Article

Impact of Green HRM Practices on Organizational Sustainability: A Study of the Public Sector Banking in Sri Lanka

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ABSTRACT

The purpose of this research is to investigate impact of Green Human Resource Management practices have on the organizational sustainability operating within the public banking sector of Sri Lanka. The research makes use of a quantitative technique, which is aligned with a positivist perspective and is driven by Saunders' research onion theory. The data was collected through a survey that utilized a structured questionnaire that was distributed to a sample of 132 banking employees.These individuals were picked from a population of around 200.The sampling method used was convenience sampling. Descriptive statistics, Validity, Reliability, Correlation and regression testing were utilized in order to investigate the connections that exist between the various Green Human Resource Management practices, which include Green Recruitment, Green Training and Development, Green Reward Management, Green Performance Management, and Green Empowerment, and the preservation of the organization's sustainability. Data was analysed by using SPSS (21.0). Based on the data, it can be concluded that Green Recruitment and Green Empowerment practices have a large and beneficial impact on the sustainability of organizations, however Green Reward Management techniques have Negative impact. However, there is no evidence that green training and development strategies, as well as green performance management practices, have a substantial impact. The findings provide public banks in Sri Lanka with useful insights that can be used to improve their human resource management strategies, which will ultimately contribute to increased organizational sustainability.

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Introduction

Green Human Resource Management GHRM is the integration of eco-friendly techniques into the management of human resources, with the goal of promoting a culture of sustainability within organisations (Aggarwal & Agarwala, 2023). In the Sri Lankan banking industry, which has traditionally prioritised financial gain, the adoption of GHRM techniques represents a notable transition towards sustainable business operations. Empirical studies have not been conducted on its effectiveness in the Sri Lankan banking sector, especially regarding its impact on organisational sustainability (Aboelmaged & Gebba, 2013). The Sri Lankan banking sector, which includes Licensed Commercial Banks (LCB) and Licensed Specialised Banks, is the foundation of the country's financial system, representing the greatest portion of total assets. Banks play a crucial role in supplying liquidity and payment services across the economy (Central Bank, 2021). Banks play a crucial role in supplying liquidity and payment services across the economy (Central Bank of Sri Lanka, 2021). However, their interconnections and discrepancies between their assets and liabilities can give rise to systemic concerns. The stability of these banks is essential for upholding trust in the financial system, as any volatility could have an impact on the overall economy (Francis and Ganeshamoorthy, 2017). LCBs, specifically the six Systemically Important Banks, play a crucial role in maintaining the stability of Sri Lanka's financial system because of their substantial assets and the services they provide (Central Bank of Sri Lanka, 2021) .

The Public banking sector in Sri Lanka has a vital role in the country's economy, as it is responsible for promoting financial growth and guaranteeing the long-term viability of organisations (Abeysekera, 2024). With the growing focus on sustainability worldwide, it is now crucial for banks in Sri Lanka to incorporate sustainable practices into their operations while maintaining financial performance (Central Bank of Sri Lanka, 2021). It is crucial to recognise the growing pressure from stakeholders for firms to show their dedication to environmental and social responsibility This trend is currently impacting corporate strategy on a global scale (Francis et al, 2021). This omission in the existing body of knowledge signifies a crucial domain that requires thorough examination. Comprehending the significance of GHRM in improving sustainability outcomes is crucial, not just for directing future policies and practices in the banking industry of Sri Lanka, but also for adding to the wider discussion on sustainable business practices in developing nations. Based on that researcher has motivated to explore about the impact of GHRM practices on   public sector banking organizational Sustainability. Hence, in this research study seeks to fill this need by investigating the efficacy of GHRM approaches in promoting organisational sustainability in Selected public sector banks in Sri Lanka, providing significant insights for both practitioners and policymakers (Abeysekera, 2024).

Problem Statement

The theoretical basis of GHRM practices, which contribute to the long term sustainability of organisations, has been thoroughly established (Renwick et al., 2013). The goal of GHRM is to incorporate environmental factors into fundamental HR activities, with the purpose of fostering sustainable behaviours and practices in the workplace. Nevertheless, there is a significant lack of empirical research investigating the influence of GHRM on the long term viability of organisations in the banking sector in Sri Lanka. Prior research has yielded significant perspectives; however, its reach is restricted. (Sandaruwan, Herath, & Abeysekera, 2013) investigated the correlation between GHRM practices and environmental performance in private banks located in Colombo, Sri Lanka. Nevertheless, their analysis was not exhaustive in its coverage of the entire Sri Lankan banking system. Similarly (Safeena, 2020) conducted a study on the influence of GHRM policies on employee performance in Sri Lankan banks but those studies not directly explore the public sector banks in Sri Lanka.

The research vacuum poses a substantial issue for Sri Lankan banks, especially Public sector banks in Sri Lank. Those banks mainly relies on paper based processes, including files, pay slips, training materials, documentation, and attendance cards. Additionally, they engage in energy intensive practices such as excessive usage of lighting, air conditioning, and transportation for its HRM operations. These behaviours not only result in higher operational expenses but also have an adverse effect on the

environment. Although the Sri Lanka Banks' Association's Sustainable Banking Initiative (SLBA-SBI, 2021) and the Central Bank of Sri Lanka's (2021) Green Finance initiatives demonstrate a dedication to sustainability in the banking industry, there is a shortage of concrete evidence that specifically examines how GHRM practices can alleviate these problems and contribute to the long-term sustainability of banks in Sri Lanka. Hence, a comprehensive inquiry is required to comprehend the manner in which sustainable HRM practices, specifically those advocated by GHRM, can have a favourable impact on the long-term sustainability of public banks in Sri Lanka.

Research gap

There is a significant lack of research study specifically investigating the impact of GHRM on the overall sustainability of public sector banks in Sri Lanka. This gap impedes the strategic implementation of GHRM practices and procedures intended to achieve organizational sustainability within the Public banking sector in Sri Lanka. Comprehending the influence of GHRM practices (Green recruitment, Green Training & Development and Green reward management, Green performance management and Green empowerment) on the sustainability endeavours of Sri Lankan public banks is of utmost importance for different reasons. Effective strategy development, enhanced environmental performance and the lack of information is impeding the advancement of sustainable growth in the Public banking industry of Sri Lanka. Through the efficient incorporation of GHRM Practices, banks may actively contribute to the promotion of sustainable practices across the entire economy. This study seeks to fill a significant knowledge void by examining the precise influence of GHRM practices on the organizational sustainability of public banks in Sri Lanka.

This study is essential for furthering the comprehension of GHRM practices and their contribution to fostering organisational sustainability in Sri Lanka's public banking sector. The research addresses the lack of information in both academia and industry by examining the precise effects of these practices on environmental, social, and economic sustainability. The results will offer practical insights for public banks, assisting them in adopting GHRM strategies that improve environmental performance

and corporate social responsibility. Moreover, the study provides policymakers and regulators with useful insights to create frameworks that promote sustainable practices in the banking sector, in line with global sustainability objectives such as the United Nations Sustainable Development Goals (SDGs). This research has ramifications that go beyond the banking sector. It provides a model that other industries and regions may use to adopt sustainable human resource management practices.

Research Objectives

Main Objective
To investigate the influence of Green HRM practices on organizational sustainability in the public banks in Sri Lanka.

Specific Objectives
To examine the impact of green recruitment, green reward management, green training and development, green performance management and green empowerment practices on organizational sustainability in the public banks in Sri Lanka.

To analyse the relationship between green recruitment, green reward management, green training and development, green performance management and green empowerment practices on organizational sustainability in the public banks in Sri Lanka.

Literature Review

Green Human Resource Management

Green Human Resource Management is the incorporation of environmental goals into human resource practices in order to advance organisational sustainability. The Resource-Based View (RBV) posits that GHRM has the potential to transform human resources into a strategic asset by aligning them with environmental objectives, hence providing a competitive edge (Jabbour et al., 2013). Institutional Theory provides additional support for this perspective by elucidating that organisations embrace GHRM policies as a reaction to external influences, such as regulatory mandates and societal norms, as evidenced in the case of Sri Lankan manufacturing enterprises (Fernando & Perera, 2019). These theories demonstrate how the integration of environmental values into HR practices and the flexibility to adapt to external factors can improve organisational performance and sustainability in GHRM.

The Human Resources Department has a vital role in promoting a culture of sustainability within a firm, with GHRM leading this effort. The goal of GHRM is to

improve employees understanding of the importance of sustainability and its repercussions on the environment and society. (Rao, 2022). It is critical to establish a workforce that supports environmental causes, as the attitudes and actions of environmentally conscious employees have a direct impact on environmental performance (Makarim & Maufi, 2021). GHRM is a vital green business strategy that promotes long-term sustainability and enhances environmental performance (Zhu et al., 2020: Singh et al., 2020: Wehrmeyer., 2017; Afriha., 2024). Implementing GHRM procedures can bolster a company's standing and give it a distinct advantage over competitors (Arulrajah et al., 2016). Efficient GHRM plays a vital role in fostering and incentivizing environmentally friendly actions among employees, particularly as firms place greater emphasis on sustainable performance (Ercantan and Eyupoglu, 2022 : Jabbour, 2016).

Organizational Sustainability

Organizational sustainability is defined by the balance between economic, social, and environmental goals, encapsulated in the Triple Bottom Line (TBL) framework. This approach, introduced (Elkington, 1997), advocates for evaluating organizational success based on its impacts across these three dimensions. The TBL framework highlights that organizations should not only focus on financial performance but also consider their social and environmental impacts (Epstein & Buhovac, 2014). Complementing this, Stakeholder Theory emphasizes the need to address the interests of various stakeholders, not just shareholders, in achieving sustainability. Effective sustainability practices involve aligning organizational strategies with stakeholder needs and balancing the triple bottom line to ensure long-term success and resilience (Hansamali et al., 2024). Business sustainability refers to the measures used to preserve competitiveness while safeguarding both current and long-term social and environmental resources. This entails efficiently managing and responding to the present and future needs of stakeholders on behalf of the company (Discua Cruz, 2020; Zaman & Kusi-Sarpong, 2023; Francis et al., 2024). In Clemens' study conducted in 2006. Environmental sustainability is concerned with conserving natural resources and minimising the environmental impact of enterprises in order to foster sustainable economic growth and ensure intergenerational equity.

According to (Yong et al., 2019), social sustainability refers to a corporate strategy that emphasises the promotion of equal opportunities and equitable distribution, as well as the resolution of issues such as poverty, income disparity, and access to healthcare and education. These concepts have significantly influenced the functioning and effectiveness of organisations.

Sustainable growth promotes value generation by maintaining and improving economic, ecological, and social resources (Zhang et al., 2020). The attractiveness of remarkable human resources, employee incentives, and the drive to innovate in production and procedures to stay competitive contribute to this issue. Sustainability can improve an organization's reputation, which influences external stakeholders' investment decisions, product preferences, and job possibilities (Gangi, Daniele, & Varrone, 2020). (Ogbu Edeh & Okwurume, 2019) say sustainable companies prioritise company continuity and stakeholder confidence. Ethical contacts with external stakeholders and personnel loyalty to the organization's goals reduce costs (Aranganathan, 2018). GHRM practices affect companies' sustainability in many ways, including the environment, economy, and society. Sri Lankan banks with good Green Human Resource Management (GHRM) practises reduced their environmental impact and saved money by using resources more efficiently.

Green Recruitment Practices

Green recruitment and selection refer to the process of identifying and selecting applicants who share the organization's commitment to sustainability. Fernando & Perera, (2019) found that organisations in Sri Lanka's industrial sector have progressively implemented green recruitment techniques, leading to the development of a workforce that prioritises sustainability. The study emphasises that organisations that implement robust green recruitment strategies typically have employees who are highly involved in sustainability activities, resulting in enhanced organisational performance in terms of environmental responsibility. Green recruitment and selection strategies aim to ensure that job applicants possess environmentally sensitive attitudes and support sustainability activities (Masri, 2017).

To establish and sustain the concept of "green", it is important that the organizations recognize the candidates who have interest towards eco-friendly issues and hire employees accordingly (Renwick et al.

2013). Most of the organizations are using advanced and modern technology for the recruitment process. Applicants use web portals to search and apply for job opportunities and that will help to reduce wastages generated from printing and sending resumes. The appropriate applicants who can demonstrate environmentally friendly values in the beginning imply that they may be more enthusiastic to engage in green operational practices (Mishra 2017). According to Jain (2016), green recruitment can shrink the recruitment cost and the time by around 80%.

Green Reward Management Practices

Studies suggest that implementing reen Rewards can have a substantial positive impact on organizational sustainability and this can be achieved through improvements in environmental outcomes, cost reduction in operations, and increased staff happiness. For instance, Jabbour *et al.* (2013) discovered that organisations that provided financial incentives for accomplishments connected to sustainability experienced significant enhancements in their environmental performance, such as decreases in waste and energy consumption. In a similar vein, a research conducted (Silva & De Silva, 2020) in Sri Lanka revealed that acknowledging and providing non-financial incentives for environmentally friendly actions resulted in increased employee engagement and active involvement in sustainability initiatives. Green reward management programs incentivise employees to actively participate in environmentally sustainable projects by providing both monetary and non-monetary rewards (Mandago, 2018: Jabbar & Abid, 2015). These activities improve the quality of work-life balance and promote environmental performance.

Green Training and Development Practices

Green Training and Development aims to provide employees with the necessary knowledge and skills to effectively contribute to the achievement of the organization's environmental goals. (Perera & Gunawardane, 2021) conducted a study investigating the effects of green training programs on environmental awareness among employees in Sri Lankan textile industries. The study revealed that these programs had a substantial positive impact on employees' understanding of environmental issues. The study also found that employees who underwent green training were more inclined to engage in

sustainability projects, therefore enhancing the organization's overall sustainability endeavours. It is essential to provide green training in order to improve employees' knowledge and understanding of the environment, promote energy conservation, reduce waste, and develop environmental awareness (Zoogah, 2011). The concept of green training promotes the active involvement of employees in environmental activities and the adoption of eco-friendly practices (Jabbar & Abid, 2015). The training provides the personnel with the essential abilities to incorporate sustainable practices into their daily responsibilities (Gill et al., 2021). Environmental training enhances individuals' motivation to participate in environmentally beneficial activities, hence fostering a culture of environmental responsibility (Mandago, 2018). Dubey et al, (2015) found that organisations who allocate resources to develop their environmental expertise improve their environmental performance and build trust with stakeholders. Green training acts as a catalyst, driving significant progress towards sustainability.

Green Performance Management Practices

Green Performance Management (GPM) is the practice of incorporating environmental objectives into the performance evaluation procedures of organisations. The goal of GPM is to synchronise employee performance with the environmental objectives of the organisation, hence improving overall sustainability. (Govindarajulu & Daily, 2021) state that GPM practices encompass the establishment of environmental performance objectives, integration of sustainability measures into evaluations, and recognition of eco-friendly actions. Recent research has emphasised the increasing significance of Green Performance Measurement (GPM) in promoting organisational sustainability, particularly in industries that have a substantial environmental footprint (Mousa & Othman, 2022). Nevertheless, the adoption of GPM may encounter obstacles, including the complexity of measuring environmental impacts and opposition from employees who are accustomed to conventional performance measures (Tang, Chen, & Ma, 2023). Although facing these difficulties, GPM is progressively acknowledged as an essential element of Green HRM, which contributes to both environmental performance and employee engagement.

Green Empowerment

Green Empowerment encompasses strategies that foster and empower employees to actively participate

in environmental sustainability endeavours within the organisation. It entails furnishing staff with the essential resources, authority, and motivation to engage in environmentally friendly actions. Research conducted by Renwick et al. (2022) and (Jabbour & de Sousa Jabbour, 2023) indicates that giving employees the authority to participate in environmental management activities promotes a culture of sustainability and creativity. Employees that are given authority and autonomy are more inclined to suggest and execute environmentally sustainable ideas, resulting in enhanced environmental results. Recent research suggests that Green Empowerment boosts job satisfaction and organisational commitment by recognising employees for their efforts to sustainability (Islam, Ahmed, & Ali, 2024).

Conceptual Framework and Hypotheses

The conceptual framework was developed based on the theoretical support. The framework is presented in Fig. 1.
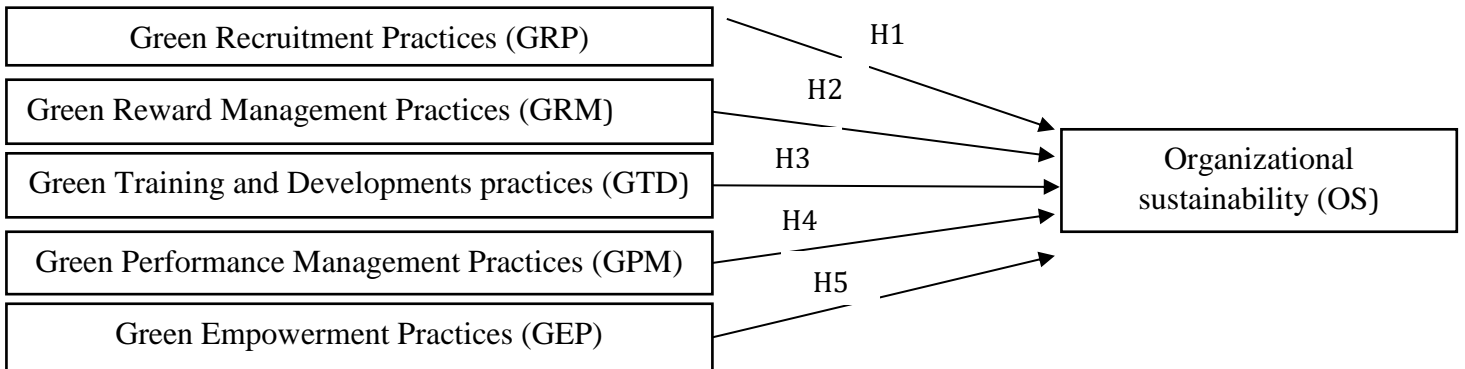
Source: (Developed by the Author)

In terms of the measures selected for each variable, the proposed model to be estimated can be stated by Equation 1

Model Specifications

$$OS_i = \beta_0 + \beta_1 GRP_i + \beta_2 GRM_i + \beta_3 GTD_i + \beta_4 GPM_i + \beta_5 GEP_i + u_i \ldots\ldots(1)$$

Research Design

The study's goal is to rigorously analyse the impact of GHRM practices using a logical approach. This entails testing pre-existing assumptions through systematic data collection and analysis. The survey research technique is justified in order to collect data from a large number of public sector banking employees, allowing the findings to be applied to the greater community and increasing the study's

dependability (Deshpande & Magerko, 2024). Using a Mono Method, the use of questionnaires improves research by ensuring consistency and focus in data collection, hence eliminating potential biases (Deshpande & Magerko, 2024). The adoption of a cross-sectional time horizon is justified because it provides an overview of existing GHRM practices and their perceived influence on sustainability, which is consistent with the study's objectives (Deshpande & Magerko, 2024).

Sampling and Data Collection

The study's sample size was determined to be 132 participants, using the Krejcie & Morgan, (1970) sample size determination table. This computation was employed to guarantee that the sample is a true reflection of the broader population of public sector banking personnel in Sri Lanka. In sampling procedures, every member in the population had an equal chance of being selected, with the ultimate goal of enhancing the representativeness and generalisability of the findings (Obilor, 2023).

Convenience sampling, being a non-probability sampling method, does not guarantee equal opportunities for all individuals and may introduce biases, which might potentially impact the overall generalisability of the findings. This is because the researcher has very limited options to collect primary data for the research. The core data for this research study were collected from participants who completed a survey designed to measure their perspectives and experiences with GHRM practices and organisational sustainability. This direct input provides vital insights into the current level of GHRM procedures in Sri Lankan public banking sector. In addition to primary data, the study used secondary data from company reports and scholarly journal publications. Company reports gave extensive information on organisational practices and performance metrics, whereas journal papers provided a more theoretical and empirical

framework for understanding GHRM practices and their influence on sustainability.

The questionnaire was generated with Google Forms, a user-friendly instrument for gathering data. The Google Form link was disseminated to participants using popular social media platforms including WhatsApp, Viber, and Messenger to streamline accessibility and completion. Respondents were allotted a fortnight to submit their answers. A targeted sample was ensured by distributing the form among workers of public sector banks in Sri Lanka.

Data Analysis

The statistical analysis of the data was done with SPSS (21.0 version) statistical responses were analysed by using descriptive statistics, reliability and validity, correlation analysis, and regression analysis was done to test the hypothese/s.
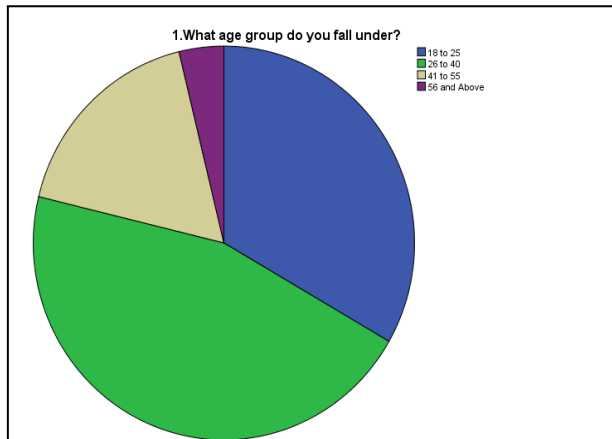
Results and Discussion

The sample comprises 132 participants, primarily in the age range of 26 to 40 years, accounting for 45.5% of the total. The next largest group is individuals aged 18 to 25, constituting 33.3%. The combined participation of these two younger age groups constitutes around 79% of the sample, suggesting a significant presence of younger individuals in the workforce. Conversely, the sample consists of a smaller proportion of elderly individuals, specifically those aged 41 to 55 and 56 and above, accounting for only 17.4% and 3.8% of the total, respectively. The gender distribution in the sample showed that females were more prominently represented, accounting for 58.3% of the total sample, while males accounted for 41.7%. The gender distribution was a crucial factor to take into account during the investigation, as it could have impacted the perceptions and efficacy of Green HRM practices in the public banking sector.

Demographics and Descriptive Statistics

Figure 3: Age Distribution
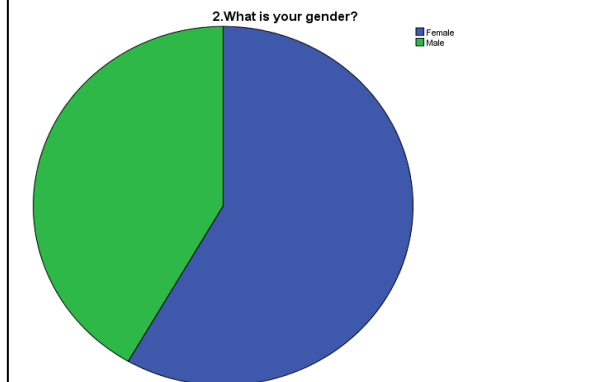
Figure 4 : Gender Distribution

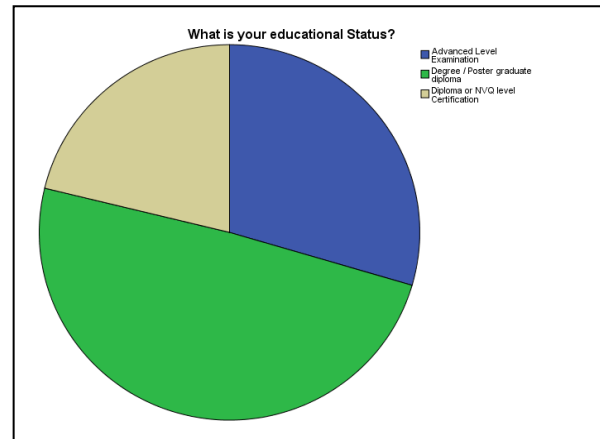*Source: (Developed by the Author)*
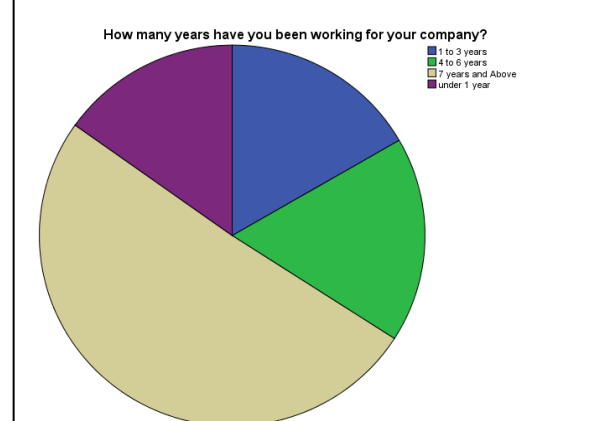
Figure 5: Service Years Distribution

Figure 6: Educational Background Distribution

Source: (Developed by the Author)

The data from the sample of 132 respondents reveals that a substantial majority, accounting for 50.8%, have been employed by their organisation for a period of 7 years or longer, suggesting the presence of a highly seasoned staff. The remaining participants are spread somewhat evenly, with 16.7% having a work experience of 1 to 3 years, 17.4% with 4 to 6 years of experience, and 15.2% with less than 1 year of experience. Out of the 132 respondents, it is found that 49.2% of them have a degree or postgraduate diploma, which is the most prevalent level of education in the sample. In addition, 29.5% of the participants have successfully passed the Advanced Level Examination, while 21.2% hold a diploma or certification at the NVQ level. The distribution of respondents suggests that most individuals have a significantly advanced degree of education, which could potentially impact their comprehension and viewpoints regarding organisational practices, such as Green HRM initiatives.

Descriptive Analysis

Table 1: Results for Descriptive Statistics

Factors	Mean	Std. Deviation	Skewness	Kurtosis
Green recruitment Practices	10.9830	2.54336	-.475	-.020
Green rewards Management Practices	7.8788	2.02498	-.496	.019
Green training and Development Practices	8.1667	1.88404	-.684	.021
Green performance Management Practices	11.3788	2.46628	-.474	-.226
Green empowerment Practices	11.2519	2.51076	-.351	-.178
Organizational Sustainability	11.2424	2.09278	.156	-.202

Source: (Developed by the Author)

The study's variables, including green recruitment, rewards management, training and development, performance management, and empowerment techniques, are moderately embraced. The mean values for these variables range from 7.88 to 11.38. The range of standard deviations, ranging from 1.88 to 2.54, suggests a moderate degree of variability in the responses. The skewness values indicate that the majority of variables show a little negative skew, except for organisational sustainability, which displays a slight positive skew. This suggests that the data tends to concentrate towards the higher or lower end of the scale. The kurtosis values are around zero, indicating that the distributions are almost normal, although some are somewhat less peaked than a standard normal distribution. In summary, the data indicates that the replies are fairly evenly distributed, with a tendency towards moderate adoption of environmentally friendly activities in all areas.

Reliability and Validity Analysis

Table 2: Construct Reliability and Validity Results

Variable	Cronbach's alpha value	KMO Bartlett Values
Green Recruitment practices	.874	.680
Green Reward Management Practices	.704	.704
Green Training and Development Practices	.681	.681
Green Performance Management Practices	.815	.815
Green Empowerment Practices	.797	.797
Organizational Sustainability	.750	.750

Source: Survey data

Having Cronbach's Alpha values above 0.7 indicates that all factors have fulfilled internal consistency and reliability (Hair et al., 2011; Francis et al., 2024). The analysis of the study's variables demonstrates robust measurement quality across multiple dimensions in terms of reliability and validity. The Green Recruitment Practices and Green Performance Management Practices both demonstrate strong internal consistency, as indicated by Cronbach's alpha values of 0.874 and 0.815, respectively. These values suggest that the measures are reliable, and are further supported by KMO values of 0.680 and 0.815, indicating appropriate sampling.

Result of Correlation Analysis

The Green Reward Management Practices and Green Training and Development Practices show moderate internal consistency, as indicated by Cronbach's alpha values of 0.704 and 0.681, respectively. Additionally, they have sufficient sampling adequacy, with KMO values of 0.704 and 0.681. The Green Empowerment Practices and Organisational Sustainability demonstrate high dependability, as indicated by Cronbach's alpha values of 0.797 and 0.750, respectively. Additionally, the KMO values of 0.797 and 0.750 are deemed adequate. The scales employed to assess GHRM practices and organisational sustainability are highly robust and dependable, guaranteeing precise and consistent data for the study.

The correlation analysis conducted on the relationship between organisational sustainability and several Green HRM practices demonstrates statistically significant positive associations among all variables. There is a significant and positive relationship between Green Recruitment Practices and organisational sustainability, as indicated by a Pearson correlation coefficient of 0.511. The Green Rewards Practices also exhibit a positive link (Pearson correlation = 0.341, although to a lesser degree. The practice of implementing environmentally-friendly training and development methods is strongly associated with the long-term viability of an organisation (Pearson correlation = 0.461). The correlations between Organizational Sustainability and Green Empowerment Practices are very significant, with Pearson correlations of 0.512 and 0.532, respectively, both with a p-value of less than 0.001. The results suggest that there is a positive correlation between all Green HRM practices and organisational sustainability, with green empowerment practices demonstrating the most robust association.

Regression Analysis

The model summary shows how well the regression model used to assess the impact of Green HRM practises on organisational sustainability works. With a R value of 0.589, the model suggests a moderate to strong connection between predictors and dependent variable. Green Empowerment, Green Rewards, Green Recruitment, Green Training, and Green Performance Practices account for 34.7% of organisational sustainability variation, according to the R Square value of 0.347. The model's capacity to explain data is slightly affected by the Adjusted R Square score of 0.321, which quantifies the predictors' contribution.

Table 3: Correlation between green HRM practices and organizational sustainability

Correlations			
	Organizational sustainability		
	Pearson Correlation	Sig. (2-tailed)	N
Green recruitment Practices	.511**	.000	132
Green rewards Management Practices	.341**	.000	132
Green training and Development Practices	.461**	.000	132
Green performance Practices	.512**	.000	132
Green empowerment Practices	.532**	.000	132
Organizational sustainability	1		132
*. Correlation is significant at the 0.05 level (2- tailed)			

Source: Survey data

Table 4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589[a]	.347	.321	1.72408
a. Predictors: (Constant), green empowerment practices, Green rewards Practices , Green recruitment practices, Green training Practices , Green performance Practices				

Source: Survey data

Table 05: ANOVA Test on Green HRM practices and Organizational sustainability

ANOVA[a]						
Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	*Regression*	*199.214*	*5*	*39.843*	*13.404*	*.000[b]*
	Residual	*374.528*	*126*	*2.972*		
	Total	*573.742*	*131*			
a. Dependent Variable: organizational sustainability						
b. Predictors: (Constant), Green empowerment Practices , Green rewards Practices, Green recruitment Practices, Green training and Development Practices, Green performance Management Practices						

Source: Survey data

Table 06: Coefficient Test Results

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.560	.750		7.409	.000
Green recruitment practices (GRP)	.277	.098	.337	2.837	.005
Green rewards Management Practices (GRM)	-.265	.122	-.256	-2.171	.032
Green training and development practices (GRD)	-.045	.154	-.041	-.292	.770
Green performance Management Practices (GPM)	.183	.147	.216	1.242	.216
Green empowerment Practices (GEP)	.268	.123	.321	2.177	.031
a. Dependent Variable: Organizational sustainability (OS)					

Source: Survey data

The mean difference between observed values and model-generated values is 1.72408, the estimate's standard error. In conclusion, the model has reasonable explanatory power and demonstrates that Green HRM practices help explain organisational sustainability disparities.

The ANOVA table for the regression model measuring Green HRM practices and organisational sustainability is statistically significant. With five degrees of freedom, the regression sum of squares is 199.214, with a mean square of 39.843. The F-value is 13.404 and the p-value is 0.000, which is below the alpha limit of 0.05. After incorporating green Empowerment, rewards, recruitment, training and development, and performance management practices as predictors, the regression model effectively accounts for organisational sustainability variations. The residual sum of squares is 374.528, with 126 degrees of freedom, while the total is 573.742, with 131. The ANOVA analysis shows that the model is statistically

significant and adequately captures the data.
Below mentioned Regression Analysis formula utilized in this analysis,

$$OS_i = 5.560 + .277\, GRP_i - .265 GRM_i - .045\, GRD_i$$
$$+ .183\, GPM_i + 0.268\, GEP_i...........(2)$$

Green Recruitment Practices have a strong and positive impact on organisational sustainability, as indicated by a coefficient of 0.277, a standardised beta of 0.337, and a significant value of 0.005. This suggests that the implementation of efficient environmentally-friendly hiring practices improves the overall sustainability achievements of the organisation. The Green Rewards Practices exhibit a notable and adverse effect, as evidenced by a coefficient of -0.265, a standardised beta of -0.256, and a significant value of 0.032. These findings indicate that implementing green reward management practices could have a negative impact on sustainability. Therefore, it is important to modify reward systems in order to better match them with sustainability objectives. The coefficient of Green Training and Development Practices is -0.045, the standardised beta is -0.041, and a significant value is 0.770. The elevated a significant value suggests that these practices have a minimal impact on organisational sustainability, indicating that their effect is insignificant. The Green Performance Management Practices have a coefficient of 0.183, a standardised beta of 0.216, and a significant value of 0.216. In this context, the practices being discussed do not have a significant impact on sustainability outcomes, as indicated by a significant value that is higher than the predetermined significance level. The Green Empowerment Practices demonstrate a notable and substantial impact, indicated by a coefficient of 0.268, a standardised beta of 0.321, and significant value of 0.031. This demonstrates that enabling employees through the implementation of environmentally-friendly practices is closely linked to enhanced organisational sustainability.

Conclusion and Recommendations

The research conducted on the influence of Green HRM practices on organizational sustainability in the Public Banking Sector in Sri Lankan banks has uncovered a number of noteworthy discoveries. The study revealed that Green Recruitment Practices and Green Empowerment Practices have a substantial

and beneficial effect on organisational sustainability, underscoring their significance in fostering sustainability in the banking industry. On the other hand, Green Rewards Practices showed a notable adverse impact, indicating that reward systems may require improvement to more effectively promote sustainability objectives. The study found that Green Training and Development, as well as Green Performance Management Practices, did not have a significant impact on sustainability results in this particular environment. This suggests that these practices may not be as powerful in driving sustainability in this specific situation. According to the results, it is advised that Sri Lankan public banks give priority to implementing Green Recruitment and Green Empowerment Practices in order to improve their sustainable performance. These practices should be incorporated into the fundamental HRM strategies to promote a culture of sustainability. Furthermore, it is recommended to conduct a thorough evaluation and maybe revise the Green Rewards Practices in order to better align them with the sustainability goals of the organisation. Continued investments in Green Training and Development are necessary, but their contribution to sustainability should be reassessed to identify opportunities for optimisation. Similarly, it is important to evaluate Green Performance Management Practices for their potential influence and make necessary adjustments accordingly.

In this reserch study successfully accomplished its goals by determining the Green HRM practices that have a Significant impact on organisational sustainability in public sector banks in Sri Lanka. The investigation yielded valuable insights into the favourable and unfavourable effects of these practices, providing a full comprehension of their functions inside Sri Lankan banks. The utilisation of statistical analysis has verified the importance of specific procedures, therefore effectively resolving the study enquiries and providing valuable insights to the field.The results of this study align with certain previous research, while also providing fresh perspectives. An example of this is the beneficial effect of Green Recruitment and Green Empowerment Practices, which is consistent with earlier research that highlights the importance of these practices in improving organisational sustainability (Renwick et al., 2013). Nevertheless, the adverse impact of Green Rewards Practices contradicts several research that propose favourable results from green rewards, such as the study conducted by Safeena in

2020. The absence of notable impacts for Green Training and Development and Green Performance Management Practices is a novel contribution, suggesting that additional investigation may be necessary in these domains. Subsequent investigations may broaden the range of analysis to encompass private banks and other industries, in order to assess and contrast the effects of Green HRM practices in other organisational settings. Longitudinal studies have the potential to offer valuable insights into the progression of these practices' impacts over time. In addition, qualitative research methodologies can be used to investigate the underlying mechanisms and perceptions associated with Green HRM practices and organisational sustainability. Additional research could also explore the individual elements of Green Rewards Practices in order to comprehend their adverse effects and propose possible enhancements.

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