Greening the Workforce: The Role of HRM in Fostering Environmental Citizenship in Nepali Commercial Banks

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Abstract

Purpose – This study examines the impact of Green Human Resource Management (GHRM) practices on Organizational Citizenship Behavior for the Environment (OCBE) in Nepali commercial banks.

Design/methodology/approach – A quantitative research approach was employed using structured questionnaires to collect data from employees of Nepali commercial banks. Correlation and regression analyses were conducted to assess the relationships between GHRM components and OCBE.

Findings – The results reveal significant positive correlations (ranging from 0.567 to 0.598) between GHRM practices (Green Recruitment & Selection, Green Training & Development, and Green Performance Appraisal) and OCBE. Regression analysis confirms the significant influence of these practices, except for Green Compensation & Reward, which did not show a statistically significant impact.

Conclusion – The study concludes that GHRM practices, particularly recruitment, training, and performance appraisal, play a crucial role in fostering employees' voluntary environmental behaviors in Nepali banks. However, compensation and rewards do not significantly influence OCBE, suggesting a need for revised incentive structures.

Implications – The findings highlight the importance of integrating GHRM into HR policies to promote sustainability. Banks should focus on eco-friendly hiring, training, and appraisal systems while reassessing compensation strategies to better align with environmental goals.

Originality/value – This study contributes to the limited literature on GHRM and OCBE in Nepal's banking sector, offering empirical insights into which HR practices effectively drive environmental citizenship. It provides practical recommendations for policymakers and HR managers aiming to enhance corporate sustainability.

Keywords – Green human resource management, Green recruitment, Organizational citizenship behavior for the environment, Nepali commercial banks, Sustainability

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How to cite this paper:

Chaudhary, M. K., Neupane, K., G.C., S., & Khadka, S. (2025). Greening the workforce: The role of HRM in fostering environmental citizenship in Nepali commercial banks. *Journal of Emerging Management Studies, 3*(2), 1-15. https://doi.org/10.3126/jems.v3i2.85991

1. Introduction

The 21st century has seen a growing worldwide emphasis on environmental sustainability, shaping political agendas, public debates, and corporate approaches (Victor, 2006). Due to demands from markets, consumers, and regulations, companies are increasingly merging environmental management with HR strategies, leading to the emergence of Green Human Resource Management (GHRM) (Parida et al., 2023; Masri & Jaaron, 2017). GHRM connects business objectives with sustainable methods, highlighting how essential employees are in advancing eco-conscious initiatives. The effectiveness of these measures depends on workers' willingness to participate in Organizational Citizenship Behavior for the Environment (OCBE), which promotes a workplace culture dedicated to environmental stewardship and enhances sustainability efforts (Priyankara et al., 2018).

Green Human Resource Management (GHRM) incorporates eco-friendly principles into HR processes, cultivating a workplace committed to sustainability and supporting long-term organizational resilience. By harmonizing employee values with corporate objectives, GHRM strengthens engagement, appeals to environmentally aware stakeholders, lowers operational expenses, and creates a strategic edge. Initiatives such as eco-conscious hiring, sustainability-focused training, and incentive programs encourage Organizational Citizenship Behavior for the Environment (OCBE), advancing green practices and boosting ecological efficiency. Through GHRM, companies establish themselves as pioneers in sustainability, providing a strategic framework for thriving in an increasingly eco-aware market (Dubey et al., 2018; Dumont et al., 2017; Renwick et al., 2016).

Organizational Citizenship Behavior for the Environment (OCBE) refers to discretionary employee efforts such as promoting green initiatives or assisting colleagues in eco-friendly practices that go beyond job requirements to advance environmental sustainability (Boiral & Paillé, 2012). When employees' values align with their organization's ecological objectives, it deepens their commitment, instills a sense of purpose, and amplifies sustainability outcomes (Daily & Huang, 2001). By developing environmental awareness and nurturing a culture of sustainability, organizations can motivate staff to adopt proactive, eco-conscious actions that benefit both the planet and business performance. Embedding OCBE into corporate practices has the potential to reshape organizational culture, driving meaningful and enduring change (Boiral & Paillé, 2012; Massoud et al., 2011).

The banking sector in Nepal plays a vital role not only in economic growth but also in shaping effective human resource and organizational behavior practices. As one of the country's most structured and competitive industries, it emphasizes talent management, employee motivation, and ethical leadership to ensure service quality and customer trust. From an HR perspective, banks drive professional development, performance-based culture, and employee retention through continuous training and fair appraisal systems. Further, teamwork, communication, and organizational culture significantly influence productivity and innovation. Research findings highlight that supervisors should avoid abusive behaviors, and banking institutions must ensure a workplace free from bullying and harassment to foster psychological safety and protect employee well-being (Pokhrel et al., 2022). In addition to that strong Green HRM practices in the banking sector promote employee satisfaction and organizational performance by integrating environmental responsibility into HR policies, thereby contributing to sustainable growth and long-term sectoral stability. From the green human resources practice perspective, green financial products in this study is important because they show how banks turn their eco-friendly HR practices into real actions (Pokhrel et al., 2024). When employees are motivated to support green initiatives, they help promote these products and build an environmentally responsible culture, which supports the bank's overall sustainability goals. HR policies usually

undermine the value of culture and workplace spirituality, which helps to encourage employees to show greater devotion to their work and induce a progressive change in workplace behaviors to promote OCB (Maharjan et al., 2024), and thus, promote green HR practices. In this regard, Green HRM can play a crucial role by integrating environmental values into workplace culture, encouraging employees to engage in sustainable behaviors that benefit both the organization and the environment.

On the other hand, employee engagement plays a crucial role in the successful implementation of Green HRM practices, as motivated and committed employees are more likely to adopt and support environmentally responsible behaviors at work. Engaged people tend to give a higher level of effort when they feel that they benefit in some form such as flexible work arrangements (Shilpakar et al., 2024), which not only contribute to achieving sustainability goals but also help build a green organizational culture that drives long-term environmental and business performance. As environmental sustainability becomes increasingly crucial, Green Human Resource Management (GHRM) has developed as a key strategy to integrate ecological objectives with HR functions, encouraging environmentally responsible employee conduct (Singh et al., 2020). Although GHRM has gained international recognition, its implementation in Nepal's banking industry especially concerning Organizational Citizenship Behavior for the Environment (OCBE) remains largely unexamined. Previous studies in Nepal have primarily investigated GHRM's effects in manufacturing, education, and IT fields, creating a significant research void regarding its role in shaping OCBE within financial institutions (Kandel et al., 2024; Chaudhary et al., 2023). Research indicates that GHRM initiatives such as eco-conscious training and incentive programs may strengthen OCBE by instilling sustainability values in workplace culture (Muisyo & Qin, 2021). However, the specific processes through which this connection operates in Nepali banks remain uncertain. This study intends to fill this research gap by analyzing how GHRM affects OCBE in Nepal's banking sector, with particular attention to how leadership and organizational culture facilitate eco-friendly behaviors. By exploring this relationship, the research aims to contribute to both ecological preservation and business performance, underscoring the importance of sustainable corporate cultures in Nepal's banking industry.

2. Literature Review and Hypothesis Development

Theoretical Foundation

The Ability-Motivation-Opportunity (AMO) Theory offers a comprehensive model for understanding employee performance by examining three critical dimensions: skills (Ability), drive (Motivation), and organizational support (Opportunity). This framework proves particularly insightful when analyzing how Green Human Resource Management (GHRM) initiatives foster Organizational Citizenship Behavior for the Environment (OCBE) - voluntary, eco-conscious actions that extend beyond job requirements. Through the AMO lens, GHRM practices systematically develop employees' environmental capabilities via sustainability training (Ability), stimulate engagement through ecological performance incentives (Motivation), and create enabling conditions via green workplace policies and cultural norms (Opportunity) (Paillé et al., 2014). Specifically, environmental education programs build the necessary competencies for sustainable practices, recognition systems reinforce eco-friendly behaviors, while supportive organizational structures provide platforms for implementing green initiatives. This tripartite approach demonstrates how strategic HR interventions can holistically promote environmental stewardship throughout an organization.

The foundational Social Identity Theory (Tajfel & Turner, 2004) posits that individuals construct their self-concept through group affiliations, including organizational membership. This theoretical framework helps explain employee responses to Green Human Resource Management (GHRM) initiatives. When companies implement sustainability-oriented practices, such as eco-conscious hiring, environmental training programs, and green performance evaluation systems, they communicate their ecological values to employees. Research indicates that workers who internalize these environmental values demonstrate greater participation in Organizational Citizenship Behavior for the Environment (OCBE) as they seek to align their actions with the organization's ecological identity (Kim et al., 2019). Furthermore, employees who view their employer as genuinely committed to sustainability are more inclined to voluntarily adopt pro-environmental behaviors, as these actions both preserve their positive self-perception and strengthen their organizational identification.

Green Recruitment and Selection

Environmentally conscious hiring, known as Green Recruitment and Selection, represents a strategic approach to talent acquisition that prioritizes ecological responsibility and sustainable business practices. As identified by Renwick et al. (2016), this methodology forms an integral component of Green Human Resource Management (GHRM), serving to harmonize staffing processes with organizational sustainability goals. Sustainable recruitment initiatives focus on minimizing ecological footprints throughout the hiring process by implementing measures such as virtual interviewing platforms to reduce carbon emissions from travel, transitioning to fully digital application systems to eliminate paper waste, and actively seeking applicants whose personal environmental ethics align with the company's green mission.

Green Training and Development

Green Training and Development encompasses organizational efforts to build workforce competencies in environmental stewardship through targeted education and skill-building. These sustainability-focused learning programs play a critical role in developing employees' ecological awareness and fostering positive environmental attitudes (Anwar et al., 2020; Teixeira et al., 2016). Such initiatives typically include instructional activities designed to highlight the importance of conservation, demonstrate efficient resource utilization techniques, and promote sustainable work behaviors that reduce ecological footprints (Anwar et al., 2020; Sobaih et al., 2020).

Green Reward and Compensation

Sustainable Performance Incentives represent a strategic alignment of organizational reward structures with ecological goals, creating direct linkages between employee compensation and environmental contributions. By incorporating sustainability metrics into performance assessments and benefit programs, companies effectively motivate workforce engagement in eco-conscious practices (Boiral et al., 2014). Contemporary organizations implement diverse motivational mechanisms including performance-based financial incentives, career advancement tied to sustainability achievements, flexible work arrangements to minimize commuting impacts, bicycle-sharing programs, and recognition systems featuring additional leave, sustainable gifts, and public commendation for environmental stewardship (Anwar et al., 2020; Malik et al., 2021; Masri & Jaaron, 2017). This comprehensive approach transforms compensation systems into powerful tools for cultivating organizational environmental citizenship while driving measurable ecological improvements.

Green Performance Appraisal

Sustainable Performance Evaluation represents a key component of Green Human Resource Management (GHRM) that assesses employee contributions toward ecological objectives (Daily & Huang, 2001). This appraisal system, referred to as Green Performance Appraisal (GPA), specifically measures how effectively staff members implement and support environmentally responsible practices within their roles (Sobaih et al., 2020). The process entails establishing measurable sustainability targets, explicitly defining environmental responsibilities (Anwar et al., 2020), and incorporating ecological conduct as a fundamental performance metric to monitor achievement of these organizational green initiatives (Masri & Jaaron, 2017).

Organizational Citizenship Behavior for the Environment (OCBE)

Organizational Citizenship Behavior for the Environment (OCBE) encompasses voluntary, extra-role actions through which employees support ecological sustainability without formal obligation. These proactive behaviors extend beyond mandatory compliance and may include initiatives like resource conservation, waste minimization, sustainable material reuse, and peer influence toward environmental responsibility (Boiral & Paille, 2012). As Tuan (2019) observed, such discretionary environmental engagement can significantly improve workforce ecological performance. Ramus and Killmer (2007) further characterize this phenomenon as employees willingly undertaking uncompensated efforts that benefit both organizational objectives and broader environmental protection goals, demonstrating personal commitment to corporate ecological stewardship.

Relationship between Variables

Green Recruitment and Selection and OCBE

Environmentally-conscious recruitment and selection (GRS) serves as a strategic mechanism to align workforce values with organizational sustainability goals, thereby strengthening employee dedication to ecological initiatives and promoting participation in Organizational Citizenship Behavior for the Environment (OCBE) (Paillé et al., 2014). Research indicates that candidates selected through sustainable hiring practices demonstrate greater environmental consciousness and willingness to engage in voluntary conservation efforts (Kim et al., 2019). This approach fosters an organizational culture of environmental responsibility, motivating employees to extend beyond their formal duties to support sustainability objectives (Massoud et al., 2011). When organizations prioritize ecological values during hiring, they attract intrinsically motivated individuals who perceive their contributions as meaningful to broader environmental missions (Ramus & Killmer, 2007). Consequently, this study proposes the following hypothesis:

Hypothesis (H1): Green Recruitment and Selection has a positive relation with OCBE.

Green Training and Development and OCBE

Environmentally-focused training and development (GTD) provides employees with critical competencies to identify and implement ecological solutions, facilitating their participation in voluntary sustainability initiatives like resource optimization and energy efficiency (Paillé et al., 2014). Such educational interventions transform employee perspectives on environmental responsibility, inspiring discretionary conservation behaviors (Kim et al., 2019). When organizations prioritize sustainability education, they signal institutional commitment to ecological values, cultivating a workplace culture where staff members feel empowered to actively support environmental objectives beyond their job descriptions (Daily et al., 2009). Based on these findings, the study proposes the following hypothesis:

Hypothesis (H2): Green Training and Development has a positive relation with OCBE.

Green Reward and Compensation and OCBE

Ecologically-oriented reward mechanisms motivate workforce participation in sustainability practices, including resource efficiency and waste minimization, through both financial incentives and non-monetary recognition (Kim et al., 2019). These compensation strategies create synergy between individual aspirations and corporate environmental goals, promoting discretionary eco-conscious behaviors (Paillé et al., 2014). When organizations formally acknowledge environmental contributions through their reward systems, they cultivate an organizational culture where employees take personal initiative in sustainability efforts (Ramus & Killmer, 2007). The positive reinforcement provided by such recognition enhances employee morale and organizational commitment, leading to increased participation in environmental initiatives that extend beyond formal job requirements (Daily et al., 2009). Based on this theoretical foundation, the study proposes the following hypothesis:

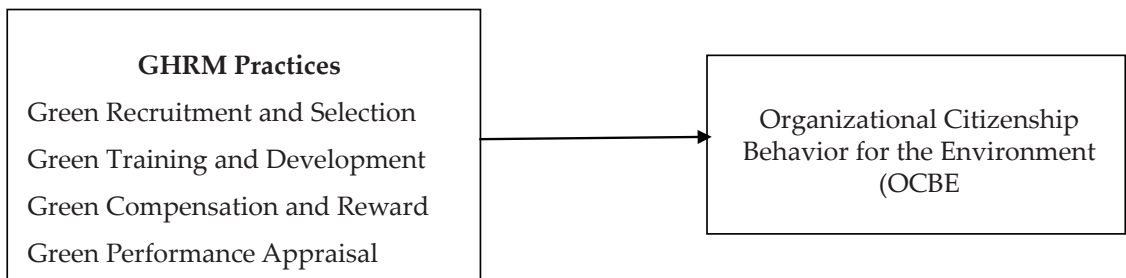*Hypothesis (H3): Green Reward and Compensation has a positive relation with OCBE.*

Green Performance Appraisal and OCBE

Environmentally integrated performance assessment systems incorporate ecological sustainability metrics into regular employee evaluations, thereby encouraging workplace behaviors that advance environmental objectives, including voluntary Organizational Citizenship Behavior for the Environment (OCBE) (Paillé et al., 2014). When organizational performance metrics explicitly account for environmental responsibility, employees demonstrate increased initiative in participating in sustainability programs (Kim et al., 2019). This evaluation approach reinforces sustainability as a fundamental organizational value, inspiring staff members to extend beyond their formal job descriptions to contribute to environmental protection efforts (Daily et al., 2009). The current study proposes the following research hypothesis:

Hypothesis (H4): Green Performance Appraisal has a positive relation with OCBE.

Figure 1

Theoretical Framework

GHRM Practices

Green Recruitment and Selection

Green Training and Development

Green Compensation and Reward

Green Performance Appraisal

Organizational Citizenship Behavior for the Environment (OCBE

Source: Sharmin et al. (2022)

3. Research Method

Research Design

This investigation employed a quantitative approach to systematically analyze the hypothesized relationships within the theoretical model, ensuring empirical verification through statistical methods to enhance the generalizability of results across diverse settings. The research incorporated a dual methodological framework: a correlational design to examine the strength and direction of associations between key variables, complemented by a causal-comparative approach to explore potential cause-effect relationships among the studied constructs. This combined analytical strategy enabled comprehensive examination of both the structural relationships and underlying dynamics within the research model.

Population and Sample

This research concentrates on Nepal's commercial banking sector, specifically examining the five highest-profit institutions as reported by Nepal Rastra Bank for fiscal year 2080/81 (2024/25): Nabil Bank, Global IME Bank, NIMB Bank, Everest Bank, and NMB Bank. The study population comprised banking professionals at three hierarchical levels: Assistant, Officer, and Senior Officer. During a one-month fieldwork period, researchers visited six branches of each selected bank, administering structured questionnaires to 259 eligible participants. The data collection yielded 254 responses, of which 247 were fully completed and deemed appropriate for subsequent statistical analysis.

Instruments and Measurement

The study employed a standardized survey instrument using a five-point Likert scale to measure all research variables. Data collection was conducted through dual channels: electronic surveys (Google Forms) and physical distribution at bank branches. Measurement scales for the independent variables - sustainable hiring practices, environmental training programs, eco-conscious reward systems, and green performance evaluation - were adapted from established works by Marsi et al. (2016), Malik et al. (2021), Anwar et al. (2020), and Kim et al. (2019). For the dependent variable measuring Organizational Citizenship Behavior for the Environment (OCBE), the study incorporated validated scales from Sharmin et al. (2017) and Dubey et al. (2018) to ensure measurement reliability.

Data Analysis

The research employed SPSS version 26 for comprehensive data processing and statistical analysis of survey responses. The initial examination involved descriptive statistical measures - including central tendency (mean), dispersion (standard deviation), and frequency distributions - to characterize the dataset, with results presented through tabular and graphical formats. The analytical framework incorporated: an assessment of data distribution patterns and central tendencies, hypothesis testing procedures, bivariate correlation analysis using Pearson's coefficient to examine variable relationships, and stepwise regression modeling to determine the relative influence of each predictor variable on the outcome measure. This multi-stage analytical strategy systematically addressed all research objectives.

4. Findings

Table 1

Respondents' Profile

Respondent's Profile	Specification	Frequency	Percentage
Gender	Male	154	154
	Female	93	93
	Others	0	0
Age	18-30 Years	72	29
	31-40 years	124	50
	41-50 years	36	15
	51 years & above	15	6
Education	+2	14	6
	Bachelor's Degree	105	42
	Master's Degree	118	48
	Above Master's	10	4
Level (Designation)	Assistant	105	42
	Junior Officer	98	40
	Senior Officer	44	18
Work Experience	1-3 years	52	21
	4-6 years	75	31
	7-10 years	67	27
	More than 10 years	53	21

As illustrated in Table 1, the sample composition shows a gender distribution predominantly male (62%), with female representation at 38%. Age distribution follows a normal curve, with the largest cohort (50%) falling within the 31 to 40-year range, followed by younger (18-30 years: 29%) and older (41-50 years: 15%; 51+ years: 6%) participants. Educational attainment reveals that nearly half (48%) possess Master's degrees, while 42% hold Bachelor's degrees, with smaller proportions having either higher secondary (6%) or postgraduate qualifications (4%). Regarding professional roles, Assistants constitute 42% of respondents, Junior Officers 40%, and Senior Officers 18%. Work experience demonstrates a balanced distribution across career stages: entry-level (1-3 years: 21%), mid-career (4-6 years: 31%; 7-10 years: 27%), and experienced professionals (10+ years: 21%).

Table 2

Reliability Analysis and Descriptive Statistics

Variables	No. of Items	Cronbach Alpha	Mean	Standard Deviation
Green Recruitment & Selection (GRS)	5	0.792	3.69	0.96
Green Training & Development (GTD)	5	0.715	3.59	0.97
Green Reward & Compensation (GRC)	5	0.736	3.57	1.006
Green Performance Appraisal (GPA)	5	0.793	3.90	0.86
Organizational Citizenship Behavior for the Environment (OCBE)	5	0.857	3.79	0.95

The psychometric properties and distribution characteristics of the five study variables are presented in Table 2. All constructs - Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Reward and Compensation (GRC), Green Performance Appraisal (GPA), and Organizational Citizenship Behavior for the Environment (OCBE) - demonstrated satisfactory to excellent reliability, with Cronbach's alpha values exceeding the 0.7 threshold across all five-item measures. Notably, OCBE exhibited the strongest internal consistency (α = 0.857), while mean scores revealed particularly favorable perceptions of GPA (M = 3.90) compared to relatively lower endorsement of GRC (M = 3.57). Response variability ranged from minimal dispersion in GPA (SD = 0.86) to greater variation in GRC responses (SD = 1.006). These results establish the measurement robustness of all variables while indicating generally positive employee perceptions of both green HRM implementations and environmental citizenship behaviors. The findings underscore the strategic value of incorporating ecological considerations into HR systems, providing organizations with empirical evidence to guide the development of targeted sustainability programs that can simultaneously enhance both environmental stewardship and workforce engagement.

Table 3

Correlation between Independent variables and Dependent variables

Variables	N	OCBE
Green Recruitment & Selection (GRS)	247	0.567
Green Training & Development (GTD)	247	0.586
Green Performance Appraisal (GPA)	247	0.598
Green Reward & Compensation (GRC)	247	0.577

*Note: **. Correlation is significant at the 0.05 level (2-tailed).*

The correlation analysis demonstrates statistically significant positive associations ($p < 0.01$) between all measured Green HRM dimensions - sustainable hiring (GRS), ecological training (GTD), environmental performance evaluation (GPA), and green incentive systems (GRC) - and employee' voluntary environmental behaviors (OCBE). The strength of these relationships

ranges from moderate to substantial, revealing a consistent pattern where more comprehensive implementation of ecological HR practices correlates with heightened workforce engagement in sustainability-oriented organizational citizenship. These robust statistical linkages confirm the synergistic relationship between institutional environmental management systems and individual pro-environmental actions, highlighting how strategic HR interventions can effectively promote ecological stewardship among employees.

Table 4

Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.166	0.264		4.422	0.000
GRS	0.288	0.070	0.282	4.102	0.000
GTD	0.175	0.080	0.154	2.192	0.029
GPA	0.437	0.101	0.363	4.340	0.000
GRC	0.132	0.075	0.131	1.759	0.080

The regression model evaluated the collective influence of four Green HRM dimensions on employees' ecological organizational citizenship (OCBE). Results demonstrated three significant predictors: sustainable recruitment (GRS: $\beta = 0.288$, $p < 0.001$), environmental training (GTD: $\beta = 0.175$, $p < 0.001$), and green performance evaluation (GPA: $\beta = 0.437$, $p < 0.001$), with GPA emerging as the strongest determinant. While green reward systems (GRC: $\beta = 0.132$) showed a positive directional relationship, the effect was statistically non-significant ($p = 0.80$). These findings position strategic hiring, competency development, and sustainability-focused performance management as critical organizational levers for cultivating workforce environmental engagement, while suggesting potential limitations in incentive-based approaches alone.

Table 5

Hypothesis Testing

Hypothesis	Accepted/Rejected
H1: Green Recruitment and Selection has a positive relation with OCBE.	Accepted
H2: Green Training and Development has a positive relation with OCBE.	Accepted
H3: Green Reward and Compensation has a positive relation with OCBE.	Accepted
H4: Green Performance Appraisal has a positive relation with OCBE.	Accepted

5. Discussion

This study confirms a significant positive relationship between Green Human Resource Management (GHRM) practices and employees' voluntary environmental behaviors (OCBE) in Nepal's banking sector. The results demonstrate that banking professionals recognize GHRM as a crucial mechanism for fostering workplace sustainability, with findings aligning with previous research by Pham and Truong (2025), Anwar et al. (2020), and others who established this connection across various contexts.

Three GHRM components emerge as particularly influential: Green Recruitment and Selection (GRS) shows strong predictive power for OCBE, supported by Anwar et al. (2020) and Nawangsari and Sutawidjaya (2019); Green Training and Development (GTD) demonstrates robust effectiveness, consistent with Dumont et al. (2017) and Pradhan and Shrestha (2022); while Green Performance Appraisal (GPA) proves most impactful, corroborating Pham and Truong (2025) and Pinzone et al. (2016). However, Green Reward and Compensation (GRC) shows limited influence in this context, creating an interesting contrast with some international studies (Janadari, 2021) that reported stronger effects.

These findings collectively highlight that strategic implementation of GHRM, particularly through selective hiring, continuous environmental education, and sustainability-focused performance management can effectively cultivate workforce environmental engagement in developing economy contexts. The results provide empirical support for adapting global sustainability practices to local organizational settings while underscoring the need for context-specific approaches to maximize their effectiveness in promoting environmental citizenship behaviors.

6. Conclusions

This study examined the connection between Green Human Resource Management (GHRM) initiatives and employees' voluntary environmental behaviors (OCBE) within Nepal's banking sector. The analysis revealed that sustainable hiring practices, ecological training programs, and environmental performance evaluation systems collectively contribute to developing workforce environmental consciousness. While current GHRM implementation levels remain moderate, the research established their statistically significant positive association with OCBE. Notably, sustainability-focused performance assessments emerged as the most influential factor, whereas eco-conscious reward systems showed limited effectiveness.

As environmental awareness grows, Nepali financial institutions are progressively incorporating human capital considerations into their sustainability frameworks. This research addresses an important literature gap by positioning GHRM as a comprehensive strategy for developing employee environmental competencies, fostering ecological motivation, and enabling sustainable workplace behaviors. The findings validate GHRM's crucial role in cultivating organizational environmental citizenship, offering valuable insights for banks seeking to align their human resource strategies with long-term sustainability objectives. The study ultimately demonstrates how strategic HR interventions can simultaneously enhance both environmental performance and organizational sustainability in emerging economic contexts.

7. Implications

This research explores how environmentally focused human resource strategies influence voluntary ecological behaviors (OCBE) among banking professionals in Nepal. By analyzing

sustainable recruitment, development programs, and performance evaluation systems, the study demonstrates how strategic HR interventions can motivate employees to adopt eco-conscious workplace practices beyond their formal responsibilities. The results provide financial institutions with practical guidance for optimizing their sustainability-oriented HR policies to simultaneously improve environmental performance, strengthen brand reputation, and boost workforce commitment.

For regulatory bodies, the findings underscore the strategic value for implementing comprehensive green HR frameworks to achieve enduring ecological and economic benefits within Nepal's financial services industry. The study makes significant theoretical contributions by examining the GHRM-OCBE relationship in a previously understudied developing economy context, revealing how HR systems can effectively institutionalize environmental values. These insights present a compelling case for Nepal's banking industry to fully embrace sustainable HR methodologies, cultivating organizational cultures that prioritize ecological responsibility while establishing sector-wide leadership in corporate sustainability initiatives.

8. Limitations and Direction for Future Research

Several methodological constraints should be acknowledged when interpreting this study's findings. First, the exclusive dependence on self-reported survey responses introduces potential biases inherent to this data collection approach. The restricted sample size, while adequate for preliminary analysis, may limit the generalizability of results to the wider banking sector population. The analytical framework incorporated only four core GHRM dimensions, potentially overlooking other influential factors affecting OCBE. Geographically, the concentration of data collection took place the institutions within the Kathmandu Valley of Nepal, which may not fully represent regional variations in organizational practices and employee perspectives across Nepal.

Methodologically, the research employed basic statistical techniques (descriptive and regression analyses) without utilizing more robust analytical tools like Structural Equation Modeling (SEM) or factor analysis that could provide deeper insights into variable relationships. The sole reliance on primary data sources also presents constraints in contextualizing findings within broader industry trends. These limitations suggest the need for: expanded geographical sampling, incorporation of mixed-methods approaches, inclusion of additional analytical techniques, and integration of secondary data sources in future studies to enhance the validity and applicability of findings across diverse organizational contexts.

Conflict of Interest

Authors declare no conflict of interest while preparing this article.

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