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The Role of Green Human Resource Management in Strengthening Corporate Governance for Environmental Sustainability

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ABSTRACT

The study investigates how green human resource management practices impact environmental results at rural banks located in the Northern part of Surigao del Sur in the Philippines. The researchers used a quantitative research design to gather information about 111 employees who worked at six rural banks. The researchers used descriptive statistics with Analysis of Variance and regression analysis to examine their data. The study found that organizations maintain a high frequency of GHRM practice execution which results in superior environmental outcomes, because the practices create 43.7% of environmental performance variance through their implementation with a specific positive effect size of $\beta = 0.661$ at $P < 0.001$. The implementation of green training and development showed the highest level of execution, while green pay, reward, and recognition received the lowest implementation score ($M = 3.66$) because organizations only implemented incentive-based systems at a minimal level. Employee environmental knowledge emerged as a critical factor that determines the degree of GHRM implementation. The research demonstrates that organizations need to establish structural GHRM practices, but their success in sustainability projects depends on their ability to synchronize performance assessment methods with reward distribution practices. The study provides developing economy evidence from rural banks which helps explain the implementation of GHRM practices, while suggesting methods to improve sustainability-oriented human resource practices.

Keywords: Green Human Resource Management, Environmental Performance, Rural Banks, Corporate Governance, Sustainability, Employee Environmental Knowledge
JEL Classifications: G34, G21, M12

1. INTRODUCTION

Organizations today face a primary challenge because stakeholders expect companies to achieve their economic objectives while fulfilling their environmental and social obligations. The corporate sector has become a vital participant in environmental protection efforts because businesses now recognize that sustainable success requires both economic results and responsible environmental practices (González-Benito and González-Benito, 2005).

All industries now treat sustainability as an essential operational requirement which they must establish as their main organizational goal. Successful environmental initiative implementation needs organizations to work together their different departments which include operations and finance and marketing and human resource management. Human resource management (HRM) serves as a critical organizational function because it determines how employees will develop the attitudes and knowledge and skills which help the organization reach its sustainability objectives (Alvarez Jaramillo et al., 2019; Pham et al., 2022). Organizations have developed sustainability coaching programs and environmental training initiatives and green performance programs to motivate employees toward environmentally friendly practices in response to rising environmental demands (Johar et al., 2020; Ecer et al., 2021).

The combination of environmental management with human resource management practices has created green human resource management (GHRM), which delivers environmental sustainability through human resource management that supports organizational environmental performance goals (Arulrajah, 2016). The components of GHRM include green recruitment and selection and training and development and employee empowerment and green pay and rewards and green performance management. The organization implements these methods to develop employees who care about the environment and to establish sustainable practices as permanent components of its operational framework. The banking sector of emerging economies now considers sustainability as a crucial aspect of its operations. Rural and private banks across South and Southeast Asia have implemented electronic HR systems and digital training platforms and ESG-oriented practices to achieve their sustainability goals (Anjum et al., 2022; Joshi et al., 2023). Organizations need more than existence of policies for success because most programs operate only through weakly integrated policy statements that lack proper training systems and assessment methods (Islam et al., 2020; Saeed et al., 2019)

The study uses Ability–Motivation–Opportunity (AMO) theory to show how HR practices impact the work behavior of employees because that theory states which elements determine employee job performance. In GHRM, environmental knowledge shows ability because organizations use performance systems and rewards to measure employee motivation while organizations create chances for employees through their empowerment and chance to take part. Researchers need to fill existing research gaps about GHRM implementation in financial institutions which encompass rural banks and developing financial systems in countries like the Philippines. Sustainable development through HR practices needs these research gaps to be resolved before progress can begin. This research investigates the implementation of GHRM practices in rural banks located within Surigao del Sur province of Philippines. The research focuses on six areas which include green recruitment and training and empowerment and rewards and performance management and environmental knowledge to study their impact on environmental performance. The study adds to the existing research on green human resource management (GHRM) because it presents empirical data from rural banking institutions located in a developing economy which has yet to be investigated by previous studies. The research investigates GHRM implementation in rural banks which face resource constraints while previous investigations concentrated on large businesses and urban financial organizations. The study develops current sustainability frameworks because it combines environmental performance and corporate governance elements which result in a complete framework for sustainability implementation. The findings also highlight the critical role of employee environmental knowledge and identify gaps in reward-based mechanisms, thereby contributing both theoretically and practically to the advancement of sustainable human resource management.

2. LITERATURE REVIEW

The existing literature demonstrates that green human resource management has developed into a key method which organizations use to make their systems and worker actions more sustainable. The system integrates ecological factors into its various human resource functions which include recruitment and training processes and employee empowerment together with job design and performance assessment. According to current research GHRM improves environmental awareness among employees which results in better organizational sustainability practices. The present study examines GHRM components which apply specifically to rural banking institutions through its upcoming discussion.

2.1. Employee Environmental Knowledge

Employee environmental knowledge describes the environmental knowledge employees possess about environmental problems and sustainability goals and the sustainable work practices which benefit the environment. GHRM now depends on employee knowledge of environmental effects because such knowledge drives employees to practice environmentally friendly behavior. The study discovered that organizations establish green recruitment and training programs and performance evaluation systems and reward systems which develop employee environmental literacy through these systems which teach sustainability-based learning and behavior (Bangwal, 2025). Environmental knowledge under the Ability–Motivation–Opportunity (AMO) framework functions as the employee capability which provides organizations with the necessary skills to implement environmentally sustainable practices.

Environmental knowledge also exists as a collective knowledge base. Organizations that promote knowledge sharing through their green teams and idea platforms and cross-functional teamwork achieve better environmental results and enhanced green innovation outcomes. Green knowledge management practices enable employees to convert their environmental knowledge into effective workplace solutions which benefits both their personal development and their company's performance (Wang et al., 2022). Employees who see themselves as environmentally responsible and who believe they can address environmental issues will keep practicing eco-friendly habits for an extended period (Galván-Mendoza et al., 2022). The evidence shows that people need both understanding and their need to act to accomplish their objectives.

2.2. Green Recruitment and Selection

Green recruitment and selection refers to the incorporation of environmental values and sustainability criteria into staffing processes. The process requires organizations to create job descriptions which include environmental duties and to establish selection criteria which need sustainability skills and to implement digital recruitment systems for decreasing paper consumption and operational waste (Joshi et al., 2023). Green recruitment serves as a fundamental element of GHRM because it enables organizations to attract job candidates who possess both necessary skills and environmental values which match their sustainability goals.

Research shows that candidates selected for their environmental awareness are more likely to demonstrate employee green behavior once hired, including resource conservation, compliance with environmental policies, and participation in green initiatives

(Wang et al., 2024). Organizations that position themselves as green employers of choice may also strengthen their reputation and attract more environmentally conscious talent (Jiang and Messersmith, 2018; Likhitkar and Verma, 2017). The evidence shows that green recruitment combined with reward systems leads to better sustainable results in both public and service-based organizations (Alhashmi et al., 2025). The banking sector implements these practices through their use of paperless hiring methods and their implementation of digital recruitment tools and selection criteria that give priority to environmental knowledge.

2.3. Green Training and Development

Green training and development refers to organized efforts which help employees to develop their environmental awareness and sustainability-related skills and competencies. GHRM consists of various visible elements which organizations can implement through training programs that develop employee skills. Green training helps employees understand environmental risks together with conservation practices and waste management methods while showing how their daily work affects organizational sustainability results (Cabral and Jabbour, 2020).

The research results demonstrate that green training functions as a vital method which enhances employee performance through its connection to the AMO framework's ability component. Employees who undergo effective training become more sensitive to the importance of environmental conservation and are better prepared to contribute to environmental goals (Aragao and Jabbour, 2017; Ercantan and Eyupoglu, 2022). The recent reviews establish three distinct types of training which include awareness training and behavioral training and technical training as essential components for organizations to achieve sustainable practices in their daily operations. The banking sector uses green training programs to provide educational content through workshops and digital modules which cover topics of green banking and sustainable lending and environmental compliance.

2.4. Green Employee Empowerment

Green employee empowerment refers to the extent to which employees receive control over their work tasks and their ability to express opinions and take part in environmental management activities. Employees achieve their full potential through empowerment which enables them to present new ideas and discover environmental problems and they will take part in environmental programs (Hutomo et al., 2020). GHRM needs this dimension because organizations must use grassroots methods to achieve environmental sustainability instead of relying only on top-down approaches. Employee empowerment within the AMO framework delivers the "opportunity" element through its capacity to let workers use their environmental expertise and dedication towards organizational sustainability projects.

Research indicates that employees who receive empowerment training show increased engagement in environmentally friendly practices while developing new sustainability solutions and supporting their organization's environmental objectives (Ishaque and Ansari, 2025). Employees who receive empowerment in decentralized management systems receive the freedom to create and execute their own methods for boosting environmental performance (Iftikar et al., 2022). Empowerment enables organizations to achieve sustainability goals while simultaneously improving employee job satisfaction and teamwork and dedication to organizational objectives (Chaudhary, 2020).

2.5. Green Job Analysis and Design

Green job analysis and design process requires organizations to redefine their job positions by establishing new responsibilities and skills which should match their environmental goals. The work structure of the organization establishes sustainability principles through its job descriptions and task requirements and competency standards which include ecological aspects (Tunio et al., 2024). The practice of green job design establishes organizational structures which enable workers to perform activities that benefit environmental protection according to GHRM principles.

Recent studies and measurement frameworks increasingly treat green job design as a distinct component of GHRM, which includes recruitment and training and appraisal and compensation (Baykal and Bayraktar, 2022). The literature requires researchers to discover environmental management competencies which include new technical skills and new behavioral skills and new cognitive skills and eco-innovation and low-carbon transitions (Bradley et al. 2025). The design of green jobs must adapt to different industrial and organizational contexts because sectoral context plays a critical role in job design. De Andrade et al. (2025) explains that smaller institutions such as rural banks implement organizational changes through gradual processes because of their restricted financial resources and operational capabilities. However, task and competency redesign, which requires minimal changes, enables organizations to achieve their sustainability goals.

2.6. Green Pay, Reward, and Recognition

Green pay, reward, and recognition use financial and non-financial rewards to motivate employees who work on environmental projects. Compensation remains an important tool for attracting and retaining employees but GHRM uses it to promote environmentally responsible behavior (Jabbour et al., 2015). The AMO framework uses reward and recognition systems to provide motivation which drives employees to take part in environmental initiatives and sustainability programs. Studies have found that compensation and reward systems create a positive link to employee performance and retention when workers believe their input brings value to the organization (Osibanjo et al., 2014).

Green rewards include financial rewards together with non-monetary awards that show appreciation through praise and through awards and public recognition and through special benefits which recognize environmentally friendly actions. Non-monetary recognition may sometimes be more effective than cash incentives in promoting long-term commitment to environmental goals because it builds pride and belongingness together with a sense of shared purpose (Javed and Cheema, 2017; Ercantan and Eyupoglu, 2022). The implementation of reward systems creates an environment which promotes trust and teamwork between people while encouraging knowledge sharing, both of which serve as essential elements for advancing green

process innovation and achieving organizational sustainability (Xie et al., 2022).

2.7. Green Performance Management and Appraisal

Green performance management refers to the process of integrating environmental goals into all stages of performance management which includes target setting and appraisal and feedback and employee development processes. The system extends traditional performance management by assessing how employees contribute to environmental sustainability through their waste reduction efforts and resource conservation activities and their compliance with environmental standards and their involvement in green initiatives (Hafidz, 2025).

Within this broader system, green performance appraisal is the specific process of measuring and assessing employee environmental behavior and contributions. It involves defining environmental performance indicators and embedding them into formal appraisal tools and procedures (Obeidat, 2023). By aligning performance standards with environmental goals, organizations can strengthen accountability and encourage employees to internalize sustainability objectives. Technology-enabled systems can also make appraisal more efficient and paperless while allowing direct linkage between appraisal outcomes and employee development plans. In this way, green performance management becomes both a control mechanism and a developmental tool for environmental sustainability.

2.8. Organizational Awareness, Readiness, and Sustainability

The extent to which management and employees understand and support GHRM practices determines their readiness to implement those practices. The organizational environment determines how employees perceive environmental priorities and their ability to meet ecological standards and engage in sustainable practices. Employees tend to adopt green work habits when organizations establish explicit sustainability objectives and supply essential support systems.

The research indicates that staff members who demonstrate environmental knowledge create benefits for their company through its ability to implement sustainable practices which include recycling and green purchasing and waste reduction and emissions control. The employees show higher dedication to their organization when they perceive their company to be dedicated to environmental protection which results in them taking part in sustainable practices. The practices create environmental benefits while enhancing employee wellness and maintaining safety and improving work efficiency. The evidence demonstrates that GHRM functions as a strategic element which organizations use to achieve sustainable business results instead of being an HR development.

2.9. Research Model and Hypotheses

The research employed the Ability-Motivation-Opportunity AMO framework to define employee environmental knowledge as an ability, green reward systems as a motivation element, and empowerment mechanisms as an opportunity element that shapes green human resource management practices in rural banking institutions. The literature reviewed above shows that human resource practices such as recruitment, training, empowerment, rewards, job design and performance management. These practices enable employees to develop the ability to engage in green practices through knowledge and training, gain motivation through reward and recognition systems, and receive opportunities through empowerment and participatory environmental initiatives. The study develops a research model which investigates how employee environmental knowledge and demographic information affects the adoption of green human resource management practices in rural banking institutions according to established theoretical frameworks and previous empirical studies.

Organizations assess employee environmental knowledge through their understanding of environmental sustainability and ecological responsibility and green workplace practices. Employees who possess better environmental knowledge show stronger support for organizational sustainability initiatives while participating in such initiatives. Employees' demographic factors which include their age and sex and civil status and employment status and length of service, affect their attitudes and involvement in green organizational practices. As shown in Figure 1, the researchers developed the following hypotheses from existing theoretical frameworks and empirical evidence obtained from earlier research.

H_1: Employee environmental knowledge significantly related to the implementation of green human resource management practices in rural banks.

H_2: Age is significantly related to the implementation of green human resource management practices.

H_3: Sex is significantly related to the implementation of green human resource management practices.

H_4: Civil status is significantly related to the implementation of green human resource management practices.

H_5: Employment status is significantly related to the implementation of green human resource management practices.

H_6: Length of service is significantly related to the implementation of green human resource management practices.

H_7: The implementation of green human resource management practices significantly related to the environmental performance of rural banks.

3. METHODS

3.1. Research Context

This study was conducted among rural banking institutions in the Northern part of the Province of Surigao del Sur, located in the Caraga Region of the Philippines. Rural banks play a critical role in providing financial services to local communities, particularly in supporting agricultural development, small and medium enterprises, and grassroots economic activities. In recent years, financial institutions have been increasingly encouraged to incorporate sustainability and environmental responsibility into their organizational practices. Within this context, green human resource management (GHRM) has emerged as a strategic approach to integrate environmental sustainability into human resource policies and employee practices.

Despite the growing emphasis on sustainability in the banking sector, empirical studies examining the implementation of GHRM

in rural banking institutions remain limited. Therefore, rural banks in Surigao del Sur provide a relevant setting for examining how environmental sustainability principles are integrated into human resource management practices.

3.2. Research Locale and Participants

The research examined rural banks which operated in the Northern region of Surigao del Sur Province. A total of seven rural banks in the area were initially identified as potential participants; however, only six rural banks agreed to participate in the study. The banks which took part in the study provided a total of 111 employees who participated as respondents.

3.3. Sampling Procedure

The researchers selected respondents through random sampling from all rural banks that participated in the study. The study used this sampling method to provide equal selection opportunities to all employees while reducing the risk of selection bias. The final sample included employees who represented various demographic groups which included age, sex, civil status, employment status, and length of service.

3.4. Variables and Measurement

The study examined how green human resource management (GHRM) practices get adopted by rural banking organizations through their independent variables and dependent variables. The independent variables included employee environmental knowledge and demographic factors which were chosen from the respondent group. Employee environmental knowledge refers to the level of awareness and understanding that employees possess regarding environmental sustainability issues ecological responsibility and environmentally friendly practices within the workplace. The organization needs this variable to measure employees' ability to understand sustainability initiatives which they need to execute for environmental management. The study examined environmental knowledge together with demographic factors which included age sex civil status employment status and length of service. The researchers analyzed these demographic factors to determine whether employees with different personal and professional backgrounds would implement green human resource management practices in different ways.

The study also assessed how rural banks implemented green human resource management practices as its main dependent variable. The researchers assessed this construct through multiple essential dimensions which show how environmental sustainability principles connect with human resource management systems. The research analyzed two specific dimensions of the study which included green recruitment and selection that shows how hiring practices include environmental values and sustainability elements and green training and development which helps employees learn environmental management skills. The research evaluated green employee empowerment which shows how much workers receive encouragement to take part in environmental projects and make decisions together with their green pay and rewards system which provides workers with incentives and acknowledgment for their environmentally friendly actions. The organization uses these human resource practices to achieve its goal of creating sustainable environmental operations through their essential human resource practices which organizations need to implement for their environmental sustainability goals.

3.5. Research Instrument

The researchers used a structured survey questionnaire which they developed based on existing measurement tools from Saeed et al. (2019) and Nejati et al. (2017) and Paillé et al. (2014) to gather their data. The researchers adapted the questionnaire for rural banking operations which used a 5-point Likert scale to assess GHRM implementation practices and employee environmental knowledge and environmental performance.

3.6. Reliability and Validity

The research instrument's trustworthiness and measurement accuracy were tested through Cronbach's alpha which measured the internal structure reliability of its different components. The study results demonstrated that all tested variables showed high reliability because their alpha coefficients reached between 0.83 and 0.92 which surpassed the minimum required level of 0.70. Employee environmental knowledge (EEK) received an alpha rating of 0.89 while both green recruitment and selection (GRS) and green job analysis and design (GJAD) achieved an alpha result of 0.86 which demonstrated strong item coherence. Green development and training (GDT) achieved a dependable value of 0.83 whereas green employee empowerment (GEE) showed outstanding reliability at 0.91 even though it contained only two elements. Green pay reward and recognition (GPRR) and environmental performance (ENP) produced results of 0.89 and 0.87. The green performance management and appraisal (GPM) assessment achieved its highest reliability through an alpha score of 0.92. The instrument proved itself as both dependable and authentic for evaluating green human resource management practices together with environmental performance which maintained data integrity throughout the measurement process.

3.7. Data Collection Procedure

The researchers included an introductory letter with each questionnaire which explained the research objectives and study procedures and the ethical guidelines the researcher followed. The study secured institutional approval prior to data collection. The study required participants to maintain their confidentiality and anonymity while the study team explained to them that their participation in the research was voluntary. Participants received notification that they could exit the research study whenever they wanted without facing any adverse effects from their decision. The researchers obtained consent from the participating banks before distributing the questionnaires to respondents who completed them and returned them.

3.8. Statistical Treatment of Data

The researchers used descriptive statistics to display the demographic information of the study participants through their various statistical measures which included frequency counts and percentages along with mean values and standard deviation. The measures were used to show how much the study variables had been implemented while providing information about data distribution and central tendency measurements. The researchers

used inferential statistical methods to test their study hypotheses. The researchers used Analysis of Variance (ANOVA) to assess whether different demographic groups showed different patterns of variable implementation. The study used Regression Analysis to investigate how independent variables predict dependent variables while determining how much each predictor variable affects the dependent variable. Researchers conducted all statistical analyses by testing their results at a specified level of significance which typically used $\alpha = 0.05$.

4. RESULTS AND DISCUSSION

Table 1 presents the demographic profile of respondents provides important insights into the workforce composition of rural banks in Surigao del Sur. The 68% of employees who work between the ages of 26 and 45 years demonstrate that this organization maintains its workforce during their most productive work period. The organization employs younger workers who make up 20% of its staff base while older workers who belong to the 13% group complete its staff base. The organization employs mostly female workers who make up 59% of its total workforce which creates a gender balanced team that will drive innovation while helping sustainability programs. Most people in this group are married which makes up 53% of the total population. Organizations that establish stable employee relationships through marriage tend to experience dedicated workforce commitment toward both organizational objectives and environmental sustainability goals. Permanent employment status exists for 95% of respondents which demonstrates that they have secure job positions. Environmental program participation requires this stability because it helps maintain long-term dedication to environmental programs. The workforce consists of 42% of its members who have worked for the organization between 1 and 3 years which shows that the company has a workforce consisting of mostly new workers. The organization should begin environmental training courses which will help new employees gain essential environmental skills. The existing demographic characteristics enable the workforce to meet GHRM requirements but organizations need specific development programs which will help employees reach sustainability objectives.

Table 2 results show that bank employees possess significant environmental knowledge because they demonstrate understanding of both green practices and environmental issues. Total mean score reaches 4.53 which shows that most respondents answered with "Very Often" because they demonstrated strong understanding of environmental issues and their need to protect the environment. The findings confirm the results from Zhang et al. (2021) which showed that environmental knowledge sharing and application lead to better employee green behavior. The research demonstrates that employee environmental knowledge serves as the essential factor which drives organizations to adopt environmentally friendly practices. The research demonstrates that companies need to create systems which enable their employees to share and use knowledge because these systems drive sustainability progress. The research shows that employees play a critical role in implementing green practices within organizations (Shafaei et al., 2020). Companies with employees who possess strong environmental knowledge capabilities can improve their sustainability efforts through proper environmental decision making.

Table 1: Demographic profile of the respondents in terms of age, sex, civil status, employment status, and length of service

Indicators	f (N=111)	%
Age		
18-25	22	20
26-30	33	30
31-45	42	38
46 above	14	13
Sex		
Male	46	41
Female	65	59
Civil status		
Single	52	47
Married	59	53
Widow	-	-
Employment status		
Permanent	106	95
Contractual/Probationary	5	5
Length of Service		
Below 1 year	15	14
1-3 years	47	42
3-5 years	22	20
5 years above	27	24

Table 2: The extent of knowledge of the bank employees regarding green practices and environmental issues

Employee environmental knowledge (EEK)	Mean	Verbal interpretation
I know about the problem of environmental pollution caused by chemicals.	4.63	Very often
I have good knowledge about the environmental issues.	4.54	Very often
I can see with my own eyes that the environment is deteriorating.	4.52	Very often
I am aware of how to protect the environment from pollution.	4.56	Very often
I am aware of climate change.	4.65	Very often
I know what clean energy is and how to promote it.	4.58	Very often
I have knowledge of landfill waste and its hazards.	4.47	Very often
I am aware of unsustainable consumption.	4.47	Very often
I know about land degradation and ways to stop it.	4.38	Very often
Average	4.53	Very often

5-Very often, 4-Often, 3-Sometimes, 2-Rarely, 1-Never

Table 3: The extent of implementation of green human resource management practices

Green human resource management practices	Mean	Verbal interpretation
Green recruitment and selection	4.12	Often
Green training and development	4.14	Often
Green employee empowerment	3.91	Often
Green job analysis and design	3.90	Often
Green pay, reward and recognition	3.66	Often
Green performance management and appraisal	3.94	Often
Grand mean	3.94	Often

5-Very often, 4-Often, 3-Sometimes, 2- Rarely, 1-Never

The findings demonstrate that banks can use their workers' environmental knowledge to develop sustainable practices which will help their business operations meet environmental sustainability targets. Banks can achieve better sustainability outcomes through their environmental knowledge sharing practices while enabling workers to participate in environmental conservation activities.

Table 3 presents the extent of implementation of green human resource management practices. Green recruitment and selection reached a high score of 4.12 because it helps businesses attract employees who care about the environment while their workforce values match the company's sustainability objectives, which research on green HRM and sustainable banking has previously shown (Jiang and Messersmith, 2018; Wang et al., 2024). Recruitment processes which include green criteria make sure that workers will support environmental projects. Green employee empowerment (3.91) and job analysis and design (3.90) showed moderate implementation, indicating opportunities for employees to participate in sustainability efforts. Professionals who experience empowerment engage in more pro-environmental activities which drive innovation (Chaudhary, 2020; Ishaque and Ansari, 2025), while organizations which create environmental duties for their employees succeed in establishing sustainable business practices (Tunio et al., 2024). The organization needs to develop better systems for performance management and reward distribution. Green performance management (3.94) and green pay, reward, and recognition (3.66) suggest inconsistent application of sustainability-based evaluation and incentives.

Table 4: Extent of green human resource management practices implemented by banks in terms of environmental performance

Environmental performance	Mean	Verbal interpretation
Our bank reduced waste from its operations.	4.32	Very often
Our bank reduced the environmental impacts of its products/services.	4.32	Very often
Our bank reduced its environmental impact by establishing partnerships.	4.24	Very often
Our bank reduced the risk of environmental accidents, spills, and releases.	4.28	Very often
Our bank reduced purchases of nonrenewable materials and components.	4.26	Very often
Total mean	4.29	Very often

Prior research demonstrates that reward systems have a strong impact on how employees participate in green activities (Jabbour and Jabbour, 2015; Mampra, 2013). GHRM practices have an overall implementation rate of 3.94, which shows that they occur throughout the organization. The organization needs to develop better systems for performance management and reward distribution. The banking industry requires evaluations and rewards to enhance their operations because these systems will strengthen their evaluation process and achieve better sustainability results.

Table 4 indicates that rural banks actively implement green human resource management (GHRM) practices, contributing significantly to environmental performance, as reflected by a high mean score of 4.29 ("Very Often"). These practices include waste reduction, minimizing environmental impacts of services, establishing green partnerships, preventing environmental risks, and reducing dependence on non-renewable resources. These findings are consistent with previous studies highlighting the positive impact of green banking initiatives on environmental sustainability. For instance, Aslam and Jawaid (2022) found that green banking practices significantly improve environmental, operational, and financial performance, with environmental outcomes being the most prominent. Similarly, Chhetri and Chhetri (2024) emphasized that employee involvement and green policies are strongly associated with improved environmental performance.

Further evidence suggests that sustainable banking practices can enhance both ecological and financial outcomes. Chandrasekaran and Narayanan (2024) linked green initiatives to improved customer satisfaction and institutional reputation. These findings imply that consistent implementation of GHRM practices enables banks to strengthen sustainability performance, enhance stakeholder trust, and achieve long-term organizational competitiveness.

The regression results in Table 5 provide strong empirical evidence for accepting H1. The statistical significance of the model, as indicated by the ANOVA result ($F(1,109) = 79.924$, $P < 0.001$), confirms that the predictor variable has a meaningful effect on the outcome. The employee environmental knowledge of workers shows positive effects on GHRM practice implementation according to regression coefficient results. The unstandardized coefficient ($B = 0.551$) indicates that for every unit increase in employee environmental knowledge, the implementation of GHRM practices increases by 0.551 units. The standardized coefficient ($\beta = 0.650$) demonstrates a strong effect size which shows employee environmental knowledge serves as a main factor

Table 5: Employee environmental knowledge significantly related to the implementation of green human resource management practices in rural banks

ANOVA for regression for ghrm practices and environmental performance					
Source	**Sum of squares**	**Df**	**Mean square**	**F**	**Sig.**
Regression	20.970	1	20.970	79.924	0.000
Residual	28.599	109	0.262		
Total	49.569	110			
Regression coefficients GHRM practices and employee environmental performance					
Predictor	**B**	**Std. error**	**Beta**	**t**	**P-value**
Constant	1.671	0.240	—	6.966	<0.001
Employee environmental knowledge	0.551	0.062	0.650	8.940	<0.001

that predicts GHRM implementation. The relationship between two variables shows strong evidence because of the high t-value ($t = 8.940$) and the P-value which reaches statistical significance at ($P < 0.001$). Employees who possess higher environmental knowledge will support and contribute to the implementation of GHRM practices according to the research results. The research supports H1 which shows that rural banks should educate their staff about environmental issues.

The results of Table 6 show how age affects the adoption of green human resource management (GHRM) practices at rural banks through ANOVA testing. The research reveals that H_2 receives partial support because age shows selective ties to specific GHRM practice elements. GPRR demonstrated the existence of major age group differences which reached statistical significance through $F(3,107) = 2.784$ testing that produced $p = 0.044$ results which fell below the 0.05 threshold. This finding demonstrates that different age groups possess distinct views about reward systems and performance mechanisms that connect to their environmental initiatives.

Table 7 presents the *post hoc* analysis (Tukey HSD) demonstrates that one age group shows a major difference from another age group regarding GPRR which demonstrates that age influences the way people assess environmental rewards and incentives. The research found that green recruitment and selection (GRS) green training and development (GDT) green employee engagement (GEE) green job analysis and design (GJAD) and green performance management (GPM) showed no official results because their P-values remained above 0.05. The results show that age does not have significant impact on these particular GHRM practice elements. The results demonstrate that age impacts green reward and performance system perceptions but this effect remains limited which leads to partial support for H_2.

Table 8 presents the relationship between sex and the implementation of green human resource management (GHRM) practices using ANOVA. The results indicate that sex does not have a statistically significant influence across all GHRM dimensions, including green recruitment and selection, training and development, employee empowerment, job analysis and design, pay and rewards, and performance management. This is supported by the P-values, all of which are greater than the 0.05 level of significance. Although green recruitment and selection showed a P-value of 0.057, which is close to significance, it still does not meet the threshold, suggesting only a minimal difference between male and female respondents. These findings imply that both sexes exhibit similar levels of awareness, participation, and engagement in environmental HR practices. Therefore, sex is not a determining factor in the implementation of GHRM practices, indicating that sustainability initiatives are uniformly adopted across gender groups within rural banks.

Table 9 uses Analysis of Variance (ANOVA) to study how civil status affects the application of green human resource management (GHRM) practices. The results show that civil status has no substantial effect on any GHRM aspects which include green recruitment and selection training programs employee empowerment job analysis and design pay and rewards systems and performance management systems. All computed P-values

Table 6: Age is significantly related to the implementation of green human resource management practices using analysis of variance (ANOVA)

Dimension of green HRM	Source of variation	Sum of squares	df	Mean square	F-value	P-value	Decision
GRS	Between groups	2.285	3	0.762	0.955	0.417	Not significant
	Within groups	85.301	107	0.797			
	Total	87.586	110				
GDT	Between groups	0.955	3	0.318	0.386	0.763	Not significant
	Within groups	88.288	107	0.825			
	Total	89.243	110				
GEE	Between groups	10.778	3	3.593	2.145	0.099	Not significant
	Within groups	179.186	107	1.675			
	Total	189.964	110				
GJAD	Between groups	6.261	3	2.087	2.459	0.067	Not significant
	Within groups	90.838	107	0.849			
	Total	97.099	110				
GPRR	Between groups	6.731	3	2.244	2.784	0.044	Significant
	Within groups	86.242	107	0.806			
	Total	92.973	110				
GPM	Between groups	3.445	3	1.148	1.158	0.329	Not significant
	Within groups	106.141	107	0.992			
	Total	109.586	110				

Table 7: *Post hoc* test (Tukey HSD) of age differences

Variable	Age (I)	Age (J)	Mean difference (I–J)	Std. error	Sig.	Lower bound	Upper bound	Interpretation
GPRR	1	2	0.66667*	0.24711	0.040	0.0218	1.3116	Significant
	1	3	0.48701	0.23628	0.173	−0.1296	1.1037	Not significant
	1	4	0.20130	0.30693	0.913	−0.5998	1.0024	Not significant
	2	3	−0.17965	0.20884	0.825	−0.7247	0.3654	Not significant
	2	4	−0.46537	0.28635	0.369	−1.2127	0.2820	Not significant
	3	4	−0.28571	0.27706	0.732	−1.0088	0.4374	Not significant

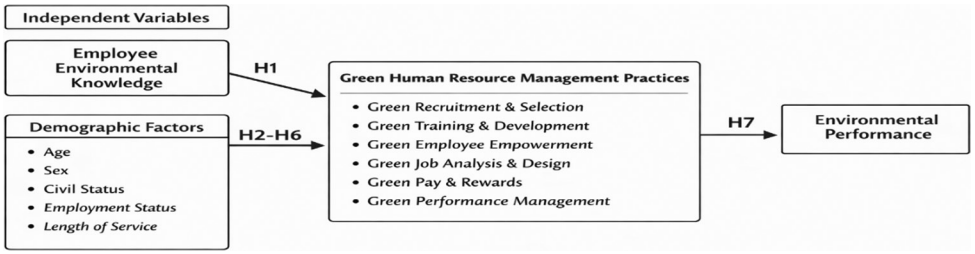
Table 8: Sex is significantly related to the implementation of green human resource management practices using analysis of variance (ANOVA)

Dimension of green HRM	Source of variation	Sum of squares	df	Mean square	F-value	P-value	Decision
GRS	Between groups	2.884	1	2.884	3.711	0.057	Not significant
	Within groups	84.702	109	0.777			
	Total	87.586	110				
GDT	Between groups	1.559	1	1.559	1.939	0.167	Not significant
	Within groups	87.684	109	0.804			
	Total	89.243	110				
GEE	Between groups	2.506	1	2.506	1.457	0.230	Not significant
	Within groups	187.458	109	1.720			
	Total	189.964	110				
GJAD	Between groups	0.349	1	0.349	0.393	0.532	Not significant
	Within groups	96.751	109	0.888			
	Total	97.099	110				
GPRR	Between groups	1.874	1	1.874	2.242	0.137	Not significant
	Within groups	91.099	109	0.836			
	Total	92.973	110				
GPM	Between groups	0.002	1	0.002	0.002	0.967	Not significant
	Within groups	109.584	109	1.005			
	Total	109.586	110				

Table 9: Civil status is significantly related to the implementation of green human resource management practices using analysis of variance (ANOVA)

Dimension of green HRM	Source of variation	Sum of squares	df	Mean square	F-value	P-value	Decision
GRS	Between groups	1.271	1	1.271	1.606	0.208	Not significant
	Within groups	86.314	109	0.792			
	Total	87.586	110				
GDT	Between groups	0.440	1	0.440	0.540	0.464	Not significant
	Within groups	88.803	109	0.815			
	Total	89.243	110				
GEE	Between groups	1.979	1	1.979	1.148	0.286	Not significant
	Within groups	187.985	109	1.725			
	Total	189.964	110				
GJAD	Between groups	1.617	1	1.617	1.846	0.177	Not significant
	Within groups	95.482	109	0.876			
	Total	97.099	110				
GPRR	Between groups	0.038	1	0.038	0.045	0.833	Not significant
	Within groups	92.935	109	0.853			
	Total	92.973	110				
GPM	Between groups	0.812	1	0.812	0.814	0.369	Not significant
	Within groups	108.773	109	0.998			
	Total	109.586	110				

Figure 1: Research model



are greater than the 0.05 level of significance which leads to the acceptance of the null hypothesis. The results show that employee relationship status does not impact their participation in environmental human resource activities. The GHRM initiatives show consistent application across all employees who possess different marital statuses. The organization demonstrates that it implements its sustainability programs and organizational policies in an inclusive manner which applies to all employees. The civil status of individuals at rural banking institutions does not determine their ability to adopt and implement GHRM practices.

Table 10 presents the relationship between employment status and the implementation of green human resource management (GHRM) practices using Analysis of Variance (ANOVA). The results show that employment status has no significant effect on the

Table 10: Employment status is significantly related to the implementation of green human resource management practices using analysis of variance (ANOVA)

Dimension of green HRM	Source of variation	Sum of squares	df	Mean square	F-value	P-value	Decision
GRS	Between groups	0.046	1	0.046	0.057	0.811	Not significant
	Within groups	87.540	109	0.803			
	Total	87.586	110				
GDT	Between groups	0.283	1	0.283	0.347	0.557	Not significant
	Within groups	88.960	109	0.816			
	Total	89.243	110				
GEE	Between groups	0.038	1	0.038	0.022	0.884	Not significant
	Within groups	189.926	109	1.742			
	Total	189.964	110				
GJAD	Between groups	1.361	1	1.361	1.550	0.216	Not significant
	Within groups	95.738	109	0.878			
	Total	97.099	110				
GPRR	Between groups	1.499	1	1.499	1.787	0.184	Not significant
	Within groups	91.474	109	0.839			
	Total	92.973	110				
GPM	Between groups	2.142	1	2.142	2.173	0.143	Not significant
	Within groups	107.443	109	0.986			
	Total	109.586	110				

Table 11: Length of service is significantly related to the implementation of green human resource management practices using analysis of variance (ANOVA)

Dimension of green HRM	Source of variation	Sum of squares	df	Mean square	F-value	P-value	Decision
GRS	Between groups	0.509	3	0.170	0.208	0.890	Not significant
	Within groups	87.077	107	0.814			
	Total	87.586	110				
GDT	Between groups	4.553	3	1.518	1.917	0.131	Not significant
	Within groups	84.690	107	0.791			
	Total	89.243	110				
GEE	Between groups	6.319	3	2.106	1.227	0.303	Not significant
	Within groups	183.645	107	1.716			
	Total	189.964	110				
GJAD	Between groups	9.243	3	3.081	3.752	0.013	Significant
	Within groups	87.856	107	0.821			
	Total	97.099	110				
GPRR	Between groups	8.929	3	2.976	3.789	0.013	Significant
	Within groups	84.044	107	0.785			
	Total	92.973	110				
GPM	Between groups	6.937	3	2.312	2.410	0.071	Not significant
	Within groups	102.648	107	0.959			
	Total	109.586	110				

Table 12: Scheffé *post hoc* test for differences in green HRM dimensions by length of service

Dimension of green HRM	Length of service (I)	Length of service (J)	Mean difference (I–J)	Std. Error	P-value	95% Confidence interval	Interpretation
GJAD	2.00	4.00	−0.67849	0.21882	0.026	−1.3000 to−0.0569	Significant
GPRR	1.00	2.00	0.80426	0.26282	0.029	0.0577 to 1.5508	Significant

GHRM dimensions which include green recruitment and selection and training and development and employee empowerment and job analysis and design and pay and rewards and performance management. According to the P-values all values exceed the 0.05 significance threshold. The results indicate that permanent employees and contractual employees exhibit identical levels of GHRM program awareness and active participation and involvement in the program. The environmental policies and initiatives of rural banks operate through all their employment categories. The results show that organizational commitment to sustainability exists independent of employee work status. The organization has an inclusive approach to sustainability practices because employment status does not affect GHRM practice implementation and success.

The researchers used ANOVA to study how different lengths of work experience at an organization affect the implementation of green human resource management (GHRM) practices. Table 11 shows that length of service affects GHRM dimensions because employees work both green job analysis and design (GJAD) and green pay reward and recognition (GPRR) at a level which reaches statistical significance with P-values below 0.05. Employees

Table 13: The implementation of green human resource management practices significantly related to the environmental performance of rural banks

Model summary for the relationship between GHRM practices and environmental performance						
Model	**R**	**R^2**	**Adjusted R^2**	**Std. error of the estimate**		
1	0.661	0.437	0.432	0.506		
ANOVA results for the regression model predicting GHM						
Model	**Source**	**Sum of squares**	**df**	**Mean square**	**F**	**Sig.**
1	Regression	21.654	1	21.654	84.554	0.000
	Residual	27.915	109	0.256		
	Total	49.569	110			
Regression coefficients for the prediction of GHM						
Model	**Predictor**	**B**	**Std. error**	**Beta**	**t**	**Sig.**
1	Constant	1.699	0.230	—	7.370	0.000
	ENP	0.517	0.056	0.661	9.195	0.000

experience different environmental HR practice aspects because their tenure at the company creates different perceptions of these practices. The research shows that employees who have worked at the company for longer periods possess better knowledge about organizational systems than newer employees who need to develop this knowledge during their time at the company. New employees still need to learn these practices which have not yet become familiar to them. The study found no important differences between recruitment training and empowerment performance management procedures across different tenure groups which suggests organizations used consistent methods throughout their operations. GHRM practices show partial dependency on length of service because employee experience directly affects their participation in sustainability programs.

Table 12 presents the Scheffé Post Hoc Test to determine which specific groups differed significantly in the dimensions of Green Human Resource Management (GHRM) according to length of service. Results revealed significant differences in two dimensions, namely Green Job Analysis and Design (GJAD) and Green Performance Review and Rewards (GPRR). For Green Job Analysis and Design, respondents with a length of service categorized as Group 2 significantly differed from those in Group 4, with a mean difference of -0.67849 and a p-value of 0.026. Since the p-value is less than the 0.05 level of significance, the null hypothesis of no difference was rejected. The negative mean difference indicates that Group 4 obtained higher perceptions or assessments regarding GJAD compared to Group 2. Moreover, the 95% confidence interval ranging from -1.3000 to -0.0569 does not include zero, further confirming the presence of a statistically significant difference between the two groups. This suggests that employees with longer service may have greater exposure to environmentally oriented job analysis and design practices within the organization.

Meanwhile, for Green Performance Review and Rewards, a significant difference was found between Group 1 and Group 2, with a mean difference of 0.80426 and a p-value of 0.029. The positive mean difference signifies that Group 1 reported higher perceptions of GPRR than Group 2. The confidence interval of 0.0577 to 1.5508 also excludes zero, supporting the significance of the finding. This implies that employees with varying lengths of service may perceive green-based performance evaluation and reward systems differently, possibly due to differences in organizational involvement, familiarity with policies, or adaptation to green initiatives. Overall, the Scheffé Post Hoc Test findings indicate that length of service influences certain dimensions of Green HRM. Specifically, differences were observed in employees' perceptions of green job design and green performance reward practices, highlighting the importance of considering tenure-related experiences when implementing sustainable human resource strategies

The evidence shown in Table 13 strongly supports H_7, which states that green human resource management (GHRM) practices lead to improved environmental results for rural banks. The model summary shows a moderate positive link between two variables which achieves a value of R = 0.661 because better environmental results depend on GHRM practice implementation. The coefficient of determination (R^2 = 0.437) shows that 43.7% of the variation in GHRM implementation is explained by environmental performance, while the adjusted R^2(0.432) confirms the robustness and reliability of the model The ANOVA results confirm the model validation because F(1,109) = 84.554 shows statistical significance at P < 0.001 which validates environmental performance as an important predictor of GHRM practices. The regression coefficients support this conclusion because ENP serves as a GHRM predictor with a β-value of 0.661 and t-value of 9.195 and P-value below.001. The unstandardized coefficient (B = 0.517) indicates that a one-unit increase in environmental performance leads to a corresponding increase of 0.517 units in GHRM implementation. Organizations with better environmental performance adopt stronger green HR practices according to these results. H_7 shows that sustainability outcomes and HR strategies work together to support each other in rural banking institutions.

5. CONCLUSION AND IMPTLICATIONS

The study concludes that green human resource management (GHRM) practices create substantial environmental performance benefits for rural banks operating in Surigao del Sur. The findings show that banks use essential GHRM dimensions through their implementation of training programs and their recruitment processes and employee participation methods which produce results that support sustainable development. Employee environmental knowledge emerged as a critical factor influencing

the effective adoption of green practices. The existing GHRM practices have established strong foundations, yet organizations still face challenges because their environmental pay systems and recognition programs for employees need improved integration with sustainability assessment methods and reward systems. The research demonstrates that organizations which incorporate environmental factors into their human resource operations achieve better environmental results and improved corporate governance and organizational efficiency. The implementation of these practices will help rural banks maintain their competitive advantage because they will support environmental protection efforts in their area.

The research results of this study create multiple managerial recommendations for Asian businesses which particularly benefit resource-limited businesses that operate in various institutional environments. First, the results demonstrate that organizations can implement green human resource management (GHRM) practices without needing to overhaul their existing human resources systems. Organizations in Asia must adopt environmentally responsible business practices because their operations require them to balance sustainability targets with their need to maintain operational efficiency. Second, the relatively lower implementation of green pay and reward systems indicates that managers should establish financial incentives and use non-monetary recognition methods which fit with organizational culture because formal acknowledgment and career development and team recognition will work better in collectivist work environments. The main effect of demographic traits shows managers need to create personalized environmental engagement strategies which should include workforce diversity based on age and gender and employee experience. Asian businesses can enhance their environmental sustainability efforts by using HRM to establish strategic control over governance processes and employee actions and organizational legitimacy which lasts over time.

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