inclusion, control and persuaded labor force (more persuaded about doing the work), which are all basic to driving an association to progress in a serious market.

The study has one more critical part of the connection examination: the connection between GHRM practices and commitment of representative. An average strength moderate of the beards narrows of mediated is that the occurrence of green drives cultivates significant levels of representative inclusion and responsibility. The recruited representatives are required to be devoted, proactive and in agreement with the association's qualities, which is basic to accomplish the long haul manageability objectives. Accordingly, this exploration illustrates how GHRM practices can function as an impetus engaged towards structural HRM practice in turning out a dedicated and reason driven labor force.

Likely an essential factor impacting execution, inspiration is likewise affected by GHRM rehearses. The ANOVA test reveals a significant difference in inspiration levels between worker holds with these deeds and those without, strengthens the outcome that green centered workers are more inspired. This works in nature and outward favorable circumstances agents get from being in a condition where they have to take the guideline for practical benefits. Forced specialists will with no doubt bolster green missions, in this way encouraging the organization's duty to natural stewardship.

Despite the above-mentioned positive findings, the concentrate likewise recognizes difficulties in the methodical advancement of GHRM rehearses. Most banks require exhaustive green selection procedures, which are important for landing up-and-comers whose standards harmonize with maintainability targets. In all actuality, green instruction and preparation programs are frequently in their initial stages, with laborers not decent to advance ecological targets. This lack of green focused KPIs incorporated into execution the executives frameworks extra subverts the capacity to incorporate maintainability into everyday exercises. Filling these holes requires a seismic move in HR systems, moving supervision as a center authoritative esteem.

The consequences of this exploration reach out a long way from confidential banks in Kerala The findings provide a framework for diverse fields that are planning to implement GHRM practices. Green work systems can help leverage a scope of capital, which today incorporates natural capital, and draws fromgreen methodologies to acquire better natural execution and worker results in regions such as enlistment, preparing, execution of the board and prize frameworks across enterprises. Additionally, modifying these procedures to align with global supportability frameworks like the Achievable Development Objectives (ADOs) might reinforce hierarchy legitimacy and sincerity.

In conclusion, GHRM practices represent a fundamental way to sustainability as a means of relying organizational and employee outcomes. These practices, in addition to natural execution, representative fulfillment, commitment and inspiration, for private banks in Kerala. By addressing the challenges of implementation and making use of the opportunistic opportunities offered by GHRM, banks can become leaders in sustainable policies and management. This scrutiny illustrates the remarkable prospects of GHRM and sets the stage for future research to explore its broader applications and long term impacts. GHRM, focusing on the sustainable management of human resources, has been one of the most interesting approaches in recent years. It is a phrase which generally means methods used within a company to promote environmentally friendly products and responsible use of resources. The findings of the study demonstrate that GHRM practices as imitate with green selection, training, and performance management has great promise to enhance the outcomes on behalf of individual workers and the organization as a whole.

One of the most important conclusions is that employee commitment and GHRM practices are positively correla ted. As a rule, green workers who are environmentally conscious and involved in eco-friendly initiatives feel more satisfied with their work and more engaged in their workplace. This connection suggests that companies that employ green practices are more likely to succeed.Practices in human resource management not only enhance their environmental performance, but they also foster a workforce that is more dedicated and content with their jobs.

It also applies various statistical methods like regression and ANOVA to demonstrate that financial organisations who deploy GHRM practices surpass such organisations that have not adopted.

The impact of GHRM practices on the environment and financial performance. The outcomes demonstrate that it is advantageous to integrate ecofriendly concepts into human resource management concepts. This is as it helps in promoting sustainability culture and can be beneficial to the organisation and the employees.

In conclusion, the study findings highlight The study's conclusions emphasize how important it is to employ sustainable HRM practices in Kerala's private banks. If organisations align their human resource strategy and environmental objectives, they can further increase their efforts to be environmentally sustainable and increase

the motivation and commitment of their employees. This dual advantage of GHRM emphasizes its prominent role in facilitating the growth of organisation as well as improving the sustainabilityand conservation of the environment.

Conclusion

This research provides an empirical overview of GHRM practices' considerable effect on a broad spectrum of organizational and employee-based outcomes in Kerala private banks. Charting out the path analysis, our mediating results implicate a fuller element that employee environmental awareness significantly embed intermediate to predict GHRM practices and organizational environmental performance values, thereby stressing upon necessitating conduct of employees towards mitigating effect. The regression analysis shows that GH2 significantly contributes to providing job satisfaction to the employees which means more satisfied workforce is when environmentally friendly H.R. practices are used. The correlation analysis statistically supported asignificant avorable correlation between employees and GHRM methods and employee engagement, indicating that these actions enhance an increased level of employee involvement or commitment. The ANOVA analysis conducted as part of the employee motivation level also reported a significant difference between the banks that have implemented GHRM practices and those that had not, further indicating how these practices help motivate employees. The overall Study contributes robust evidence on the adoption of GHRM in private banks in Kerala to boost environmental performance, employee job satisfaction level and human engagement & motivation. These results further enhance a strategic view of GHRM in enhancing sustainable business practices, underpinning the importance for banks to integrate green initiatives as part of their HR strategies for long-term sustainability and success.

Scope for Further Research

Future research could expand on this study by exploring:

1. **Comparative Studies Across Industries**: Examining GHRM practices across different sectors to identify industry-specific challenges and best practices.
2. **Longitudinal Studies:** Performing longitudinal studies to evaluate the sustained effects of GHRM techniques on environmental and organizational performance.
3. **Behavioral Analysis**: Investigating the role of individual employee attitudes and cultural factors that might impact the use of GHRM methods.
4. **Extended Geographical Scope**: Expanding the research to include public sector banks and banks from other regions to generalize findings across India or internationally

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