

Influence of green banking initiatives on green brand trust and green brand image: The mediating role of employee green behavior

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Abstract

This study explores the role of green banking initiatives and employee green behavior in building green brand image and green brand trust. The present study collected data from employees working in public- and private-sector banks. The data were collected using a non-probability convenience sampling technique, and data were analysed using the PLS algorithm along with the boot strapping method. The findings confirm that green product development, CSR, and internal processes are significant predictors of green banking initiatives. Further, green banking initiatives have a positive and significant impact on employees' green behavior, green brand trust, and green brand image. Moreover, employee green behavior mediates between green banking initiatives, green brand trust, and green brand image. Further, the results discussed in this study can assist banking managers and policymakers in improving green brand image and trust based on green banking initiatives and employee green behavior.

Keywords- Employee green behaviour, green brand trust, green brand image and green banking initiative, India

1. Introduction

Rising issues on environmental damage have forced organizations to act in an environmentally friendly manner by adopting green practices (Aslam and Jawaid, 2023). In lieu of this, an increasing number of organizations, including the banking sector, are adopting green practices and contributing to the green economy (Khan *et al.* 2023). Green banking practices are environmentally friendly practices that reduce the carbon footprint of banking activities (Ellahi *et al.* 2023; Prabhu and Aithal, 2023). Sabbir and Taufique (2022) argued that the green practices of banks are part of corporate environmental strategies to promote and sustain green behavior in the workplace. However, these strategies only reduce environmental impacts to some extent, and the response from employees' participation in these strategies is a critical boundary condition. The implementation of green practices is largely dependent on the participation and collaboration of employees. Therefore, an employee's green behavior (EGB) is a key element in the development and promotion of green practices. Norton (2015) defines EGB as environmental behavior

implemented by employees in the workplace. Throughout the literature, EGB has received significant attention from scholars and practitioners (Chen and Wu, 2022). On the other hand, EGB is beneficial for firms in terms of achieving competitive advantage, improving environmental performance, and building a green reputation. At the same time, it can also improve the green brand image (GBI) and green brand trust (GBT) of enterprises to achieve customer loyalty.

Green behavior in the workplace has been determined to be EGB, which is of two types: (1) task-related and (2) voluntary green behavior (Norton, 2015). Task-related green behavior is related to completing daily routine tasks during work by exhibiting environmental protection behavior (such as environmental protection responsibilities stipulated in the performance of duties). In contrast, voluntary green behavior is associated with environmental behavior that is not supported by the reward system (such as reminding colleagues to save energy by switching off lights, when leaving the office, etc.). In this study, task-related behavior was considered when studying EGB in the workplace.

Existing studies link EGB with person-organization fit (Mi *et al.* 2020), corporate environmental policy (Sabbir and Taufique, 2021), pro-environmental attitude, green psychological climate, corporate social responsibility (Katz *et al.* 2022), green human resource management practice and green transformational leadership (Chen and Wu, 2022; Zhang *et al.* 2019), employee well-being (Zhang *et al.* 2021), corporate eco-innovation (Schmidt-Keilich *et al.* 2023), organizational green culture (Yeşiltaş *et al.* 2022), employee empowerment (Laeq, 2021), and green banking performance (Jayarathne *et al.* 2020). These studies provide a basis for understanding EGB. However, the interaction of EGB with green banking initiatives (GBIN), GBI, and GBT has not received attention worldwide. Therefore, considering the interaction of EGB with GBIN, GBI, and GBT, the present study can not only improve the explanatory power of the research, but also justify that EGB is essential for shaping and building GBI and GBT. Following this logic, this study aimed to explore the interaction of EGB with GBIN, GBI, and GBT. Thus, covering the research gap, the present study proposes a framework for public and private sector banks that can be used to build GBT and GBI based on GBI and EGB.

Accordingly, relying on the framework of Sharma and Choubey (2021), this study focuses on the green banking initiatives of public- and private-sector banks in Delhi/NCR. The banking sector was chosen because it plays a major role in the economic and sustainable development of a nation (Sharma and Choubey, 2021). Another reason is that green banking is a growing trend in the financial industry (Hang, 2022). Based on the foregoing debate, the current study aims to answer the following research question: (1) Can GBIN influence EGB? (2) Do GBIN significantly contribute to GBI and GBT? (3) Does EGB mediate the relationship between GBIN, GBI, and GBT? Furthermore, the originality of this research is that GBIN, GBI, and GBT are studied from the perspective of stakeholder theory and are reinterpreted considering the new context, that is, the mediating role of EGB. Moreover, the findings of this study can assist banking managers and policymakers in improving GBI and GBT based on GBIN and EGB.

2. Literature review and hypotheses development

2.1 Underpinning theory

Stakeholder theory was proposed by Mitchell et al. (1997), who posited that firms have a responsibility not to their shareholders but also to their stakeholders, such as customers, employees, and the community. Stakeholder theory is concerned with how a firm treats its stakeholders (Laczniaik and Murphy, 2006). This theory also proposes that firms create value that aligns with their stakeholders (Joseph and Jerome, 2017). Ralph et al. (2007) state that stakeholder theory is associated with CSR and relies on the foundation of the CSR framework. The stakeholder theory focuses solely on the interests of stakeholders rather than making profits for shareholders (Donaldson and Preston, 1995). Stakeholder theory allows firms to engage in stakeholder analysis, which involves identifying and understanding stakeholders' needs (Driver and Thompson, 2002). Thus, based on above discussion, stakeholder theory is a fair treatment for stakeholders.

2.2 Green banking initiatives

2.2.1 Green product development

Increased environmental threats have prompted organizations to develop green products that are aligned with sustainable development goals (SDGs) (Aslam and Jawaid, 2023; Akomea-Frimpong *et al.* 2022). GPD is part of GBIN that aims to reduce environmental threats during its life cycle (Mir and Bhat, 2022). Thus, aligning with this aim, banks have developed and developed green products such as green car loans, green savings and bonds, green mortgages, green credit cards, green checks, and green home loans. These products have minimal effects on environmental climate change during their entire life cycle (Sharma & Chaubey (2022)). Thus, by introducing green products, banks have showcased their commitment to environmental protection (Al-Qudah *et al.* 2023; Zhou *et al.* 2022) and reduced their carbon footprint from banking activities. This commitment makes customers loyal, as environmentally conscious customers are often attracted to firms committed to environmental protection (Gupta *et al.* 2020). Barbu *et al.* (2022) argued that environmentally conscious customers are more interested in buying green products from green firms, which makes the firm step out of competitors.

2.2.2 Green corporate social responsibility

Green corporate social responsibility (GCSR) is an essential component of a firm's strategy (Sarwar *et al.* 2023) to solving environmental threat challenges in a developing country. GCSR refers to firms' waste reduction practices and the minimization of practices that affect environmental degradation (Simmou *et al.* 2023; Sharma and Chaubey 2022; Alam and Islam, 2021; Wu *et al.* 2018). Le (2022) highlighted CSR as the incorporation of environmental practices into management practices. By incorporating environmental practices into management practices, firms contribute to the SDGs (Chen and Jin, 2023) and firm performance (Niazi *et al.* 2023; Khan *et al.* 2023; Ma *et al.* 2023; Novitasari and Tarigan, 2022). Famiyeh (2017) finds that when firms invest in GCSR, they are likely to enjoy cost reduction, flexibility, improved quality, and reputation. In addition, a firm's commitment to social care contributes to the quality and economic development of the community (Novitasari and Tarigan, 2022). Overall, when GCSR is implemented constructively, there are many improvements in different areas (Sharma and Chaubey 2022).

2.1.3 Green internal process

The serious concern about environmental problems pressurizes the banking sector to adopt green practices and modify internal processes and operations towards a green economy (Aslam and Jawaid, 2022). According to Sharma and Choubey (2022), green internal process (GIP) encompasses effective tactics that aim to optimize the usage of a bank's resources and conserve energy, such as implementing measures to reduce paper and water consumption, recycling materials, and procuring eco-friendly equipment (Mir and Bhat, 2022). Julia and Kassim (2020) state that green banking emphasizes greening internal operations. This means that banks need to conserve natural resources by greening their operations and activities. Thus, green banking makes internal processes efficient and effective with minimal impact on the environment (Dipika, 2015).

2.2 Green banking initiatives and green brand trust

Banks are adopting green practices in response to customer demand for environmentally friendly options (Tyagi *et al.* 2023). Increasing awareness of climate change has led customers to prefer a brand that is committed to environmental change (Guerreiro and Pacheco, 2021). When customers trust a brand, they build strong emotions toward the brand and become loyal (Huo *et al.* 2022; Wu and Liu, 2022). Thus, green practices make the firm competitive and help it stand out from others. Several studies have found that green banking initiatives (GBIN) significantly affect green brand trust (GBT) (Sharma and Chaubey 2022; Pawar and Munuswamy, 2022; Hasan *et al.* 2022). Ibe-enwo *et al.* (2019) concluded that GBI is an approach to enhance sustainability and is an adequate measure of GBT. Similarly, Wong (2023) confirms the positive impact of green sustainability efforts on brand trust. Similarly, an empirical study by Semab *et al.* (2022) found that GBI increases brand recognition and image, which increases green brand trust. Stakeholder theory also supports the idea that when banks align GBIN with the values of diverse stakeholders, it makes the brand trustworthy. Hence, based on the above arguments, we stated the following:

H1. Green banking initiatives has a positive and significant impact on green brand trust

2.3 Green banking initiatives and green brand image

Being green is a powerful strategy for a firm to build GBI, which helps it differentiate it from its competitors (Hussain and Ajmal 2016; Bashir *et al.* 2020). This differentiation is based on positive GBI in the minds of customers (Bashir *et al.* 2020). Hussain and Ajmal (2016) found that customers have different perceptions of a brand that lead to brand image. Previous studies have identified several types of brand images, such as brand image, product image, and corporate image, which are perceived by customers. Brand image plays an important role for the firm, whether the benefits are government, commercial, or non-commercial (Solekah (2019). Moreover, with the aid of GBIN, firms contribute to sustainability and simultaneously improve their GBI (Ji *et al.* 2020; Prasetyo 2015; Bashir *et al.* 2020; Hussain and Waheed, 2016). On the other hand, some studies linked GBI with green marketing (Majeed *et al.* 2022; Ellitan, 2021; Darlius and Keni, 2021) and GBT (Tan *et al.* 2022; Semab *et al.* 2022; Hussain and Waheed, 2016), and most studies have not been conducted in the context of the banking sector. In addition, limited literature is available on the influence of GBIN on GBI. In addition, the impact of GBIN on GBI can be effectively supported by stakeholder theory, which emphasizes the role of

understanding the needs of all stakeholders, including customers, employees, the community, and the environment. Therefore, this study investigates this linkage by developing the following hypothesis:

H2. Green banking initiatives has a positive and significant impact on green brand image

2.4 Green banking initiatives and employee green behaviour

Environmental degradation and climate change adversely affect individuals and businesses (Sivalingam and Arulrajah, 2022; Chen and Wu, 2022). Hence “Go Green” is only the solution to save planet by minimizing environmental problems (Khan *et al.* 2023). Thus, the banking sector adopts green practices and motivates employees to exhibit green behavior in the workplace (Chen and Wu, 2022; Tang *et al.* 2023; Ren *et al.* 2023). The green behavior of employees at the workplace includes green practices, such as energy conservation and recycling (Chen and Wu, 2022). As green banking is an emerging trend in modern banking systems, bank employees need to play a supportive role in maintaining green practices (Malsha *et al.* 2020). When employees support and exhibit green behavior in the workplace, they contribute to firm sustainability (Katz *et al.* 2022; Norton *et al.* 2014). On the other hand, several studies linked green corporate social responsibility (GSR) with EGB and found that GCSR shape EGB (Shiri and Jafari-Sadeghi, 2023; AlSuwaidi *et al.* 2021; Unsworth *et al.* 2021) and contributes to firm success. Moreover, the impact of GBIN on EGB is also supported by stakeholder theory, which argues that banks can encourage and promote EGB by aligning GBIN with their interests and beliefs and actively involving them in sustainability efforts. This, in turn, helps ensure the overall effectiveness of GBIN and confirms the bank's commitment to environmental sustainability. Hence, based on the above discussion, we state that

H3. Green banking initiatives have a positive and significant impact on employees' green behavior.

2.5 Mediating role of employee green behaviour on relationship between green banking initiatives and green brand trust

In the banking sector, employees are frontline workers who directly interact with customers and play an important role in building brand image and brand trust. Xiao *et al.* (2022) stated that green practices encourage employees to ethically fulfill customer demands to retain them for longer periods. By doing this, the employee-customer relationship nurtures and leads to building trust, which further influences customer purchase intention (Du Preez *et al.*, 2017; Yoon *et al.*, 2016). Agrawal and Pradhan (2023) found that employees face customers, and their green behavior creates a green image of the organization, which ultimately leads to green trust. In addition to this stakeholder theory, when employees adopt green practices within the firm, they advocate for the GBIN. Their actions foster the bank's credibility in the eyes of stakeholders, ultimately leading to trust. However, little attention has been paid to the mediating role of EGB in the link between GBIN and GBT. Therefore, this study closes this research gap by proposing the following hypotheses:

H4. Employee green behavior has a mediation role in green banking initiatives and green brand trust.

2.6 Mediating role of employee green behaviour on relationship between green banking initiatives and green brand image

Latif et al. (2022) found that firms' green initiatives promote EGB and build brand reputation. Similarly, Yang (2019) found that EGB promotes the image of a company and enhances its reputation and competitive advantage. Similarly, stakeholder theory suggests that when employees actively support and practice green behaviors within the organization, it reinforces the bank's ethical image in the eyes of stakeholders. Chen and Wu (2022) found that green human resource management (GHRM) is responsible for motivating employees to exhibit green behavior and green image. However, Alshebami (2021) found that EGB does not mediate the relationship between GBIN and GBI. Previous studies have mixed results regarding the mediating role of employee green behavior on the relationship between green banking initiatives and green brand image. Thus, there is a need to re-examine this; therefore, we propose the following hypothesis:

H5. Employee green behavior has a mediation role in the relationship between green banking initiatives and green brand image.

3. Research methodology

Sample size and sampling technique

To test the research framework shown in figure 1, the current study uses a population comprising the public and private banking sectors in Delhi/NCR. The public and private banking sectors were selected based on the relevance of the trend of green banking in the financial industry. The study data were obtained from employees working in the public and private banking sectors. The reason for surveying employees is that they are also stakeholders whose participation is essential for green practices. A two-stage sampling method was used in this study. In the first stage, selection of the public and private banking sector in Delhi/NCR was performed using a random sampling method; in the second stage, the selection of employees using the non-probability convenience sampling technique was

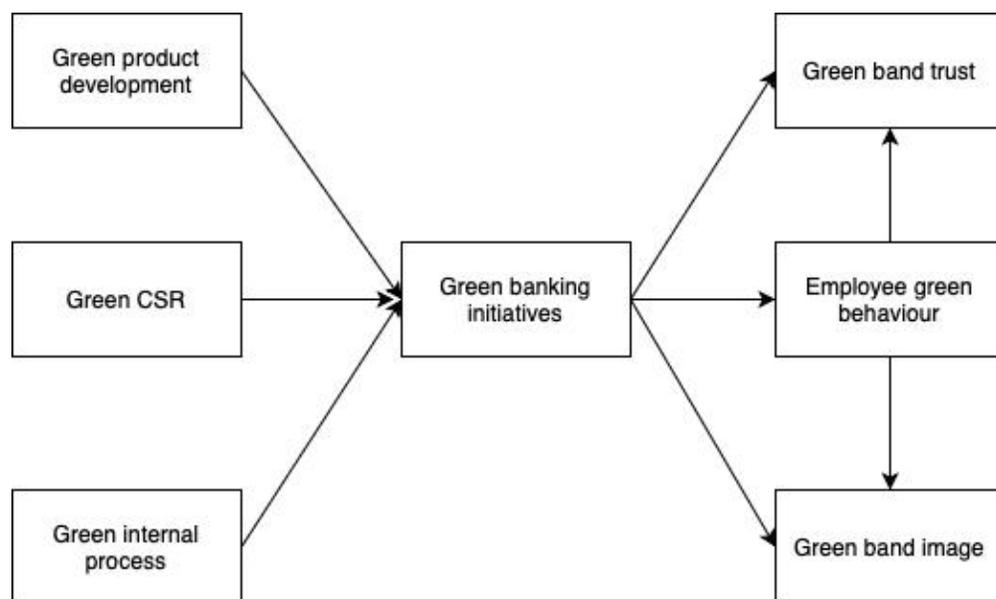


Figure 1. Conceptual model

done. The survey data were collected from October to December 2022. Self-administered questionnaires were distributed to 640 employees, of which 346 questionnaires were received and used for data analysis. The demographic summary is presented in Table 1. It was observed that 77.1% of the patients were male and 22.8 percent were female. On the basis of age, 42.7 percent belonged to the age group of 28-35, 37.8 percent belonged to the age group of 36-43 and 19.3 percent belonged to the age group of above 43 years. With regard to marital status, 83.5 percent were married and 16.4 percent were unmarried. Based on designation, 12.1 percent were branch managers, 16.4 percent were assistant branch managers, 26.5 percent were senior officers, 13 percent were deputy managers, 34.4 percent were probationary officers, 15 percent were clerks, and 11.2 percent were accountants.

Measures

The questionnaire consists of eight parts. The first part is related to the demographics of employees, the second part is related to green product development, the third part consists of items related to green CSR, the fourth part is concerned with GIP, the fifth part is about GBT, the sixth part is related to GBI, and the seventh part is related to EGB. All items are based on a five-point Likert scale.

Green product development was measured using eight items from Sharma and Choubey (2020). A sample item includes as “*bank provide loans for green construction.*”

Table 1. Demographics summary

Variable	Frequency (%)
<i>Gender (n=346)</i>	
Male	267(77.1)
Female	79(22.8)
<i>Age (n=346)</i>	
28-35	148(42.7)
36-43	131(37.8)
Above 43 years	67(19.3)
<i>Marital status (n=346)</i>	
Married	289(83.5)
Unmarried	57(16.4)
<i>Designation (n=346)</i>	
Branch manager	42(12.1)
Assistant branch manager	57(16.4)
Senior officer	92(26.5)
Deputy manager	45(13.0)
Probationary officer	119(34.4)

Clerk	52(15.0)
Accountant	39(11.2)

Green CSR was measured by adopting ten items from Sharma and Choubey (2020). A sample item includes as “*bank conducts tree plantation campaign.*”

Green internal process were measured using six items from Sharma and Choubey (2020). A sample item includes as “*bank perform waste management system.*”

Green brand trust was measured using four items from Sharma and Choubey (2020). A sample item includes as “*Environmental commitments are generally reliable.*”

Green brand image was measured using five items from Sharma and Choubey (2020). A sample item is “*Success in environmental performance.*”

Employee’s green behaviour was measured using five items from Malsha et al. (2020). A sample item includes as “*Employees participate in bank’s sustainable goal.*”

Data analysis

The proposed hypothesis was tested using the PLS algorithm along with the bootstrapping method. The data analysis was performed in two steps. In the first step, a model assessment was performed, and in the second step, hypothesis testing was performed.

4. Findings

4.1 Model assessment

First, factor loadings were examined, and all items had significant factor loadings (except for GCSR1 and GBT4). These items were removed because of their low factor loadings. Subsequently, reliability and convergent validity were checked for the selected constructs, as per Hair et al. (2012), through reliability (Cronbach’s alpha, composite reliability (CR)) and convergent validity (average variance extracted). Table 2 shows that Cronbach’s alpha and composite reliability were greater than 0.7. Thus, the scale is reliable according to Fornell and Larcker’s (1981) criterion. To evaluate convergent validity, AVE values are considered which are greater than 0.5 cut-off values which ensures convergent validity. Further, to assess discriminant validity, this study takes into consideration the Fornell and Larcker (1981) criterion, which suggests that the square root of AVE of each variable is higher than the correlation of variables, indicating acceptable discriminant validity (Table 3). Furthermore, Table 3 shows that inter-item correlations among the constructs are less than 0.9, which also ensures the presence of discriminant validity among the constructs.

4.2 Structural model

As per Richter et al. (2016), we employed PLS-SEM to test the hypothesis, along with the bootstrapping technique. Before testing our hypothesis, we checked for multicollinearity issues by examining the variance inflation factor (VIF). As shown in Table 2, the VIF values of each item were less than the cut-off value of 0.3, as recommended by Kock and Lynn (2012), indicating the absence of multicollinearity in the data. Subsequently, we examined the proposed hypothesis.

Table 2. Measurement model assessment

Variable	Items	Loadings	Cronbach alpha	CR	AVE	VIF
Green product development (GPD)	GPD1	0.773	0.903	0.922	0.597	2.348
	GPD2	0.766				2.099
	GPD3	0.763				2.021
	GPD4	0.783				2.029
	GPD5	0.716				1.769
	GPD6	0.740				1.871
	GPD7	0.812				2.401
	GPD8	0.824				2.557
Green corporate social responsibility (GCSR)	GCSR2	0.709	0.911	0.927	0.585	1.774
	GCSR3	0.764				2.275
	GCSR4	0.785				2.474
	GCSR5	0.771				2.438
	GCSR6	0.797				2.363
	GCSR7	0.792				2.126
	GCSR8	0.791				2.296
	GCSR9	0.734				1.837
	GCSR10	0.736				1.931
	Green internal process (GIP)	GIP1				0.738
GIP2		0.819	2.194			
GIP3		0.802	2.090			
GIP4		0.758	1.821			
GIP5		0.766	1.814			
GIP6		0.771	1.823			
Employee's green behaviour (EGB)	EGB1	0.801	0.850	0.893	0.625	2.061
	EGB2	0.808				2.040
	EGB3	0.820				2.006
	EGB4	0.794				1.789
	EGB5	0.728				1.583
Green brand trust (GBT)	GBT1	0.754	0.786	0.861	0.609	1.508
	GBT2	0.810				1.657
	GBT3	0.776				1.565
Green brand image (GBI)	GBIM1	0.798	0.812	0.869	0.571	1.757
	GBIM2	0.790				1.778
	GBIM3	0.721				1.496
	GBIM4	0.713				1.407
	GBIM5	0.754				1.546

Table 3. Discriminant validity

Constructs	EGB	GCSR	GBIM	GBT	GIP	GPD
EGB	0.791					
GCSR	0.788	0.765				
GBIM	0.589	0.622	0.756			
GBT	0.640	0.613	0.699	0.780		
GIP	0.702	0.757	0.721	0.669	0.776	
GPD	0.692	0.643	0.615	0.652	0.727	0.773

Note: Correlation is significant at 0.05, figures in italics represent square root of AVE

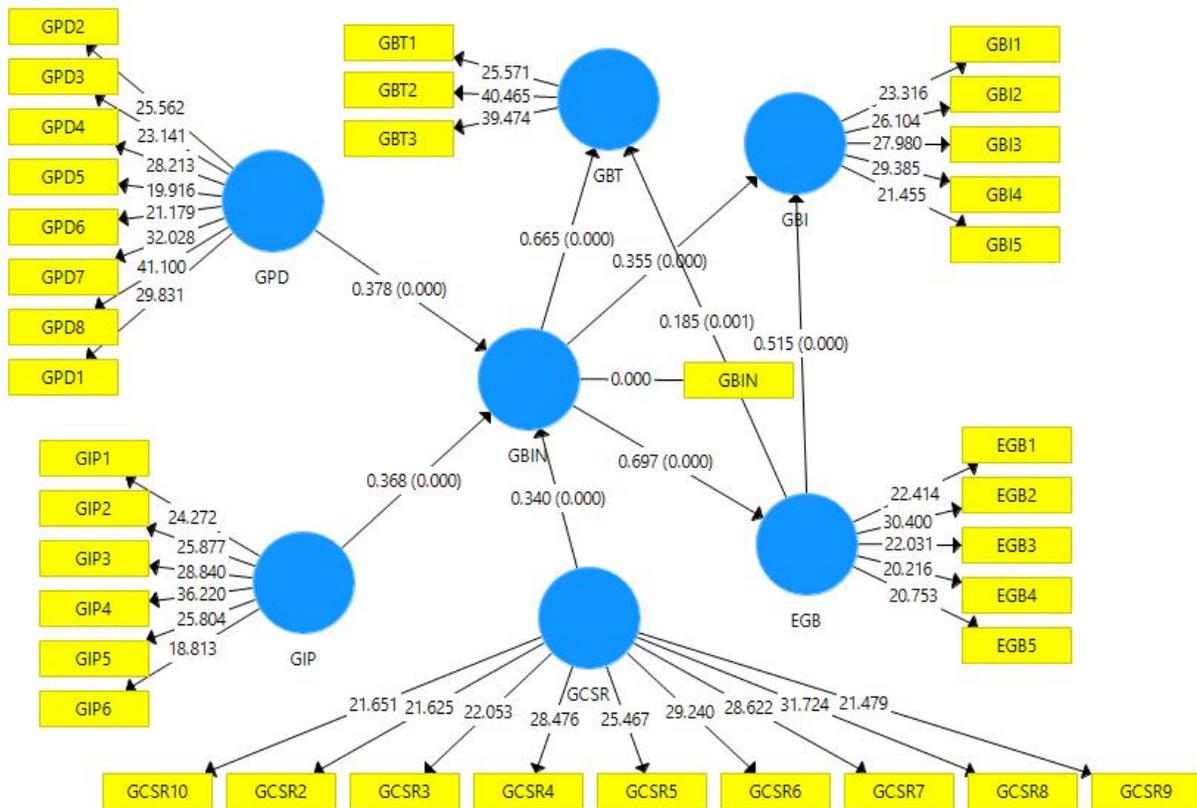


Figure 2. SEM model

As shown in Table 4, GBIN significantly affected GBT ($\beta=0.665, t=11.448, p=0.000$).

This confirms H1. This implies that when customers perceive that firms are genuinely committed to green practices, they develop strong emotions that build trust. Furthermore, the effect of GBIN on GBI was significant ($\beta=0.355, t=4.995, p=0.000$).

Table 4. Outcome of hypothesis testing

Hypotheses	Path	β	t-value	p-value	Supported
1	GBIN→GBT	0.665	11.448	0.000	Yes

2	GBIN→GBI	0.355	4.995	0.000	Yes
3	GBIN→EGB	0.697	18.116	0.000	Yes
4	GBIN→EGB→GBT	0.129	3.213	0.000	Yes
5	GBIN→EGB→GBI	0.359	7.419	0.000	Yes

This supports H2. This suggests that GBIN contributes to GBI. When a firm addresses an environmental agenda by adopting GBIN, a GBI is developed. EGB was significantly affected by GBIN ($\beta=0.697, t=18.116, p=0.000$). This also supports H3. This suggests that, by implementing green practices, banks engage and motivate employees to achieve sustainable goals. Hypothesis (H4) was also found to be significant, which stated that EGB has a mediating role between GBIN and GBT ($\beta=0.129, t=3.213, p=0.000$). This implies that GBIN promotes EGB, which further enhances GBT. Finally, hypothesis (H5) was also supported, which indicates that EGB has a mediating role in the relationship between GBIN and GBI ($\beta=0.359, t=7.419, p=0.000$). This implies that, by incorporating GBIN, EGB promotes the image of a company and enhances its reputation and competitive advantage.

5. Discussion

The results of the hypothesis testing are discussed in two phases. In the first phase, the results of the direct effects are discussed. First, the impact of GBIN on GBT was assessed and found to be statistically significant. This finding supports those of Sharma and Choubey (2021) and Ibe-Enwo (2019). This implies that customer trust in banks is actively indulged in green practices and is committed to environmental changes. Similarly, Guerreiro and Pacheco (2021) found that customers prefer brands that support green initiatives due to increasing environmental awareness. Through stakeholder theory, banks that prioritize environmental responsibility and engage with stakeholders in a transparent and responsible manner are more likely to build trust and credibility in their green brand. In turn, this trust contributes to enhanced green brand trust and reputation among customers, employees, and the broader community.

Second, the impact of GBIN on GBI was examined and found to be significant. This finding is supported by Sharma and Choubey (2021), Ibe-Enwo (2019), and Bashir et al. (2020). This shows that when banks are involved in GBIN, a positive GBI develops, which ultimately leads to customer loyalty. Similarly, Cho et al. (2023) found that green practices contribute to GBI and improve brand perceptions. According to stakeholder theory, organizations should act responsibly and ethically to acquire the trust of their stakeholders. Green banking initiatives, such as the provision of sustainable financial products and reduction of carbon emissions, are viewed as ethical actions that accord with environmental and societal ideals. These initiatives foster trust and credibility among stakeholders, which benefits a bank's brand image.

Third, the impact of GBIN on EGB was significant. This finding is supported by the studies by Alshebami (2021) and Malsha et al. (2020). Employees are crucial stakeholders, and stakeholder theory encourages participation in green banking. Employees who are engaged in and actively support green projects within the organization strengthen the bank's commitment to sustainability. Consequently, the company's brand image as an environmentally responsible employer improves. Stakeholder theory also suggests that when employees perceive their employer to actively

engage in sustainability efforts, involve them in decision-making, and exhibit responsibility, they are more likely to adopt green behavior both at work and at home. This alignment contributes to an organization's culture of environmental responsibility and sustainability.

From the findings of the mediating effect, it was observed that EGB mediates the relationship between GBIN, GBI, and GBT. Stakeholder theory suggests that when employees actively support and practice green behaviors within an organization, it reinforces the bank's ethical image and builds trust in the eyes of stakeholders. The findings of this study contradict those of Alshebami (2021), who found that EGB did not mediate the relationship between GBIN and GBI.

6. Conclusion

This study attempts to understand the role of GBIN and EGB in shaping GBI and GBT. These findings indicate that GBIN influences EGB by promoting green practice. This shows that when banks adopt green practices, they motivate employees to exhibit green behavior in the workplace and contribute to environmental sustainability. Since employees are stakeholders of a company without them, the company does not move forward; in the same way, the company cannot fulfil its SDGs without their participation. On the other hand, GHRM develops employees' environmental responsibility to become aware of how their behavior affects environmental sustainability, which forces them to adopt green practices at the workplace. Several studies have confirmed that GHRM has a positive effect on EGB.

The findings also revealed that GBIN significantly contributes to GBI and GBT. This indicates that the green practices of banks contribute to GBI and GBT. This image and trust are developed from the perception of environmentally conscious customers that a particular brand is seriously engaged in green practices to minimize environmental climate change. From the perspective of stakeholder theory, when green initiatives are aligned with the values of stakeholders, it also helps build GBI and GBT.

The findings also verify that EGB plays a mediating role in the relationship between GBI, GBI, and GBT. In the banking sector, the employees are frontline workers who interact with customers. When employees fulfil the needs of customers through green efforts, it helps to build stronger GBI and GBT.

7. Theoretical implications

This study has several theoretical implications, as the findings of this research confirm direct and indirect results. Specifically, the mediating role of EGB in the linkage between GBIN, GBT, and GBI in the Indian scenario was established. These findings also contribute to the body of knowledge on the role of GBIN and EGB in shaping GBI and GBT in the Indian context. The finding that EGB mediates the linkage between GBIN, GBT, and GBI opens avenues for further research, as previous research on the same is limited. The present research is pioneering in terms of examining the mediating role of EGB in the linkage between GBIN, GBT, and GBI in the Indian scenario. Another contribution is insight into the role of GBIN in contributing to GBT and GBI in the Indian context. The findings are also supported by stakeholder theory. More importantly, support and participation from employees and exhibiting green behavior in the

workplace are essential for banks to accomplish their SDGs. Thus, by recognizing the importance of GBIN and EGB, banks can be aware of how GBIN and EGB are necessary for building GBI and GBT.

8. Practical implications

This study has several practical implications. The findings of this study hold significant relevance for policymakers and banking managers. If we want to save our future generations from the harmful effects of environmental damage, we must commit to green practices. At the organizational level, it is not possible to accomplish the SDGs completely, and employee participation is necessary to contribute to environmental sustainability. On the other hand, when banks apply green practices in the workplace, employees must exhibit these practices to save our planet. In the banking sector, many green practices have already evolved, such as recycling, minimizing the use of paper, and energy conservation. If employees cannot practice these strategies, banking managers must motivate and educate employees to practice these strategies honestly so that their contribution is meaningful. Banking managers and green HR departments can monitor the performance of employees based on these strategies and conduct suitable training sessions.

Banking managers must communicate their green practices to their customers so that GBI and GBT can be developed among consumers. Thus, they can use green marketing and target environmentally conscious customers to expand their businesses. By doing so, banks can gain a competitive advantage and build their green reputation.

In banking operations, employees are frontline workers who interact with customers. Banks have no better option than employees to tell customers about their green strategies, practices, and products. By doing so, the employee will win the customer, make them loyal, and enhance banking performance.

Finally, banking managers and policymakers can use the framework proposed in this study to analyze GBI and GBT based on GBIN and EGB.

9. Limitations and suggestions for future research

This study had some limitations that can be used in future studies. First, the study population was limited to Indian banks in Delhi/NCR, and future research could test the framework across other geographical boundaries. Second, the participants were all bank employees. Third, this study was based on a cross-sectional design; to obtain more generalized results, future studies should include longitudinal studies.

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