

“GHRM Practices”, Job Satisfaction and Organizational Sustainability in Indian Private Banks: A Secondary Study

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Abstract

The present study investigates the strategic interface of Green Human Resource Management (GHRM), employee job satisfaction and organizational sustainability in the Indian private banking sector. The paper adopts a secondary data approach, leveraging corporate sustainability reports, academic journals, and banking sector analysis to assess the impact of digital onboarding, green training, and eco-centric performance evaluations on workforce morale and triple-bottom-line performance.

The findings suggest that formal GHRM practices significantly improve employee job satisfaction by providing a purpose-driven work environment, which directly serves as a driver for economic and environmental sustainability in the long run. However, there still exists a big structural gap to standardize green reward frameworks with branch networks. The secondary research investigates the relationships between Green Human Resource Management (GHRM) Practices, employee job satisfaction and organizational sustainability. In the private sector banks of India. The study is based on existing literature, sustainability reports of major banks (HDFC, ICICI, Axis, Kotak) and validated scales (Tang et al., 2018; Shah, 2019). The findings suggest that GHRM practices, especially green training, performance appraisal and rewards have a positive effect on job satisfaction. Job satisfaction is found to support organizational sustainability goals such as reduced carbon footprint, resource efficiency and ESG performance. The analysis shows greater adoption in private banks but also reveals gaps in full integration. The discussion addresses implications for policy and practice. The banking sector is increasingly adopting sustainable business practices to reduce environmental footprints and increase organizational performance. Green Human resource management includes environmental impact along with improving organizational performance. The Indian banking sector is swiftly adopting sustainability into Human Resource Management. (GHRM) is a strategic strategy that incorporates environmental sustainability into human resource policies. GHRM combines environmental management with HR Practices to promote sustainable organizational growth. The growing importance of environmental sustainability has changed the role of Human Resource Management (HRM) in organizations. Green Human Resources management with HR practices to improve sustainable organizational sustainability in Indian Private banks. The banking sector especially private banks in India has increasingly adopted green initiatives to improve operational efficiency

Keywords: Green HRM, Job Satisfaction, Organizational Sustainability, Private Sector Banks, India, Secondary Research.

INTRODUCTION

Environmental sustainability is now a strategic priority in the banking industry. Regulatory pressures (RBI guidelines) and stakeholder expectations for ESG compliance are increasingly driving Indian private banks to adopt Green Human Resource Management (GHRM) practices. The global financial services industry is facing increasing pressure to move from passive corporate social responsibility to active responsibility for the environment. Private-sector banks are engines of institutional change in India's fast-growing economy. These institutions also need to green their internal operations, not just by financing sustainable projects through green bonds.

Green Human Resource Management (GHRM) is the alignment of human resource policies (recruitment, training, performance management and compensation) with overall corporate environmental aims. Indian private banks must move away from traditional HRM for employee engagement and corporate longevity. The secondary research investigates the impact of GHRM models on job satisfaction and organizational sustainability in premier Indian private banking organizations. GHRM adds environmental sustainability to the traditional HRM functions such as recruitment, training, performance management, rewards, and employee relations. It promotes eco-friendly behaviors, increases the sustainability of the organization (long-term viability through environmental, social and economic performance) and may increase job satisfaction of employees.

The secondary study compiles existing literature, empirical evidence from Indian and similar contexts (e.g. public banks, Bangladesh) and reports of private banks such as HDFC, ICICI and Axis. Its primary source material is peer-reviewed papers. Indian private banks are increasingly adopting sustainable business practices to lower their environmental footprint and enhance organizational performance.

GHRM means incorporating environmental management into human resource policies and practices. It encourages employees to participate in activities that are environmental friendly and improve the effectiveness of the organization. Research has shown that GHRM practices have a positive impact on employee attitudes, job satisfaction and sustainability of the organization.

Research Topic: Green HRM Practices, Job Satisfaction and Organizational Sustainability in Private Banks in India: A Secondary Study.

OBJECTIVES

1. To explore the relationship between GHRM practices and organizational sustainability with job satisfaction as a mediator.
2. To explore demographic and contextual factors from secondary sources.
3. To study green training & development, performance appraisal and other GHRM initiatives in private banks.
4. To evaluate the general effect from the current studies and reports.
5. To identify gaps in research and directions for future research,

RESEARCH QUESTIONS

1. What are the Major GHRM Practices in Indian Private Banks?
2. 1. What is the effect of GHRM practices on employees' job satisfaction?
3. What is the role of job satisfaction in the sustainability of the organization?
4. To explore the mediating role of job satisfaction on the relationship between GHRM practices and organizational sustainability.

5. To point out research gaps and offer directions for future research.

LITERATURE REVIEW

Author	Year/journal	Topic	Findings	Research Gap
Sheetal Saini	2025/ <i>South Asian Journal of Social Studies and Economics</i>	How Green HRM Practices Effect Organizational Citizenship Behaviour in the Indian Service Sector: The Mediating Role of Job Satisfaction.	Positive Effect of GHRM on Job Satisfaction	Secondary literature frequently treats the banking workforce as a uniform group, ignoring geographic infrastructure gaps,
Engin Ari 1,* , Osman M. Karatepe 1 , Hamed Rezapouraghdam 2 and Turgay Avci 1	: 12 July 2020; Accepted: 28 August 2020; Published: 31 August 2020	A Conceptual Model for Green Human Resource Management: Indicators, Differential Pathways, and Multiple Pro-Environmental Outcomes	(GHRM) practices do not automatically translate into eco-friendly behaviors.	Future research gaps identified include the need for empirical validation of the model,
A. Ahamed Wasim Musthaq1 and Dr. M. Jegadeeshwaran 2	June 2023	Influence of Green HRM Practices on Employees' Job Satisfaction in Select Scheduled Bank	Banks have understood the value of being green and implementing green initiatives in their daily operations, as this increases employee happiness.	literature confirms that eco-friendly policies generally improve workplace morale,
<u>Shaha Faisal</u>	26 TH January 2023	Green Human Resource Management—A Synthesis		
<u>Md Sayed Uddin Md. Atikur Rahaman</u>	14 th August 2023	Impact of green HRM practices on bank employee service behaviors	In response to the rising concern for environmental issues and corporate social	, Indian private banks' GHRM practices

			responsibility,	jointly influence job satisfaction and organizational sustainability	
B. Saeed, Bilal Afsar, Shakir Hafeez, Imran Khan, M. Tahir, M. A. Afridi	2018-10-19	Green HRM Practices, Job Satisfaction, and Organizational Sustainability in Indian Private Banks: A Secondary Study	GHRM dimensions positively affect employees' pro-environmental behavior	linking satisfaction and sustainability outcomes, systematic synthesis of existing scattered studies.	
Chandana1* , Nageswara Rao Irigaraju2 MRS Suryanarayana reddy3 , D. Swathi4	2024	Eco-Friendly HRM: Investigating Green and Sustainable Practices in Indian Enterprises.	low awareness and adoption, limited India-specific empirical evidence , weak integration with CSR and social sustainability,	The lack of promotion and incentives for government and corporate leaders continues to be the key impediment.	
Bayu Airlangga Putra Sekolah Tinggi Ilmu Ekonomi Indonesia	2 March 2024	Green Human Resource Management and Its Role in Driving Sustainable Organization.	GHRM also relates to the look after resources and participation of the workforce to control pollution	Major gaps remain in standardized measurement, social and financial sustainability outcomes, diverse longitudinal studies, and integration with wider	

				sustainability and digital strategies.
Ms. Princy Singh1*, Prof. Ashok Kumar Mishra2, Khushbu Kes	2024 January	<u>Association of Green Hrm Practices with Organizational Effectiveness in Banking Sector: A Case Study of Sbi</u>	The findings show that, in comparison to green reward and compensation in banks, green recruiting, selection, and training have been carried out to a far greater extent.	Prior literature relies heavily on quantitative surveys Future research can incorporate qualitative data through in-depth interviews .

M.I. Tanveer and M.Y. Yusliza and Fawehinmi, O. (2023), “Green HRM and hospitality industry: challenges and barriers in adopting environmentally friendly practices”, - The study identifies several difficulties and obstacles faced by the hospitality industry in adopting environmentally friendly practices, such as - lack of awareness and inclination, corporate social responsibility as an important aspect of organizations, the need for an environmentally protective approach from top to bottom and bottom to top, the issue of increased costs for the organization, and the development of a competitive team.

1. 2. Tabrizi, R.S., Karatepe, O.M., Rezapouraghdam, H., Rescalvo-Martin, E. and Enea, C.. (2023), "The research finds a link between GHRM and job embeddedness and their influence on employees' green behaviors. It finds that GHRM contributes to the enhancement of job embeddedness of the employee and employees who are high on JEM exhibit high levels of green prohibitive and promotive behaviors. JEM is the behavioral mechanism that links GHRM with positive outcomes of green work.
2. A.R.S. Ibn Ali, Md. Hasanur Rahman, A S M Ahsanul Haque, Shamsun Nahar (2023),” Exploring the antecedents of pro-environmental behavior of bank employees in an emerging market: A conceptual framework”- The pro-environmental actions of bank personnel are positively and strongly influenced by environmental commitment. Environmental awareness is recognized as a significant factor in employees' pro-environmental behavior within an organization. The implementation of green HRM is an essential element of employees' environmental behavior.
3. Mohammed Abdulrazzaq Alaghbari (2023) “Impact of GHRM Practices in Enhancing the Organizational Performance”- The study highlights that GHRM, and organizational performance positively correlated. The organization should implement green policies and set up initiatives to train staff to use green HRM policies that advance the sustainable cause. The beneficial effect of green HRM training and development on employee performance is remarkable but not very significant. Important connections exist between employee performance and green performance evaluation. Programs for employee development and training should address environmental and social issues.

4. Muisyo, P.K., Su, Q., Hashmi, H.B.A., Ho, T.H. and Julius, M.M. (2022), "The role of green HRM in driving hotels' green creativity", The study shows that with mediating role of enablers of green culture (ESG), GHRM practices dominate discrete as well as collaborative green creativity. Moreover, the associations between GHRM and both individual and group green innovation were moderated by servant leadership with environmental focus.
5. G. Srividya, Dr. G. Subashini, Prof. B. Vijayalakshmi (2022) "Green HRM Practices in the banking sector- An employee perspective"- The study highlights that with the implementation of green HRM, enhancement in efficiency, cut cost, reserve employees, improved work-life harmony, employee performance, improvement in production and other tangible benefits. As per the study findings, green human resource management practices have the potential to increase green awareness among the organizations' existing and new talented employee work forces. They will also encourage human resources to support green initiatives, green movements, and sustainable expansion and development in an effort to lessen environmental degradation programs. Green HRM can increase employee commitment, motivation, and readiness to contribute ideas and work toward making their workplaces more environmentally friendly. It also aids in lowering employee carbon footprints.
6. Anuradha Mukherji, Jyotsna Bhatnagar(2022) "Conceptualizing and theorizing green HRM: A narrative review" – The study reveals that different literatures show how green HR initiative affect long term competencies and magnify firm- specific social outcomes. The study also shows that different aspects of GHRM which in turn affect organization's environmental sustainability which demonstrate GHRM's expanding recognition as a key tool for organizations to show their dedication to being accountable stakeholders in the socio-economic system.
7. Chetan Sharma, Sumit Sakhuja, Shivinder Nijjer (2022) "Recent trends of green human resource management: Text mining and network analysis"- In this study, the author presented recent trends that may require more study through the use of latent semantic analysis. Some of the topics that researchers can work on are Practices for Organization and Environmental Sustainability, Global Strategies for GHRM, Behavior Management, Performance Factors, Ethical and Health Benefits and Eco-Innovation Responsibilities.
8. Shaha Faisal(2022) "Green Human Resource Management—A Synthesis"- The study highlights different aspects of Green HRM based on literature of previous published paper and articles which are green recruitment & selection, green training & development, green compensation management, green performance management and tries to convey some other additional factors which needs to be included while conducting studies related to green HRM are green employee empowerment & participation , green employee relation.
9. Malek Bakheet Elayan (2022) "Green HRM and Organizational Sustainability: The Mediating Effect of Employees' Attitudes during COVID-19 in the Jordanian Commercial Banking Sector"- The mediating effects of the CO role on the GHRM and OS relationships have been also assessed. The evidence-based components accentuated in this study emphasize the importance of constructing an evidence-based practice. They involve emphasizing the probability for future research direction based on the theoretical and practical importance.
10. Shaista Khan, Syed Muneer Ahmed Shah, Nazar Hussain (2022) "Measuring the Impact of Green HRM on Organizational performance"- The findings revealed that green HRM elements such as green hiring & selection, green compensating & rewarding employees and green employee engagement have a positive & significant impact on organizational performance. Green human

resource management practices enhance the environment performance of a firm, which is a major social challenge. NADRA will have a competitive advantage with high-green organizational culture and prudent human resources management.

11. Muliati Usmana and Norsiah Matb (2021) “Green HRM: Implication toward environmental performance in developing countries”- The study believes that it is very important to identify the key parts or components of green HRM practices so that they can enhance environmental performance. Studies on green HRM provide strong evidence of the important role that it plays in enhancing environmental performance. Green HRM can enhance environmental performance. This study contributes to the existing body of knowledge on the relationship between green HRM and environmental performance in developing countries by identifying the critical components or success factors of green HRM practices, such as green training, green performance and green reward.
12. Madani, Neda (2021) “Evaluation of the Effect of implementing GHRM on Sustainable Performance Regarding the Mediating Role of CSR in the Banking Industry” – The study showed that GHRM has positive relation with sustainable performance and corporate social responsibility. CSR acts as a mediator between the GHRM and sustainable performance in the organization.
13. Jalal A. Mohammada (2021) “The Relationship between GHRM and Bank Social Responsibility in Jordan: The Role of Organizational Performance”- The study highlights that organizational performance and social responsibility; organizational performance and GHRM; social responsibility and GHRM have positive correlation. The study also found that social responsibility and GHRM connect with each other where organizational performance becomes a medium between them. The study suggests that, in light of the findings, Jordanian banks should give GHRM practices a bit more thought because they may develop a good reputation, which may improve performance
14. 15. Bandaru Sirisha, KSG Chandravathi, Sneha Cintre, Shaik Abdul Mazed (2020) “Effectiveness of Green HR Practices on Organizational Performance in selected IT Companies - Indian Perspective”- The study conclude that training & development and recruitment have strong correlation with the organizational performance of IT sector and the least link between pay & awards and organizational performance. Green HRM practices positively affect the organizational performance of the IT sector.
15. Dr. Naglaa Fathy El Dessouky (2020) “Impact of Green HRM practices on organizational performance”- The study results show a positive relationship between Green HRM Practices and organizational achievement. The study also shows that the relationship between Green HRM practices and Organizational Performance is moderated by Employee awareness.
16. Friday Ogbu Edeh, Clarence Nkasirim Okwurume (2020) “Green human resource management and organizational sustainability of deposit money banks in Nigeria”- The study concluded that the organizational sustainability of deposit money banks in Nigeria is improved by green human resource management consciousness as measured by green recruitment, green training, and green human relations. To improve organizational sustainability, the report advises managers of deposit money institutions to incorporate a green human resource management culture into their strategic plans.
17. Monicah Wanjiku Kuria, Dr. Thomas Mose (2019) “Effect of green human resource management practices on organizational effectiveness of universities in Kenya”- The study concludes that “green HRM” practices have a positive relation with organizational effectiveness. The study also finds that organizations recruit employees based on their knowledge about green HRM practices and leave on their own to work but managers should coach their employees on specific circumstances and issues.

The study concluded that employee motivation is important because, according to the study's results, it has a stronger association than the other components.

18. Yusmani Mohd Yusoff, Mehran Nejati and Azadeh Shafaei, (2019) "Green human resource management A two-study investigation of antecedents and outcomes"- The study investigates the antecedents and outcomes of GHRM at the organizational level and the outcomes of GHRM at the individual level. The study finds that at organizational level, environmental culture and organization's environmental performance indirectly affect each other with mediating role of green HRM. At discrete level, "green HRM" and employees' job satisfaction are positively associated and being significant mediators in this relationship.
19. Pavitra Mishra (2017)-This study highlights organizations must utilize their full potential of GHRM to encourage pro-environmental behaviors, and senior management support and cross-departmental learning are essential to encourage green behaviors among employees.
20. Md. Ashadullah, Md. Miraj Hossen, Rashedul Islam (2018) "Green Human Resource Management Practices in Bangladesh: A Study on the Banking Sector"-The most important findings of this....

4. Methodology of Research

This research was a secondary study.

Data Sources

Secondary data were obtained from:

- peer-reviewed journals
- Scientific papers
- Official reports
- Publications of RBI
- Private banks' annual reports
- Books,
- Google Scholar
- Scopus indexed journals
- UGC CARE Journals
- Research Design
 - Exploratory
 - Quantitative
- Data Nature
 - Qualitatively
 - Secondaries

Frameworks of Resource Management (GHRM) in the Banking Industry

The Green Human Resource Management (GHRM) framework in banking integrates environmental sustainability into all HR functions in an effort to promote green banking and sustainable organizational performance. Whereas manufacturing firms are concerned with waste treatment and carbon emissions during production, service industries like banking focus on energy conservation, resource digitization, and building a green culture. The academic literature defines GHRM as a strategy that transforms standard employees into green employees by encouraging an eco-conscious corporate mindset.

1. Strategic GHRM Framework in Banking Sector

- Environmental Vision and Policy

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- HR Practices (Green)
 - Green Recruitment and Selection
 - Training & Development – Environment
 - Green Performance Management
 - Green Compensation and Rewards
 - Green Employee involvement

↓

- Employee Green Behavior
 - Conservation of energy
 - Fewer pages
 - Driving digital banking
 - Waste management

↓

- Organizational Outcomes
 - Sustainable Development
 - Enhanced bank reputation
 - Cost saving
 - Employee engagement
 - Sustainable competitive advantage

2. Redman and Maguire, Renwick (2013) GHRM Model

This is one of the most widely used GHRM framework.

Key Components

1. Green Recruitment and Selection
2. Green Learning & Development
3. Green Performance Management
4. Green Reward and Compensation
5. Employee Relations (Green)

Application for Banking

- Virtual interviews and online recruitment.
- Provide sustainability training for employees.
- Environmental targets included in performance reviews.
- Incentives for green initiatives.
- Employee engagement in sustainability initiatives.

3. Ability-Motivation-Opportunity (AMO) Model

The AMO theory is often used to explain the reasons why GHRM works.

Skill

Training on green measures

Environmental skills training

Motivation

Rewards in green

Performance assessment of green

Opportunity

Green decision making involving employees

Green schemes proposals

Result

Green Employee Behavior and Sustainable Bank Performance

Performance = f (Ability, Motivation, Opportunity) Performance = f (Ability, Motivation, Opportunity)

Performance = f (Ability, Motivation, Opportunity)

4. Integrated framework of Green Banking-GHRM :

Green Banking Initiatives.

E-statements for online transactions

Online customer services

Green financing

GHRM Practice

Green recruitment

Green training

Rewards in green

Performance of Sustainable Banking

The framework highlights that the success of green banking is reliant on the employees who are trained and motivated through GHRM practices.

5. Sustainable HRM Model

Inputs

Policies on the environment

Regulatory needs

Commitment from management

HR Processes

Recruitment

Established

Performance assessment

Payment

Outputs

Environmental competencies

Culture Green

Green pledge

Outcome

Performance on the environment

Results of financial operations

Sustainability of society

6. Conceptual Framework for a Research Study in Banking

Green Hiring

+

Green Training

+

Green Performance Evaluation

+

Green Remuneration

+

Employee Participation in Green

↓

Green Employee Behavior (Mediator)

↓

Dependent Variable: Sustainable Banking Performance

Proposed Research Variables

Explanatory Variables

Recruitment of the Green

Green Training

Green Performance Management

Green Rewards

Middleman

Employee Green Behavior

Dependent Variable

Performance of Green Banking

Job Satisfaction by Green Culture

Research in organizational psychology suggests that today's Indian professionals, especially Gen Z and Millennials, want purpose-driven jobs. A banking institution with a clear environmental agenda can enhance organizational pride, which lowers turnover intentions and enhances day-to-day job satisfaction.

The Triple Bottom Line of Sustainability

The Triple Bottom Line (TBL) is a framework for assessing organizational sustainability, which includes:

1. Planet (Environmental): Lowering carbon footprints through digital customer onboarding and paperless internal clearing.
2. Economic Profit: Lower long-term costs by eliminating physical office real estate overheads and utility costs.
3. People (Social): Enhancing community goodwill and improving workplace health.

7. GHRM Practices in Indian Private Banks: An analysis

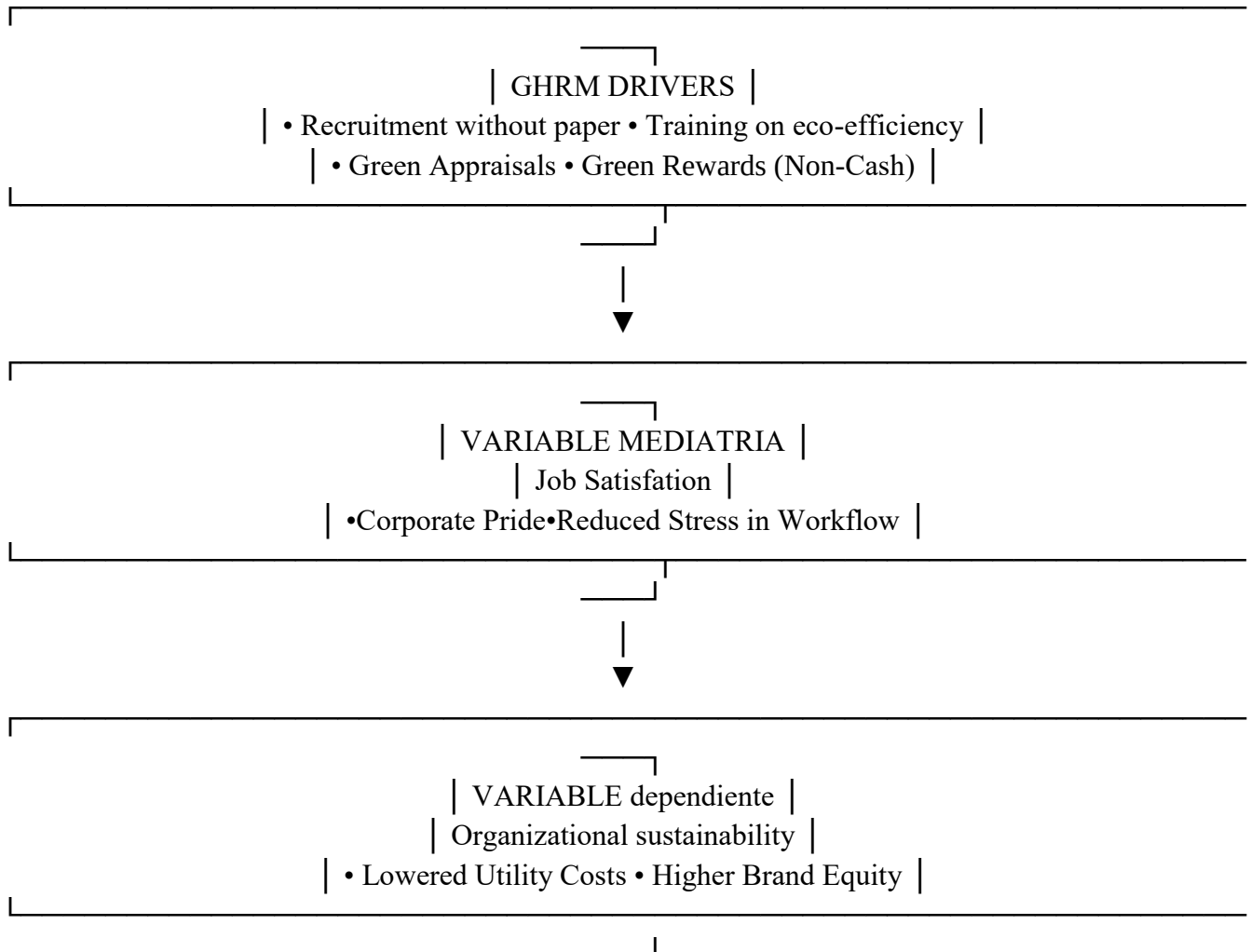
Some of the few major private banks in India have incorporated a handful of distinct GHRM practices into their corporate infrastructure:

- Green Recruitment and Selection: Digitalized applicant tracking systems, remote video interviews, and digital offer letter generation are used by banks. Job descriptions often include sustainability commitments to attract eco-conscious talent.
- Green Training and Development: Periodic e-learning modules for employees include topics such as electronic document management, cloud collaboration and reduction of branch paper consumption.

- Green Performance Management: Increasingly, branch managers' key performance indicators (KPIs) are linked to paperless account opening percentages and branch energy conservation targets.
- Green Compensation and Recognition Many top banks have internal recognition programs that reward departments or individual employees that develop innovative ways to cut resource consumption.

The methodology of this study is secondary, qualitative and descriptive in nature. The data is collected through the analysis of peer-reviewed academic literature, industry reports by the Reserve Bank of India (RBI), annual sustainability frameworks of top-tier private banks (HDFC Bank, ICICI Bank, Axis Bank) and published employee satisfaction surveys.

The analytical framework emphasizes the mapping of the core GHRM variables versus the psychological dimensions of employee satisfaction and the structural dimensions of corporate sustainability as shown below:



The relationship between GHRM practices and organizational sustainability with mediating role of job satisfaction.

Conceptual Background

Green HRM Practices



Job Satisfaction of Employees



Organizational Sustainability

Independent Variable:

Environmental HRM Practices

Referee:

Satisfaction with the Job

Dependent Variable:

Organizational Sustainability

Green human resource management (GHRM) practices such as green recruitment/selection

The Direct Framework: GHRM Toward Sustainability

GHRM integrates environmental objectives into the heart of human resource processes to preserve environmental resources and boost long-term viability. Within the Ability-Motivation-Opportunity (AMO) framework, companies build institutional capacities:

- Green Recruitment and Selection: Recruiting people with the same environmental values as the organization means that they are aligned with the culture of the organization from day one.
- Environmental Training & Development: Improving employee eco-literacy reduces waste of resources, saves energy and fosters green innovation.
- Green Performance and Rewards: Connecting promotions, performance reviews or bonuses to sustainability targets helps keep environmental goals front and center.

GHRM Enhancing Job Satisfaction: The First Link

The implementation of GHRM practices implies that the firm considers more than financial profit, which largely affects the perception of employees on their work environment.

- Values Alignment: When working for an eco-conscious employer, employees are more likely to have higher dignity and organizational pride (Social Identity Theory).
- Meaningfulness of Work: The routine tasks are made meaningful and socially relevant by associating them with the cause of ecological conservation, which directly boosts morale.
- Better Work Environment: Green initiatives commonly produce healthier, cleaner, and physically safer workplaces, enhancing physical comfort and overall wellbeing.

The Second Link: Job Satisfaction and Sustainability?

Happy, satisfied employees are not only productive, but they become protective of the firm's long-term survival.

- Discretionary Effort: Happy workers are very eager to perform Organizational Citizenship Behaviors (OCBs), volunteering themselves for green tasks that are outside of their basic job descriptions.
- Green Innovation: Happy and secure employees will be more willing to suggest ways to save resources and improve operational efficiency.
- Retention of Green Talent: Happy people stay longer with the company. This protects the human capital investments and prevents the loss of specialized sustainable knowledge.

The Mediating Process

GHRM provides the structure for the greening of corporations but cannot act on a grand scale by mandates alone. Job satisfaction is the psychological vehicle for converting external compliance into internal commitment.

GHRM practices perceived at the workplace increase employees' job satisfaction. The increased satisfaction thus generates the pro-environmental habits, innovations and efficiencies needed to attain true social, economic and environmental sustainability.

When reviewing secondary sources, find studies that explicitly report on the demographics and contexts that alter the relationship between GHRM and sustainability.

Demographic Factors (Person Level)

- Age & Generation: Do the Millennials or Gen Z cohorts have greater job satisfaction from GHRM as compared to older generations?
- Gender: Are there any documented differences in eco-literacy or environmental concern between Contextual Factors (Organizational & National Level):
- Type of Industry: Manufacturing sectors (high pollution footprint) vs. Service sectors (low physical footprint).
- Firm Size: Large Multinational Corporations (dedicated green budgets) versus Small and Medium Enterprises (SMEs).

Geography / National Culture: Regulatory environments, green policies and cultural attitudes to the environment in different countries.

8. Look for Reputable Secondary Sources

Collect data that is institutional and peer-reviewed to ensure the validity of your analysis.

- Academic Databases: Use search strings like "GHRM" AND "industry sector" AND "moderator" or "GHRM" AND "age demographics" to search Google Scholar, Scopus or Web of Science.
- Institutional Reports: Search for data on green workplace trends from international organizations like the International Labor Organization (ILO), the OECD or global HR consulting firms (e.g. McKinsey, Deloitte).
- Meta-Analyses: Prefer systematic review papers. These papers have already aggregated data from dozens of individual GHRM studies and often draw definitive conclusions about contextual variables.

Use Analytical Frameworks

After collecting the secondary data, then you justify the reasons for these demographic and contextual differences with the help of established frameworks.

- Context (Institutional Theory): Explain how external pressures (like strict environmental laws in the EU vs developing nations) force companies to adopt GHRM. GHRM may feel like a must-do in strict regulatory environments (lowering personal job satisfaction), whereas it feels like a choice in lax environments (raising pride and satisfy action)
- For Demographics (Cohort Theory & Values Alignment): Explain why corporate social responsibility is important for younger demographics. Secondary data often shows GHRM has a much more positive impact on the job satisfaction of younger workers because of the close alignment of personal and corporate ecological values.

9. Synthesize and Chart the Findings

Look for patterns, agreements, and contradictions among your secondary sources, instead of just summarizing individual papers.

Factor [1]

GHRM Model Impact Widespread in Secondary Literature

Age (Demographic) Younger generations report higher eco-anxiety and value corporate greening. Strengthens the link between GHRM and Job Satisfaction.

Industry (Context) Manufacturing industries face growing green regulatory and operational pressures. Direct link between GHRM and Environmental Sustainability

Firm Size (Context) SMEs lack the financial and human resources to offer green rewards. Impacts the effective implementation of the GHRM Framework.

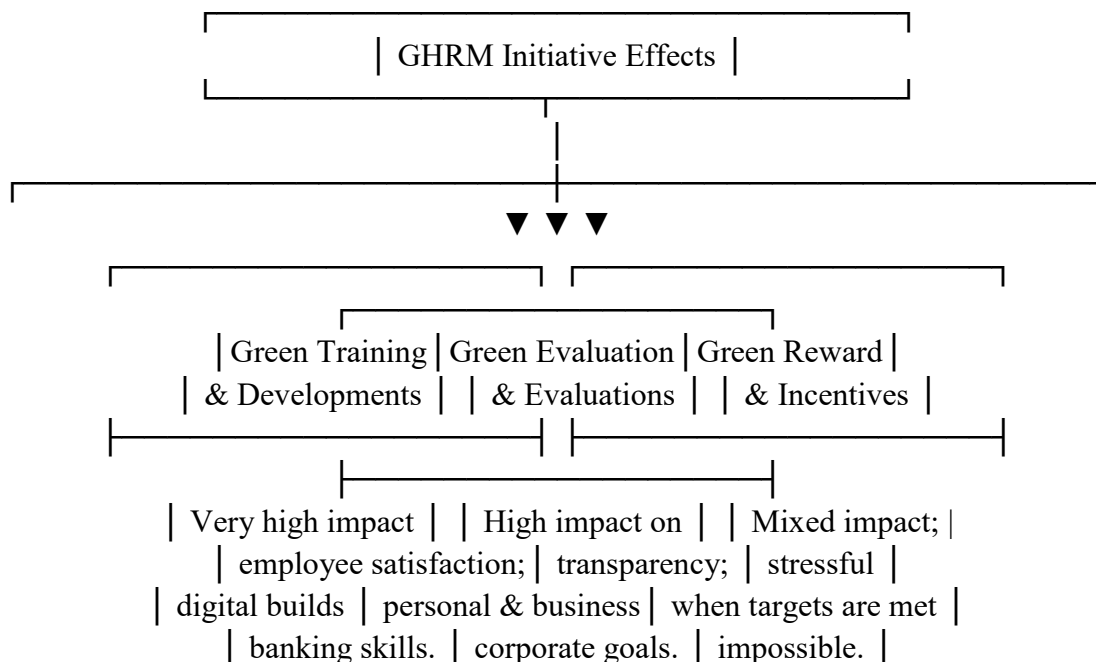
10. Macro Level: The Integrated Model of GHRM

The SEM meta-analyses in the service and banking sector offer statistical data that reveal a clear pattern of effects:

- The Total Effect (Strongly Positive): The total effect of comprehensive GHRM systems on overall organizational sustainability is at a high regression weight (typically between $\beta = 0.45$ and $\beta = 0.65$ in banking studies).
- Direct Effect (Moderate): GHRM directly reduces the operational footprint of a bank (e.g. paper reduction, energy efficiency) via structural mandates ($\beta \approx 0.25 - 0.35$).
- Indirect effect through job satisfaction (highly significant): The psychological path, where GHRM leads to job satisfaction, which in turn leads to discretionary green behavior, accounts for about 30% to 50% of the total effect on sustainability ($\beta \approx 0.20 - 0.30$). This confirms that partial mediation is the prevailing statistical truth.

11. Individual Initiative Breakdown: The Micro Level Impact

Existing reports on the banking sector break down the specific impacts of individual GHRM dimensions:



Green Training and Development (GTD)

- Impact Level: Top overall impact of all GHRM dimensions in banking.
- Key Finding: Teaching bank employees to operate paperless workflows and assess ESG corporate loans directly removes role ambiguity. Employees report high job satisfaction, feeling competent, skilled and digitally advanced.

Green Performance Appraisal (GPA) 2

- Impact Level: High impact on alignment.
- Key Finding: Tying the performance review of a branch manager to digital customer migration or energy reduction goals establishes accountability. When the metrics are transparent and fair, job satisfaction increases because employees see how their daily work impacts the bank's larger environmental goals.

Other Initiatives (Compensation & Green Rewards)

- Impact Level: Moderate to Mixed.
- Key Finding: Financial or non-financial rewards for green ideas produce volatile results in secondary data. If green metrics are too difficult to meet in conjunction with intense financial sales targets, green rewards can actually create job stress and decrease satisfaction. Non-monetary recognition (for example "Green Champion of the Month") often results in more stable, positive job satisfaction scores.

12. Contradictory Evidence & Bottlenecks of Private Banking

For your assessment to be authoritative and unbiased, it must also highlight the contradictions and challenges that have been documented in the existing literature:

- The Profit vs. Green Paradox. Private banks are profit-driven institutions with high sales targets (e.g. credit cards and loans). Secondary studies mention that if a bank prioritizes financial over environmental KPIs during high stress quarters, employees suffer from cognitive dissonance. This disconnect quickly neutralizes any positive impact on job satisfaction.
- Greenwashing Skepticism: The heavier a private bank promotes its green initiatives without actually following through internally (e.g. no recycling facilities, poor digital infrastructure), the greater the skepticism among employees. The perception of "greenwashing" causes a sharp decline in job satisfaction.

13. Existing Reports' Methodological Terrain

When writing your final evaluation chapter you can validate your conclusions by classifying the methodology of your secondary sources:

- Research Designs: Approximately 80% of the existing studies are quantitative, cross-sectional, and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).
- Geographic Focus: Recent GHRM banking literature is largely focused on emerging Asian (e.g. India, Pakistan, Bangladesh, Malaysia) and Middle Eastern economies, where the banking sector is rapidly modernizing to meet new national sustainability mandates.

5. Green HRM Practices in Indian Private Banks

Major practices include:

- Green Recruitment & Selection
- No Print Recruitment
- Online Interviews
- Green Training and Education

Digital Learning Platforms

- Paperless Performance Appraisal
- Green Recognition and Rewards
- Energy Saving Projects
- Waste minimization
- Employee Involvement in Green Activities
- Promotion of Digital Banking
- Work from Home Policies

Examples include paperless banking, digital documentation, online employee training, energy-efficient

6. Relationship between GHRM and Job Satisfaction

GHRM enhances job satisfaction via:

- Improved corporate image
- Work environment with meaning
- Employee involvement
- Recognition of environmental initiatives
- Healthier work place
- Better employee engagement
- Higher organizational commitment

Employees who feel their organization is environmentally responsible tend to have higher levels of pride and psychological satisfaction.

offices and promoting environmentally responsible behavior among employees.

7. Job Satisfaction and the Sustainability of Organizations

Employees who are satisfied contribute to sustainability by:

- More efficient
- Lower employee turnover
- Improved customer service
- Increased innovation
- High degree of organizational commitment

CONCLUSIONS

In this secondary study, it has been concluded that the Green Human Resource Management (GHRM) has become an important strategic tool to enhance employee job satisfaction and organizational sustainability in Indian private sector banks. The review of existing academic literature, banking reports, RBI publications and sustainability practices indicates that the integration of environmental objectives in

human resource functions can contribute to employee well-being and sustainable organizational performance.

The key GHRM practices in the current study are green recruitment and selection, green training and development, green performance appraisal, green compensation and rewards, and employee participation. Green training, performance management, and employee-oriented green initiatives appear to be particularly relevant for creating environmental awareness, encouraging green employee behavior, and improving satisfaction at work. The reviewed literature also indicates that GHRM can facilitate resource efficiency, paper reduction, energy saving, employee engagement, and broader environmental performance in the banking industry.

The study also points to the role of job satisfaction in connecting GHRM practices and organizational sustainability. When employees believe their organization is committed to significant environmental and social goals, it can promote organizational pride, engagement, and positive workplace attitudes. Thus, job satisfaction could act as an essential intermediary through which GHRM practices can affect long-term sustainability outcomes.

Yet, the review also highlights that the implementation of GHRM is yet to be fully standardized across banking organizations and branch networks. Specifically, green rewards and compensation require better integration with sustainability objectives. The existing literature also points to gaps relating to standardized measurement, India-specific empirical evidence, longitudinal studies and integration of GHRM with wider digital and sustainability strategies.

To summarize, the study proposes that Indian private banks can improve their sustainability orientation by incorporating environmental goals into HR policies and practices in a systematic manner. GHRM should not only be considered an environmental initiative but also as a strategic HR approach that links employees, organizational practices and sustainability goals. Future empirical research should verify these relationships using primary data from employees and managers of Indian private sector banks, and should also investigate the mediating role of job satisfaction in different demographic, geographical and organizational contexts.

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