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Green Human Resource Management Practices and Employee Green Involvement in the Banking Sector: An Empirical Study

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Abstract: *This study investigates the affiliation between Green Human Resource Management practices and Employee Green Involvement within the banking sector of Bangladesh. Additionally, the framework of this paper is grounded on Ability Motivation Opportunity (AMO) theory. This research utilized the Partial Least Squares Structural Equation Modeling to analyze the survey data. Data were gathered through self-administered questionnaires distributed among employees at various levels within four state-owned commercial banks through 38 branches located in the Dhaka and Rajshahi divisions in Bangladesh. Three hundred eighty-five bank employees were nominated using a simple random sampling technique. The study's findings indicate that GHRM functions, such as Green Recruitment and Selection, Green Training and Development, Green Performance Appraisal Management, and Green Pay and Reward Management, have strong positive association with Employee Green Involvement in Bangladesh's banking sector. Thus, the recommendations emphasize on sustainable management practices and employee involvement, aiming to extend employee attachment and commitment to the success of organizations. The study's limitations include generalizability, a cross-sectional design, and the absence of mediation analysis. Future researchers may adopt a more diverse approach, explore different areas, and utilize longitudinal techniques to establish causal relationships while incorporating mixed research methods to gain deeper insights into additional variables.*

Keyword: *Green Human Resource Management, Commercial Banks, Green Involvement, AMO Theory, Bangladesh.*

1. Introduction

Green Human Resource Management (GHRM) involves implementing Human Resource Management (HRM) strategies and procedures that support the effective utilization of resources within organizations. Its primary intention is to

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strengthen individual and organizational sustainability while preserving the natural environment and supporting the organization's overall stability (Alqudah et al., 2022). GHRM encompasses environmental strategies to enhance employee awareness and reduce organizational carbon emissions. It involves applying HRM tactics that accelerate employees' commitment to organizational sustainability issues (Ali et al.,2024). GHRM inspires telecommuting, material reusing, internet-based interviews, recycling, online training and development programs, electronic paperwork, and creating an energy-saving attitude among employees (Davidavičienė, 2023). GHRM encompasses individual and organizational leaders' commitment to formulate strategies and techniques that contribute to forecasting broader corporate environmental planning efforts (Shafaei et al., 2020). According to Benevene and Buonomo (2020), GHRM creates a congenial work atmosphere where organizations design their operational strategies, practices, and programs for developing green committed employees to achieve sustainable goals.

Nowadays, green banking activities are getting more attention for their energy conservation attitude and attention. This paper also focused on the agenda of the Bangladesh government, which has focused on sustainable banking activities.

Bangladesh's government has taken initiatives to encourage green practices in the banking industry within their internal operation and lending policies that combine natural and green aspects to stimulate green ventures in managing sustainability (Hoque et al., 2019; Masukujjaman et al., 2015). Aktar and Islam (2019) examined the correlation of GHRM practice with employee engagement in Bangladesh's RMG (Ready Made Garment) sectors. The findings indicated a substantial impact of GHRM practices on employee engagement. Karmoker et al. (2025) identified a noteworthy affiliation between the practice of GHRM and job seekers' intentions among university graduates in Bangladesh. They concluded that GHRM activities enhance job seekers' engagement in identifying job opportunities.

Moreover, Veerasamy et al. (2024) noticed that employee green participation and engagement played a significant mediating role in shaping green behavior among employees in educational institutions across South India. They used the PLS-SEM analysis technique with the AMO research framework. Chaudhary (2019) found that green employee involvement positively relates to day-to-day activities that impact employee green behavior in Indian automobile industries.

Although substantial research has been conducted in GHRM, it is still an emerging concept within organizations. According to Saeed et al. (2019), green involvement, along with environmentally focused employee hiring, environmental learning, and green compensation, has a significant positive influence on employees' conservationist behavior in pharmaceutical, food, oil and gas, and chemicals organizations. Scholars are also notifying the adoption, implementation, and development stages of GHRM practice (Bahuguna et al., 2023). Most recent studies on GHRM practices have focused on the manufacturing (Sathyamoorthi et al., 2023), education (Karmoker et al., 2025),

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service (Abdelwahed & Ramish, 2025), and hospitality (Tanveer et al., 2024) sectors, where the financial sector has limited attention. To fill this gap, researchers chose the banking sector, which still needs to be explored in GHRM practice.

Nevertheless, the association of GHRM practices and EGI remains under-examined and warrants further research. This study is significant as it seeks to investigate the association of organizational sustainability initiatives. GHRM practices, including green staffing, skill development initiatives, employee performance evaluations, and compensation strategies, encourage employees to actively support the organization's environmental objectives. Organizations can increase employees' green involvement by implementing sustainable strategies like energy preservation, reduction of wastage, and developing new technologies capable of innovating work procedures through GHRM applications. Furthermore, it is designed to identify the specific HR functions that play a crucial role in boosting employee engagement in achieving environmental objectives. Finally, this research can create a platform for aligning HR policies with sustainability goals that enhance operational efficiency, reduce carbon footprint, and build corporate reputation. It also aims to address the following questions: i. How do state-owned commercial banks in Bangladesh implement GHRM practices in work premises? ii. Is there any connection between GHRM practices and employees' green involvement?

2. Research Objectives

I. To identify GHRM practices of state-owned commercial banks in Bangladesh

II. To examine the relationship between GHRM practices and employees' green involvement within Bangladesh's banking sector.

3. Study Framework and Hypotheses

This study is founded on Ability-Motivation-Opportunity (AMO) theory, originally proposed by Appelbaum et al. (2000). The basic principle of applying this theory points to employee performance, which depends on employees' capability to accomplish their duties, the enthusiasm of employees for achieving common targets, and individuals' self-directed leadership opportunities (Veerasamy et al.,2024). According to AMO theory, organizations (a) appoint employees with green skills and competencies, (b) employees get motivation and direction through GTD, and (c) employees get opportunities to participate in green initiatives (Amrutha & Geetha, 2020). Moreover, this theory encourages active participation in ensuring environment-friendly work principles within the work premises (Fawehinmi et al., 2020). Specifically, by selecting environmentally conscious individuals, both the employer and employee develop more awareness and dedication toward environmental protection and the attainment of sustainable green objectives.

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Employee Green Involvement (EGI)

Employee involvement in green practices is essential for achieving organizational success in greening programs (Unsworth et al., 2021), as well as, crucial to achieve organizational sustainability (O'Donohue & Torugsa, 2016). By promoting employee involvement in sustainable environmental initiatives, organizations can achieve benefits including increased efficiency, reduced operational costs, attraction of skilled talent, and enhanced employee engagement and retention (Suharti & Sugiarto, 2020). Mohamad Azizie et al. (2025) argued that green managerial practices inspire employee involvement in green initiatives. Besides, employees agreed that participation and involvement create opportunities to engage in ecological behavior with encouragement in achieving predetermined standards (Veerasamy et al., 2024). Employees' involvement in green initiatives provides opportunities for active participation in environmentally sustainable efforts within their establishments (Shah & Soomro, 2023). Furthermore, employee empowerment and involvement lie in parallel to indicate employees' autonomy enjoyment in making decisions regarding challenges of the environment and others that may emerge with the application of environmental sustainability initiatives.

Green Human Resource Management Practices (GHRM)

GHRM integrated environmental management functions into human resource aspects, aiming to curtail the undesirable environmental effects of organizational accomplishments. This indicates that the overall function of HR practices will encompass environmental aspects to raise employees' environmental consciousness (Aggarwal & Agarwala, 2023). GHRM practices are decisive for organizations achieving environmental performance goals, specifically by developing employees' involvement in green work (Shah & Soomro, 2023). Mousa and Othman (2020) indicated broader perspectives on GHRM practices, environmental sound initiatives, and sustainable capacity management endeavors. So, GHRM strategies involve applying sustainable management practices in an environmentally responsible manner to enhance employee efficiency and satisfaction. It aims to reduce waste, promote a healthy work-life, increase employee engagement and retention, minimize employees' carbon footprint, and contribute to maintaining organizational sustainability (Karmoker et al., 2025).

Green Recruitment and Selection (GRS)

According to Leidner et al. (2019), GRS is an approach that organizations use to develop and implement strategies to ensure policies of paperless talent acquisition with minimum environmental impact throughout the process. Moreover, GRS is a comprehensive approach for appointing terrain-conscious employees of sustainable movement and environmental management systems committed to resource conservation and environmental sustainability (Choudhary, 2019). So, by the practice of GRS, organizations can generate a workforce aligned with green ideologies, values, and organizational cultures,

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which are crucial for job orientation and attaining green organizational goals (Shah & Soomro, 2023). Veerasamy (2024) argued that employees' green governance and immersion mediate the correlation between green recruitment strategies and employees' green-minded behavior.

H_1: GRS has a positive significant relationship with employees' green involvement

Green Training and Development (GTD)

GTD programs are designed to equip employees with the essential knowledge and resources needed to perform effectively in environmental conservation efforts (Kodua et al., 2022). Green training develops workforce competencies and alignment them with organizational sustainability intentions (Khan & Muktar, 2024). According to Gim et al. (2022), ecological training is considered crucial to enhance employees' environmental acquaintance, perspectives, credentials, and apprehensions. Green training encompasses the workplace methods employees adopt through waste reduction, optimum use of resources, power conservation, with refraining from activities harming the environment (Oyedokun, 2019). With the support of management, GTD can bridge the gap by providing employees with the required expertise, discernment, aptitudes, beliefs, and eco-friendly attitudes. It generates a workplace culture encouraging employees to engage in green creativities (Saputro & Nawangsari, 2021).

H_2: GTD has a positive significant relationship with employees' green involvement

Green Performance Appraisal Management (GPAM)

GPAM involves finding ecological performance standards that are useful for evaluating the assessment of workers' progress (Ren et al., 2021). Al-Minhas et al. (2020) stated that GPAM establishes a structured framework for evaluating employees' environmental performance, focusing on targeted approaches such as providing feedback and aligning performance indicators. Therefore, organizations should establish a unique systematic approach to executing GPAM systems that aligns with fulfilling specific green goals and environmental management policies (Suleman et al., 2022). Moreover, organizations should clearly define and communicate the green performance indicators to all personnel for easy understanding (Yusoff et al., 2020). However, Veerasamy (2024) found that employees' ecological participation and engrossment moderate the affiliation between the environmental performance management appraisal system and worker ecological actions.

H_3: GPAM has a positive significant relationship with employees' green involvement

Green Pay and Reward Management (GPRM)

GPRM is considered a premeditated approach in incentive management (Islam et al., 2023). Green pay and reward systems enhance employee motivation with the integration of financial incentives, such as green travel benefits, tax deductions,

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and eco-friendly monetary rewards, and non-financial incentives, such as praise and recognition (Nson, 2024). According to Haque (2017), if employees get financial rewards from organizations, it enhances their support for environmental protection issues. On the contrary, Yusliza et al. (2019) indicated that non-financial incentives like recognition and praise raise employees' motivation more promptly than financial incentives. Overall, both strategies are suitable for motivating employees to embrace green behaviors in completing their roles and accountabilities (Chaudhary, 2020). So, the synergy of green rewards and active employee involvement is regarded as an effective strategy for aligning workforce behavior and performance with the sustainability goals of an organization.

H_4: GPRM has a positive significant relationship with employees' green involvement.

Conceptual Model

A conceptual model exemplifies the general view of a structure that helps to understand or forecast the working procedures of research. It identifies the key elements and their interactions with multiple variables without involving the technical particulars of implementation (Robinson, 2008).

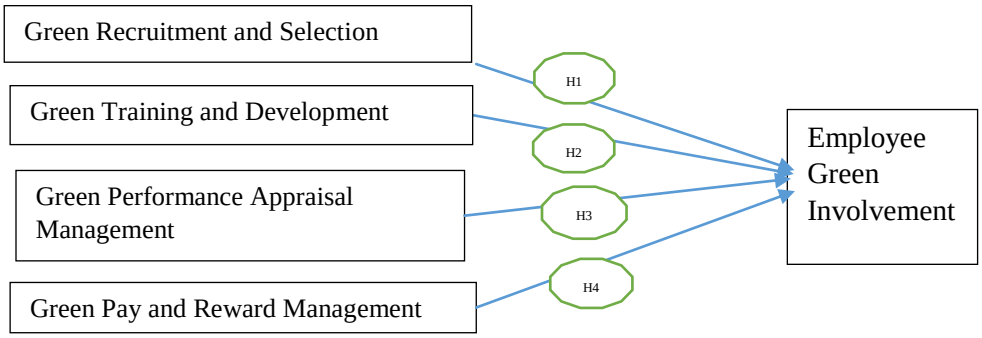

Figure 1: Conceptual Model

4. Methodology of the Study

The study adopts a positivist research philosophy and survey method within an exploratory research framework, aimed at examining the liaison between the practice of GHRM and EGI. Moreover, the research adopted a deductive reasoning technique for developing research models and hypotheses aligned with the positivist approach. A quantitative research technique was used to design a framework that involved 385 employees associated with the public banking sector in Bangladesh. The study proposes to determine how GHRM practices correlate with employees' green participation and organizational involvement through this approach.

Sampling procedure: Six state-owned commercial banks operate in Bangladesh; researchers selected four, Sonali, Agrani, Janata, and Rupali Bank PLC, using a

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simple random sampling method. Then, Dhaka and Rajshahi divisions were selected as study areas from eight divisions based on convenience sampling. Additionally, thirty-eight bank branches located in the districts of Rajshahi, Pabna, Dhaka, and Faridpur were taken through a simple random sampling method. However, as stated by the annual report (2021/2022) of selected banks, the population (N) of the study is 52972. The researcher used Cochran's (1977) finite population size determination formula, and the minimum sample size was 383. However, the researcher considered 385 as a round figure for a sample in this study.

$n = \frac{n_0}{1+\frac{n_0-1}{N}}$ =383≈385 (N=52972)

Research Instrument: The study gathered primary data using a structured questionnaire method. A sum of 580 research questionnaires was distributed among state-owned bank employees to get their perceptions about GHRM practices and employee green involvement within organizations, following a self-administered procedure. Meanwhile, out of 580 distributed questions, 407 questionnaires were returned, of which 22 were incomplete, and 385 questionnaires were included in the final analysis, reflecting a response rate of 67%. The Partial Least Squares Structural Equation Modeling (PLS-SEM) (version 4.1,0.9) and IBM–SPSS (version 25) technique was used for testing, data analysis, and hypothesis assessment because it is appropriate for models with numerous indicators or variables of a latent nature (Hair et al., 2014). To detect potential common method bias, the researcher employed Harman's single-factor test, following the approach outlined by Podsakoff et al. (2003), and the calculated total variance of this study was 41.452 %, which is less than 50%, demonstrating no problem related to CMV of this study.

Measures of Variables: The study incorporates GHRM practices and measures for employees' green involvement. Participants were asked to express their opinions on a five-point Likert scale, where strong disagreement was indicated as 1 and strong agreement was indicated by 5 (Zhu et al., 2013). Twenty-five items were used to measure various GHRM practices named GRS, GTD, GPAM, GPR, and EGI.

5. Data Analysis and Discussion

The study surveyed 385 respondents, with a considerable proportion of them possessing higher educational qualifications: 90.60 % completed Post-Graduation, 8.10 % completed Graduation, and .50 % obtained a diploma. Most participants (75.32%) were men, and 24.68% were women; 94.80% were married, and 5.20 % were single. The majority of the employees were comparatively middle-aged, with 67.53% aged 31- 40, 5.72% aged 20-30, and 24.94% aged 41-50, as shown in Table 1.

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Table 1: Demographic profile

Demographics		Frequencies	Percentage
Gender	Male	290	75.32
	Female	95	24.68
Age	20-30 Years	22	05.72
	31-40 Years	260	67.53
	41-50 Years	96	24.94
	51-Above	7	01.81
Marital Status	Married	365	94.8
	Single	20	05.20
Education	Graduation	31	08.10
	Post-Graduation	349	90.60
	Diploma	2	00.50
	Others	3	00.80

Measurement Model

Researchers used PLS-SEM data analysis techniques to ascertain the research model because it has more capability in judging and validating variable validity (Sarstedt et al., 2021). Moreover, the construct validity, reliability, and internal consistency (Table 2) of all variables were pooled out before structural modeling was deportment for testing the hypotheses (Hair et al., 2017) The factor loadings of most of the items obtained by (PLS) algorithm procedure, the range of acquired values were 0.736 to 0.913, reaching the targeted threshold values (≥ 0.708) by (Hair et al., 2019). Low-loading value items GRS-4, GRS-5, GTD-5, GPRM-1, and GPAM-5 were deducted from the analysis. The results showed that the Average Variance Extracted (AVE) values exceeded the recommended threshold of 0.50, as suggested by Hair et al. (2019). Moreover, the composite reliability (Rho_c) value is 0.70 or higher, which is typically acceptable and demonstrates good internal consistency (Hair et al.,2010). The values of composite reliability were 0.873, 0.928, 0.843, 0.886, and 0.933, while the AVE values were 0.579, 0.762, 0.591, 0.721, and 0.778; all values were within the threshold value (Table 2).

Table 2- Composite Reliability and Validity

Variables	Items	Factor Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EGI	EGI-1	0.743	0.819	0.823	0.873	0.579
	EGI-2	0.757				
	EGI-3	0.794				

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Variables	Items	Factor Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
	EGI-4	0.745				
	EGI-5	0.763				
GPAM	GPAM-1	0.848	0.896	0.898	0.928	0.762
	GPAM-2	0.902				
	GPAM-3	0.882				
	GPAM-4	0.859				
GPRM	GPRM-2	0.758	0.777	0.803	0.843	0.591
	GPRM-3	0.818				
	GPRM-4	0.736				
	GPRM-5	0.762				
GRS	GRS-1	0.847	0.807	0.813	0.886	0.721
	GRS-2	0.890				
	GRS-3	0.809				
GTD	GTD-1	0.892	0.904	0.908	0.933	0.778
	GTD-2	0.913				
	GTD-3	0.911				
	GTD-4	0.808				

Note: Deleted items GRS 4(0.306), GRS 5(0.344), GTD 5(0.681), GPAM 5(0.397), GPRM 1(0.585)

Discriminant validity is considered a statistical procedure in which a study estimates two statistical distinctions of different elements (Imran et al., 2021). AVE should be computed to evaluate discriminant validity, and then it needs to be compared with other variables in theoretical models. Again, the transverse values of encompassed constructs should be greater than those in the same rows and columns (Fornell & Larker, 1981). Table 3 shows the Fornell–Larker criteria for this study, indicating that this study came across relevant benchmarks for discriminant validity assessment. It ensures that all the diagonal upper values are higher than other values in the same row and column. Additionally, Table 4 indicates that the correlation values were below the 0.90 threshold recommended by Henseler et al. (2015), confirming that discriminant validity was achieved using the HTMT (Heterotrait-Monotrait) approach.

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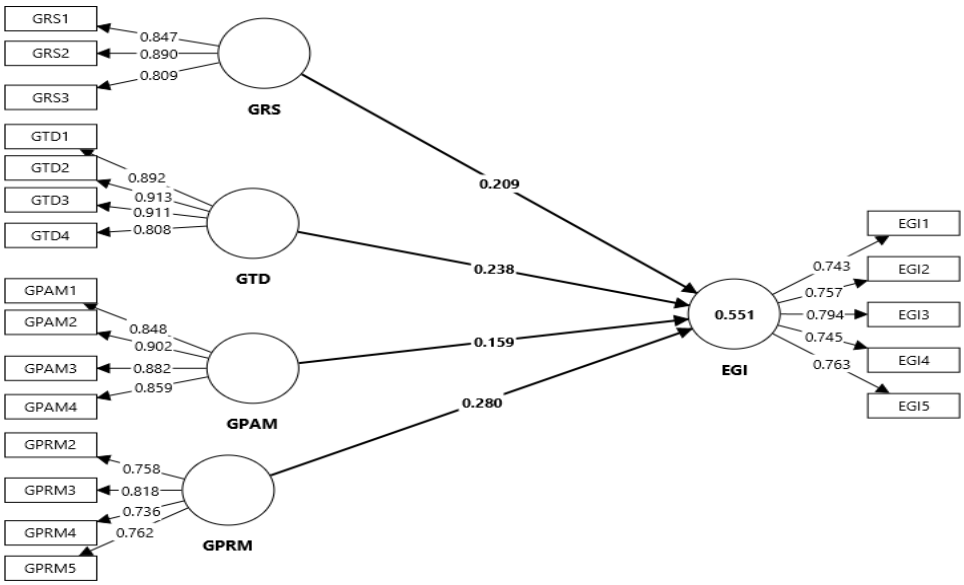
Table 3 Fornell-Larcker Criterion

	EGI	GPAM	GPRM	GRS	GTD
EGI	**0.761**				
GPAM	0.652	**0.873**			
GPRM	0.583	0.538	**0.769**		
GRS	0.628	0.760	0.478	**0.849**	
GTD	0.642	0.767	0.491	0.690	**0.882**

Table 4 Discriminant Validity-Heterotrait-Monotrait Ratio (HTMT)

	EGI	GPAM	GPRM	GRS	GTD
EGI					
GPAM	0.747				
GPRM	0.678	0.611			
GRS	0.755	0.890	0.582		
GTD	0.741	0.852	0.548	0.801	

In this study, Figure 1 illustrates the measurement model, which includes factor loadings, internal consistency reliability, convergent validity, and discriminant validity. Conversely, Figure 2 presents the structural model, displaying the p-values, t-statistics, and R^2 values of the associated variables.



Measurement Model-Figure 2

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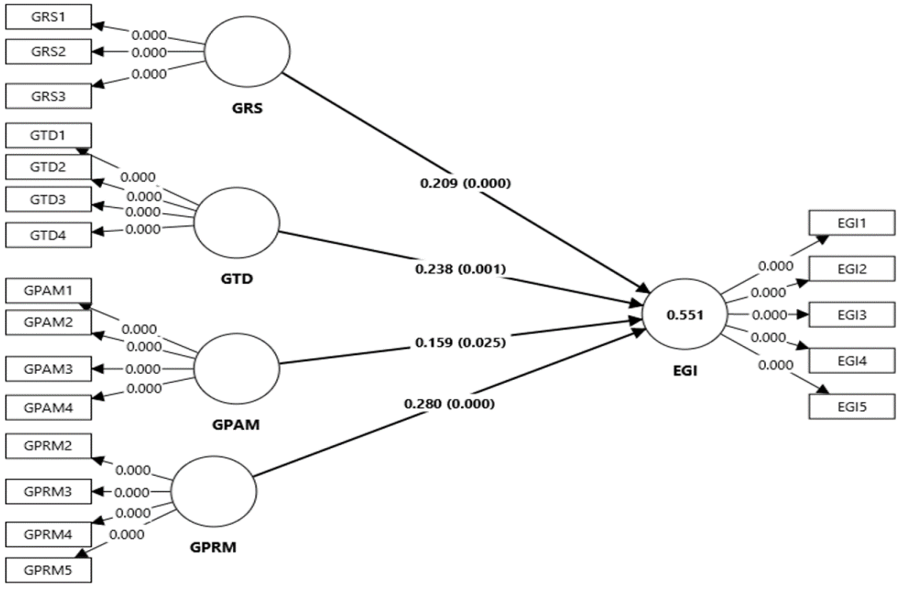
Structural Model Assessment

In this stage, the researcher assesses the relationship between GRS, GTD, GPAM, GPRM, and EGI. Researchers assess the relationships of variables by using a bootstrapping method, which is shown in Table 5 and Figure 2.

Table 5 Path Coefficient

Hypotheses	Beta (β)	Sample mean (M)	Standard deviation	T statistics	P values	Decisions
H1. GRS -> EGI	0.209	0.207	0.055	3.836	0.000	Supported
H2. GTD -> EGI	0.238	0.238	0.074	3.230	0.001	Supported
H3. GPAM -> EGI	0.159	0.160	0.071	2.243	0.025	Supported
H4. GPRM -> EGI	0.280	0.282	0.043	6.595	0.000	Supported

Determined research hypothesis (H_1) examined the direct affiliation between GRS and EGI; its value shows a positive, significant statistical relationship between GRS and EGI (β= 0.209, t=3.836, p<0.05). The findings revealed a meaningful interaction between GRS and EGI. Likewise, the second hypothesis (H_2) measured the direct association between GTD and EGI, and was acknowledged to be substantial (β=0.238, t=3.230, p<0.05). The above-mentioned findings expose a significant positive correlation between GTD and EGI in Bangladesh's state-owned banking sector. Hypothesis H_3 highlights the positive significant relationship between GPAM and EGI (β=0.159, t=2.243, p<0.05). Finally, the research outcomes concerning H_4 demonstrate a significant positive correlation between GPRM and EGI (β= 0.280, t=6.595, p<0.05).



Structural Model- Figure 3

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Table -6: Assessment of Structural Model

R^2 Value	**Endogenous Variable**	**R-Square**			**R-Square Adjusted**		0.75-Substantial 0.50-Moderate 0.25-Weak (Hair et al.,2014)
	EGI	0.551			0.547		
Effect Size (f^2)	Exogenous Variables	**EGI**	**GPAM**	**GPRM**	**GRS**	**GTD**	0.35-Significant 0.15- Medium effect 0.02-Minor effect (Cohen,1988)
	EGI						
	GPAM	0.017					
	GPRM	0.121					
	GRS	0.038					
	GTD	0.048					
Collinearity (Inner VIF)	**GPAM -> EGI**	3.383					VIF<= 5.0(Hair et al.,2019)
	GPRM -> EGI	1.450					
	GRS -> EGI	2.558					
	GTD -> EGI	2.639					

Table 7: Assessment of Q^2

	Q^2predict	**RMSE**	**MAE**
EGI	0.539	0.684	0.505

The determined value of f^2 indicates how an endogenous variable is affected by exogenous variables. Cohen (1988) suggested that the impact of f^2 can be categorized as a minor effect (f^2 =0.02), medium effect (f^2 =0.15), and significant effect (f^2=0.35). Table 6 demonstrates that GPRM has a medium effect on employee green involvement (f^2 = 0.121). On the contrary, GTD (f^2=0.048), GRS (f^2=0.038), and GPAM (f^2=0.017) have a minor effect on green employee involvement. The calculation of R^2 evaluates the explanatory power of all the variables. According to Hair et al. (2014), the R^2 value was segmented into three categories: 0.25 is considered weak, 0.13 is moderate, and 0.75 is considered substantial. In this study, the R^2 value is 0.551, which is moderate, indicating the model's excellent predictive power, as shown in Table 6. Moreover, collinearity issues (inner VIF) values are within the threshold limit (Hair et al., 2019), shown in Table 6, suggesting no collinearity-related problem for the study. According to Chin (1998), for the validation of a study, the value of Q^2 must be higher than zero. Furthermore, the value of Q^2 meets all of the standards revealed above, as shown in Table 7. The Q^2 value of employee green involvement is 0.539, which is cordially acceptable.

7. Discussion of the Findings

The study exposed a strong and statistically significant positive association between GRS and EGI. The hypothetical results emphasize the implementation

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of GRS strategies as opposed to conventional recruitment methods. Employee involvement in green initiatives, thereby fostering green employee behavior and green engagement, is consistent with the findings of Veerasamy (2024). Furthermore, the study found a statistically significant positive connection between GTD and EGI. Organizations investing in GTD can develop and cultivate a workforce with the necessary expertise and competencies, thereby enhancing employee motivation toward environmentally responsible behavior and advancing Corporate Social Responsibility (CSR) initiatives (Srivastava & Shree, 2019). The relationship between the organization's GPAM tactics and EGI was notably strong and can greatly increase employee engagement. These findings underscore that organizational efforts to assess employee performance based on green standards can substantially enhance their involvement in sustainable environmental initiatives. Likewise, green training initiatives and participatory mechanisms were highlighted as essential in improving employees' organizational commitment and job engagement (Aktar & Islam, 2019). Lastly, the study identified a robust correlation between GPRM and EGI. These study results concentrated on the integration of effective GPRM strategies in overall HR strategies that can significantly reinforce employees' participation in green initiatives. Effective GPRM strategies further strengthen this association, which was aligned with the findings of Daily and Huang (2001). So, GHRM works as a role-maker that accelerates employee green involvement, improves the work environment, and fosters sustainable organizational performance. By embedding green strategies into overall HR functions, organizations can effectively ensure a culture of sustainability that benefits both the business and the broader ecosystem (Gupta & Jangra, 2024).

8. Conclusions

This study underscores the importance of GHRM practices in determining GRS, GTD, GPAM, GPRM, and EGI functions within the state-owned commercial banking sector in Bangladesh. The implementation of GHRM exhibits a significant positive correlation with EGI. Moreover, this study contributes by reconnoitering the uncharted territory of green employee involvement in a financial context. It endeavors to discern valuable insights into the interplay of these variables by adopting a wide-ranging framework of AMO theory. This study confirms the positive associations of GRS, GTD, GPAM, and GPRM with EGI in the financial sector. It revealed that employers who appoint green-conscious employees contribute enthusiastically to green activities. It emphasizes the necessity of involving employees in green training programs that amplify their efforts to promote green involvement.

Theoretical Implications

From previous studies, various factors impacted GHRM practices to determine EGI that leads to increased organizational engagement and commitment supported by Alshaabani & Rudnak, 2021). The AMO theory underscores the fundamental functions of HRM systems that influence EGI. This theory proposes that employees' involvement in green initiatives is optimized when they gain the

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required facilities, inspiration, and growth opportunities. Furthermore, AMO theory inspires employees to participate in environmentally sound workplace activities (Fawehinmi et al., 2020).

Practical Implications

GHRM practice is essential for the banking sector in Bangladesh because it paves the way for achieving environmental sustainability and efficiency enhancement and strengthens the organization's reputation. It helps align with the regulatory frameworks of Bangladesh Bank's green banking policies, long-term sustainability, and risk mitigation. Additionally, through these practices, organizations appoint environmentally conscious employees, which leads to more employee involvement and brings customer loyalty. According to Haque et al. (2024), green involvement has an indirect relationship with employee engagement through green knowledge sharing by the organization.

Study Limitations and Future Research Directions

The first limitation is its context-specific nature because it only focuses on the state-owned banking sector in Bangladesh. Future research could be undertaken based on the findings from studies conducted in other organizations, such as food and beverage companies, educational institutions, pharmaceutical companies, etc. This study embraces a quantitative research approach; however, future research may employ a mixed method to develop a more widespread understanding of the issue. This study employs a cross-sectional design to examine the relationship between GHRM practices and employee green involvement. Future studies could utilize a longitudinal approach to better establish a causal link between the practice of GHRM and employee commitment.

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