

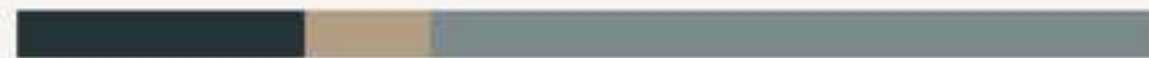


Universitat d'Alacant
Universidad de Alicante



DOCTORAL THESIS

GHRM - EMPLOYEE SATISFACTION AND JOB STRESS



04th November 2025

G.M.W.W. Nawarathne



Overview



01 Introduction

02 Problem Statement

03 Research Objectives

04 Significance of the Study

05 Methodology

06 Data Collection

07 Results

- Quantitative
- Qualitative
- case Study

08 Key Findings

09 Recommendations



GREEN HUMAN RESOURCES MANAGEMENT PRACTICES ON JOB SATISFACTION AND JOB STRESS IN THE BANKING SECTOR

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Snapshot of the Economy



Inflation

CCPI (Y-o-Y)
2.10

September 2025



Area


67,240
Sq. Km



Economic Growth

5.0%

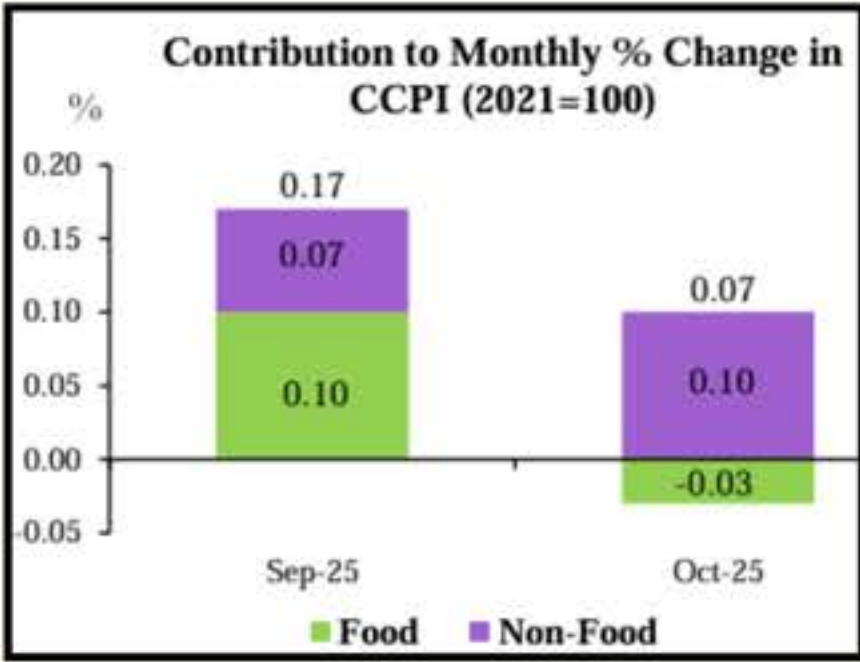
Annual, 2024



Unemployment Rate

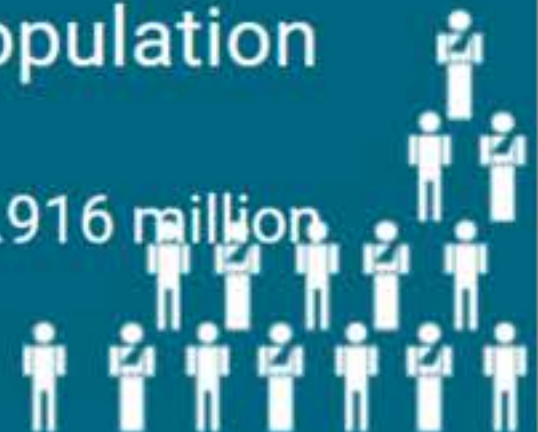
4.4%

Q4, 2024

Mid Year Population

21.916 million

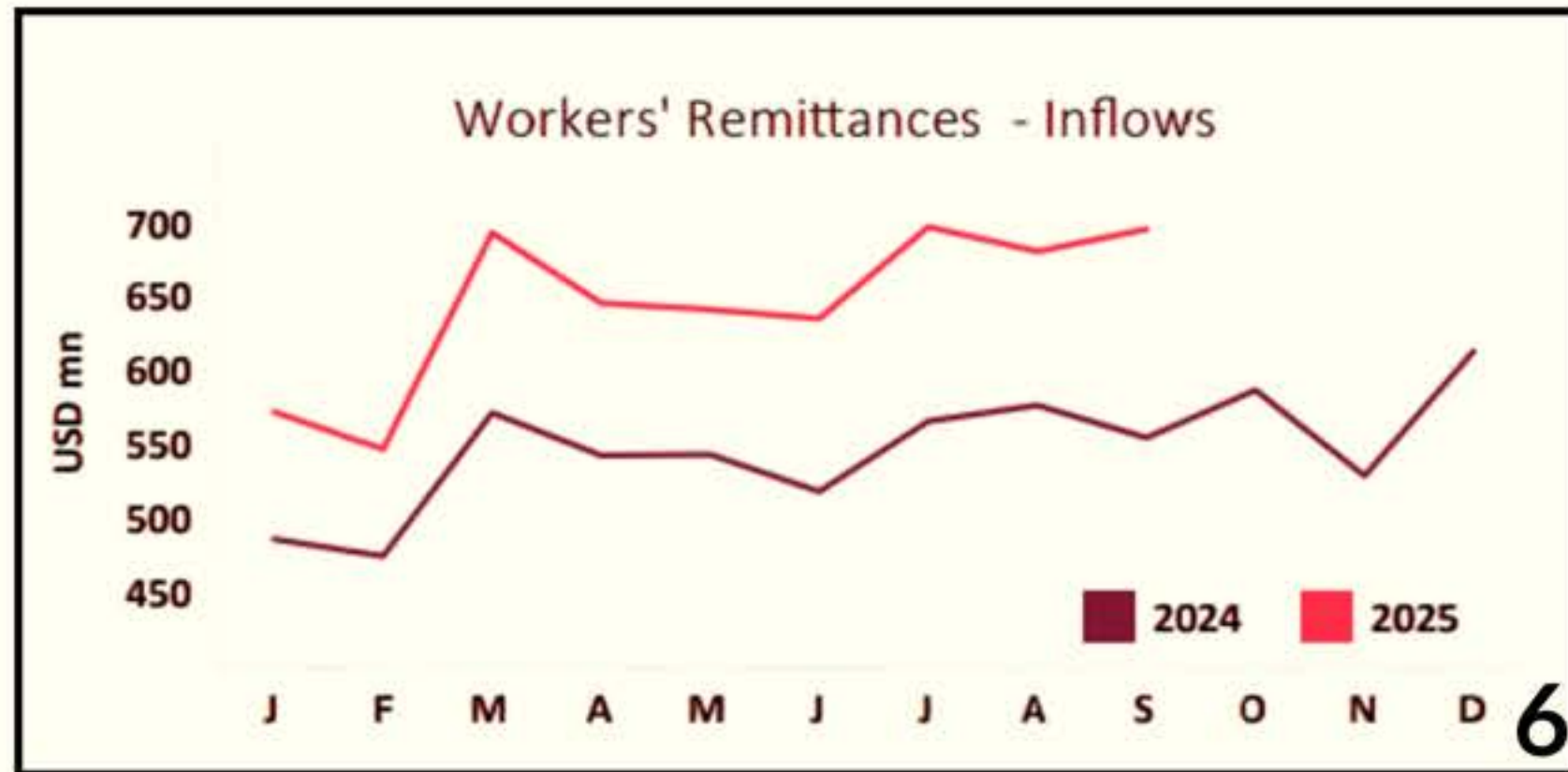
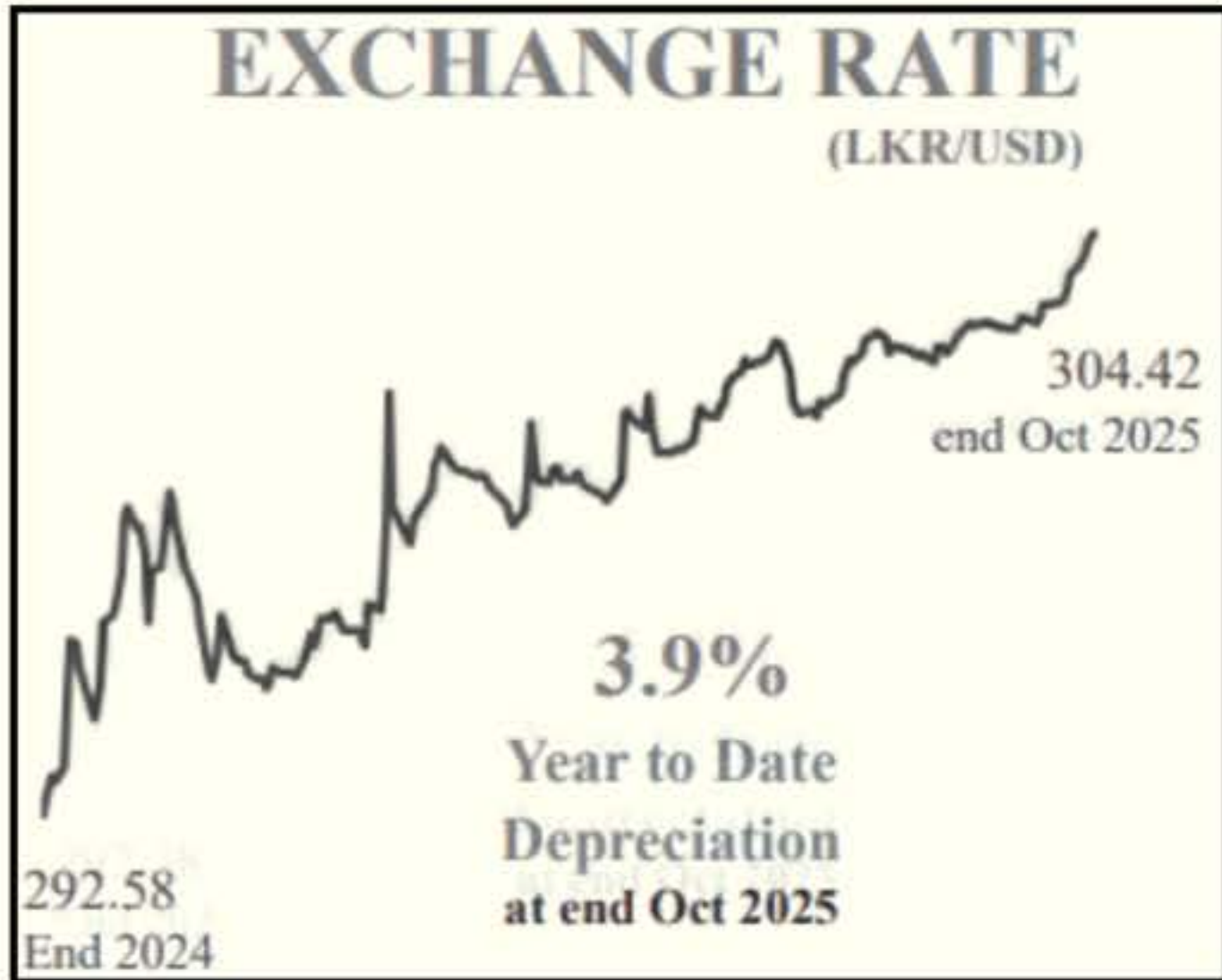
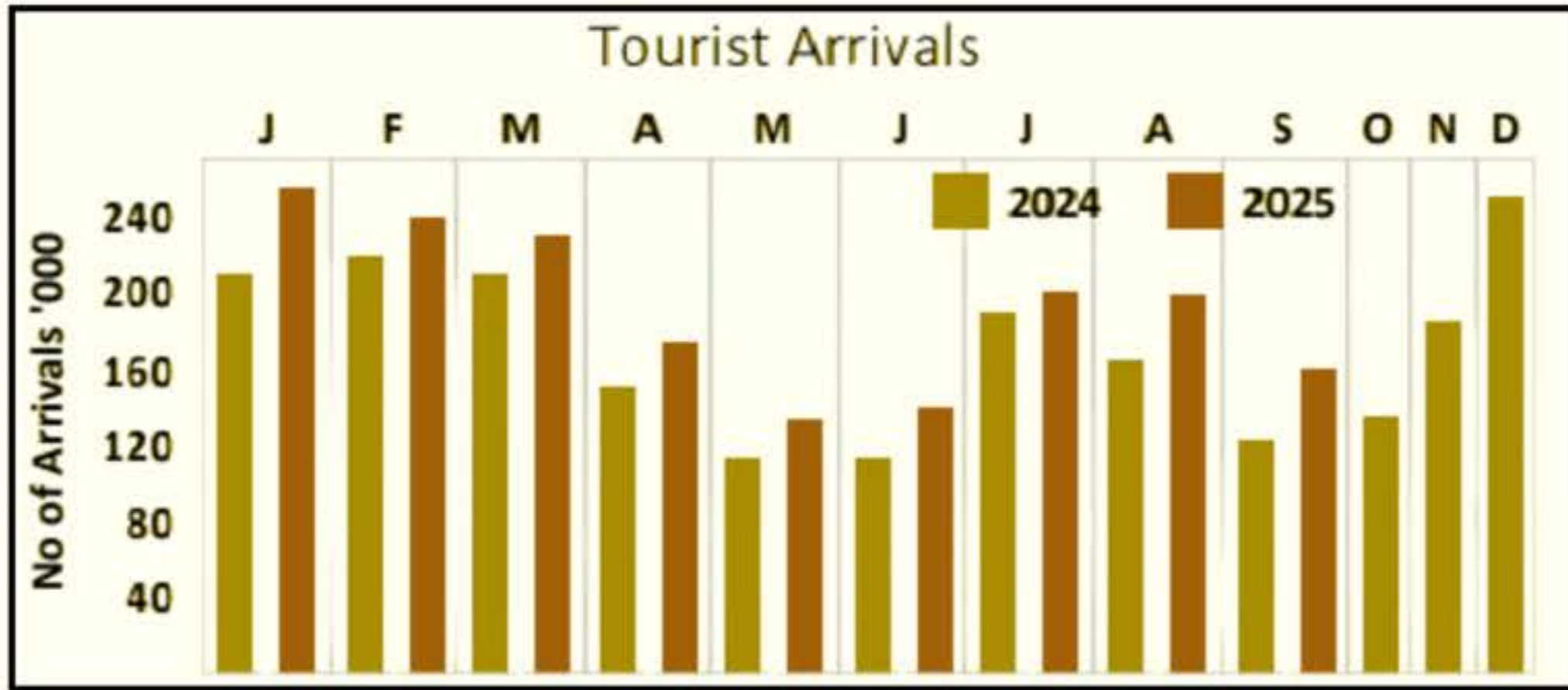


Per Capita Income

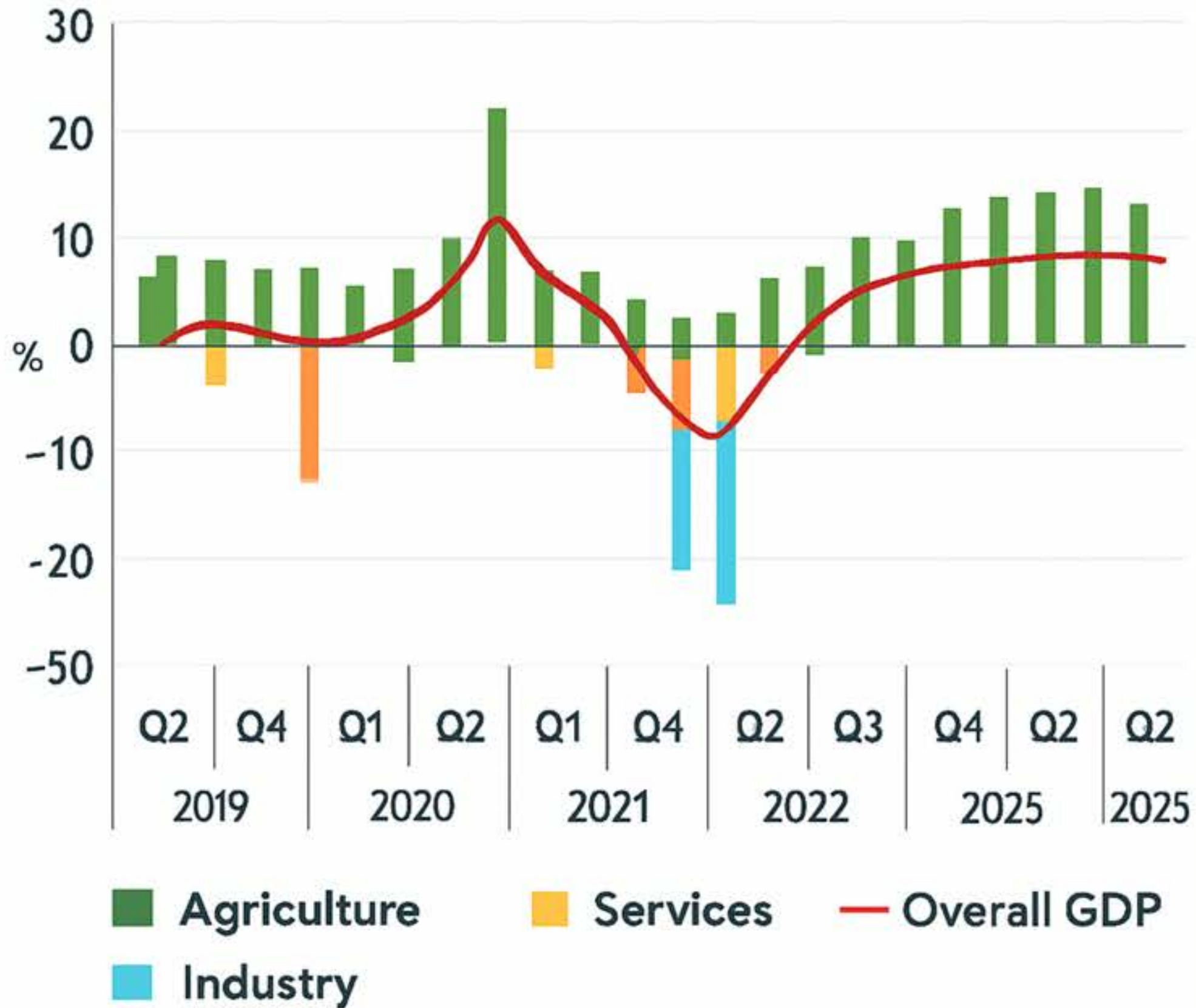
Rs. 1,364,235

USD 4,516

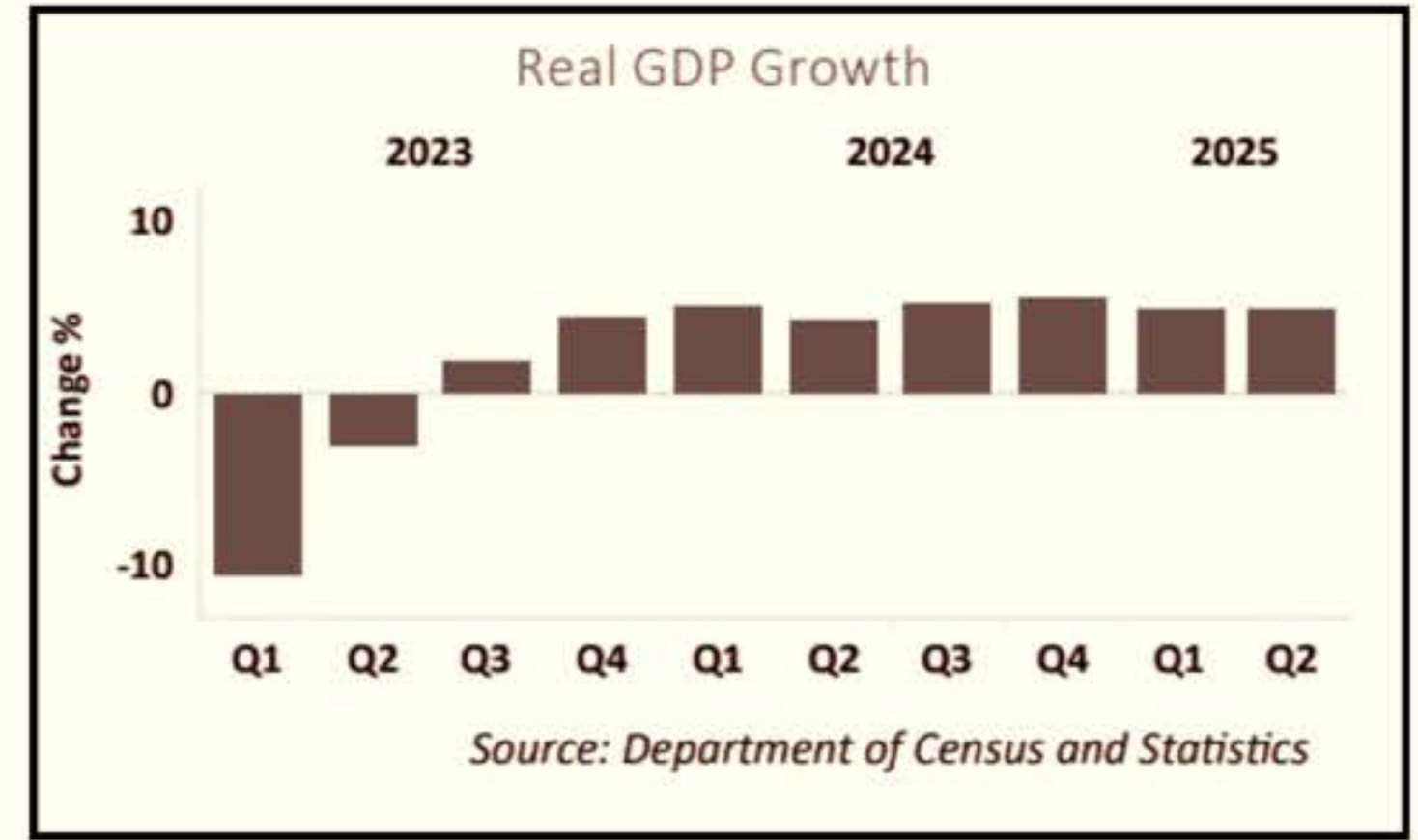


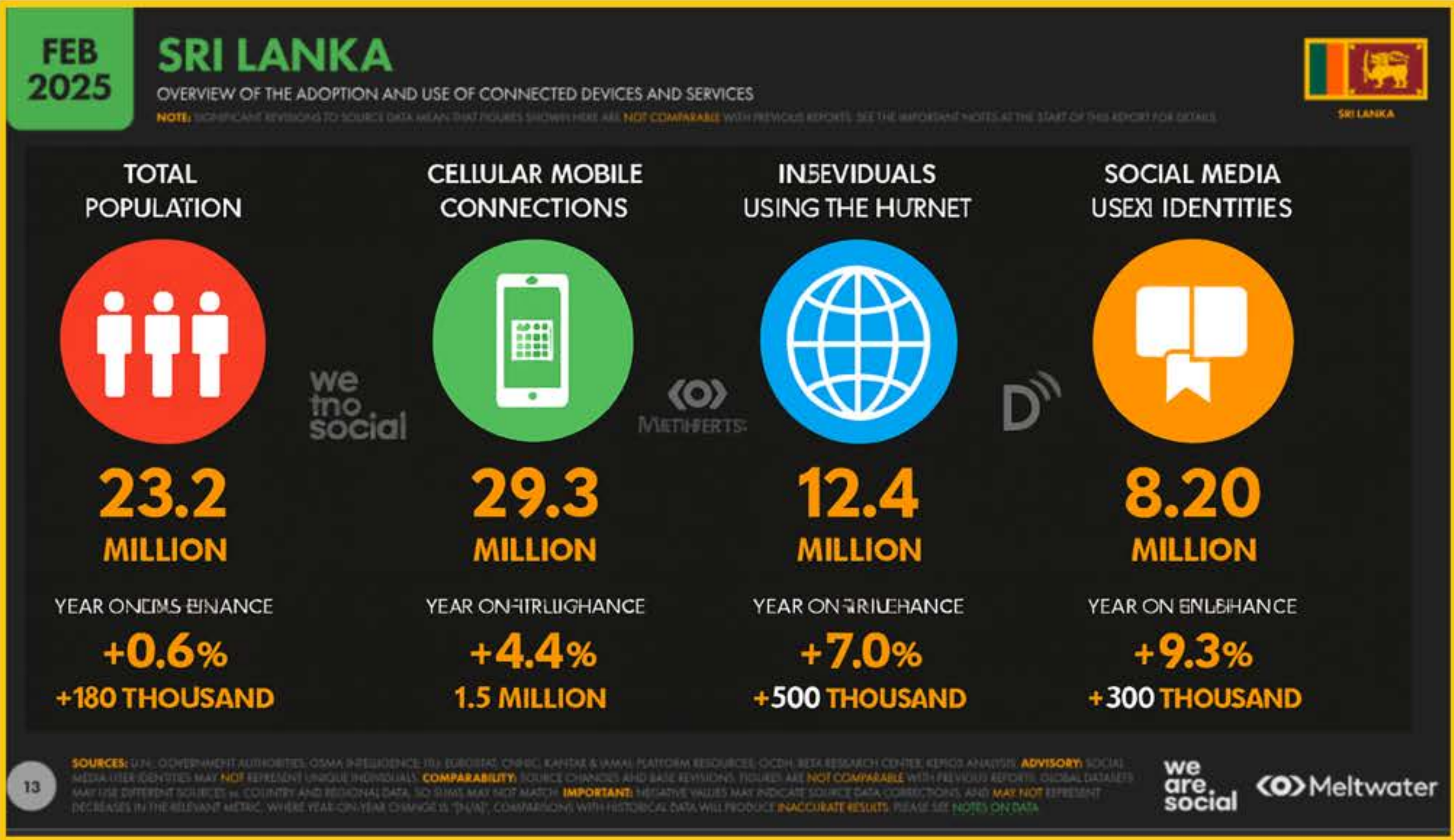
Quarterly GDP Growth*



*Growth of Quarterly GDP at Constant Prices (base year 2015).



Digital Growths



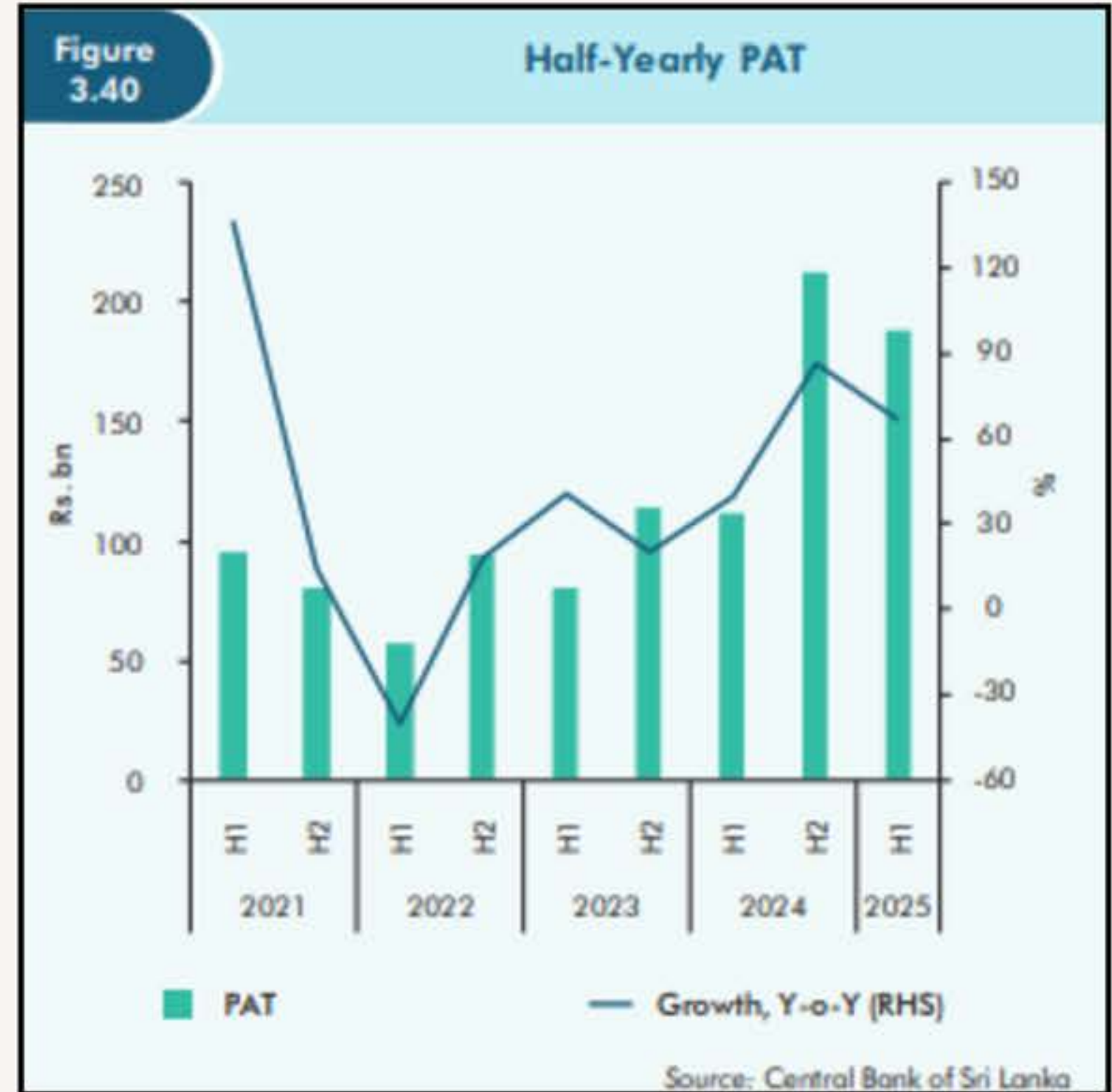
COLOMBO

BANKING SECTOR OF SRI LANKA

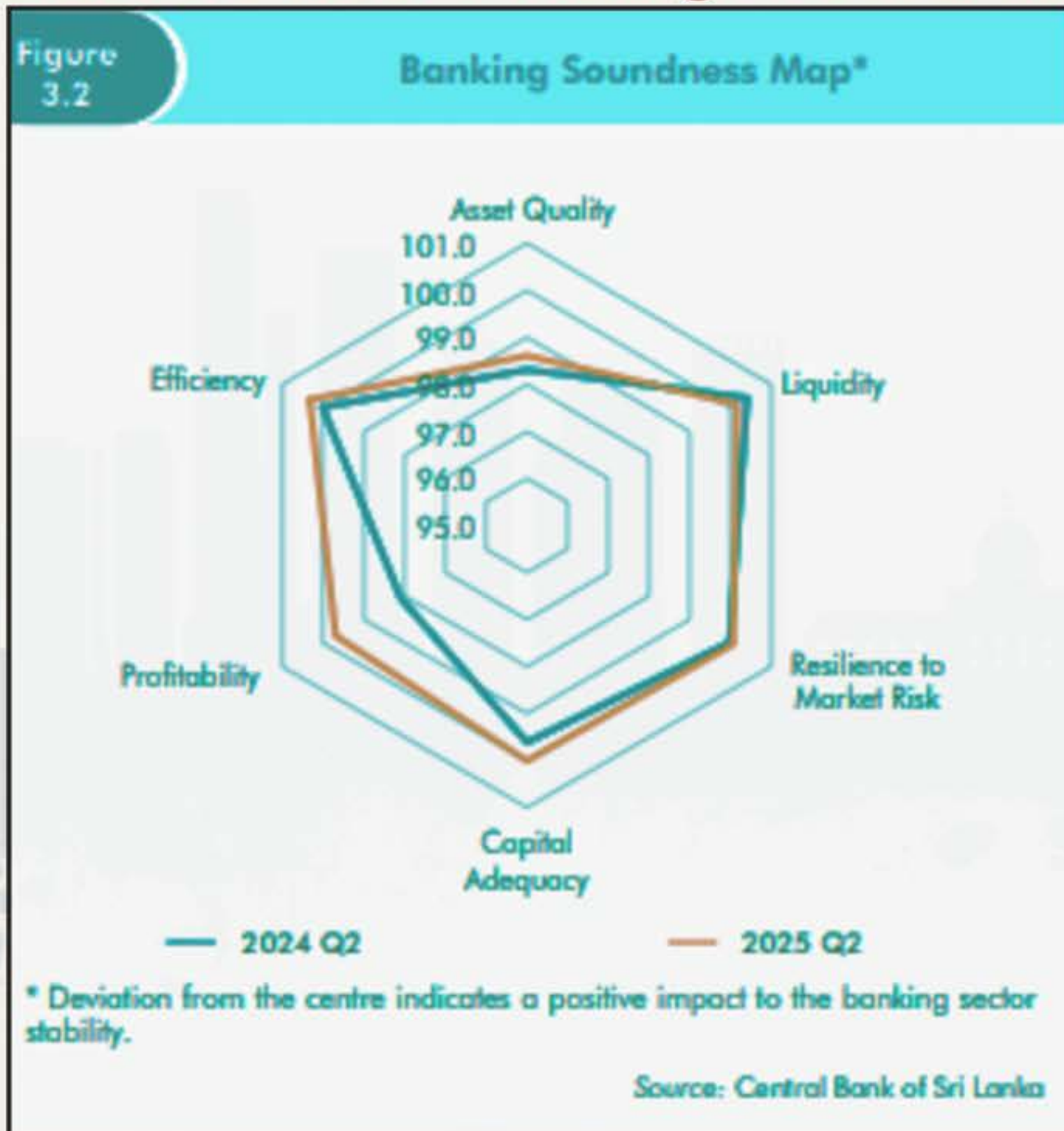


- 
- 01 Background of the Banking Sector in Sri Lanka
 - 02 Financial Performance
 - 03 Digital Growths
 - 04 Peer banks Performance
 - 05 Regulatory Requirements for Sustainability

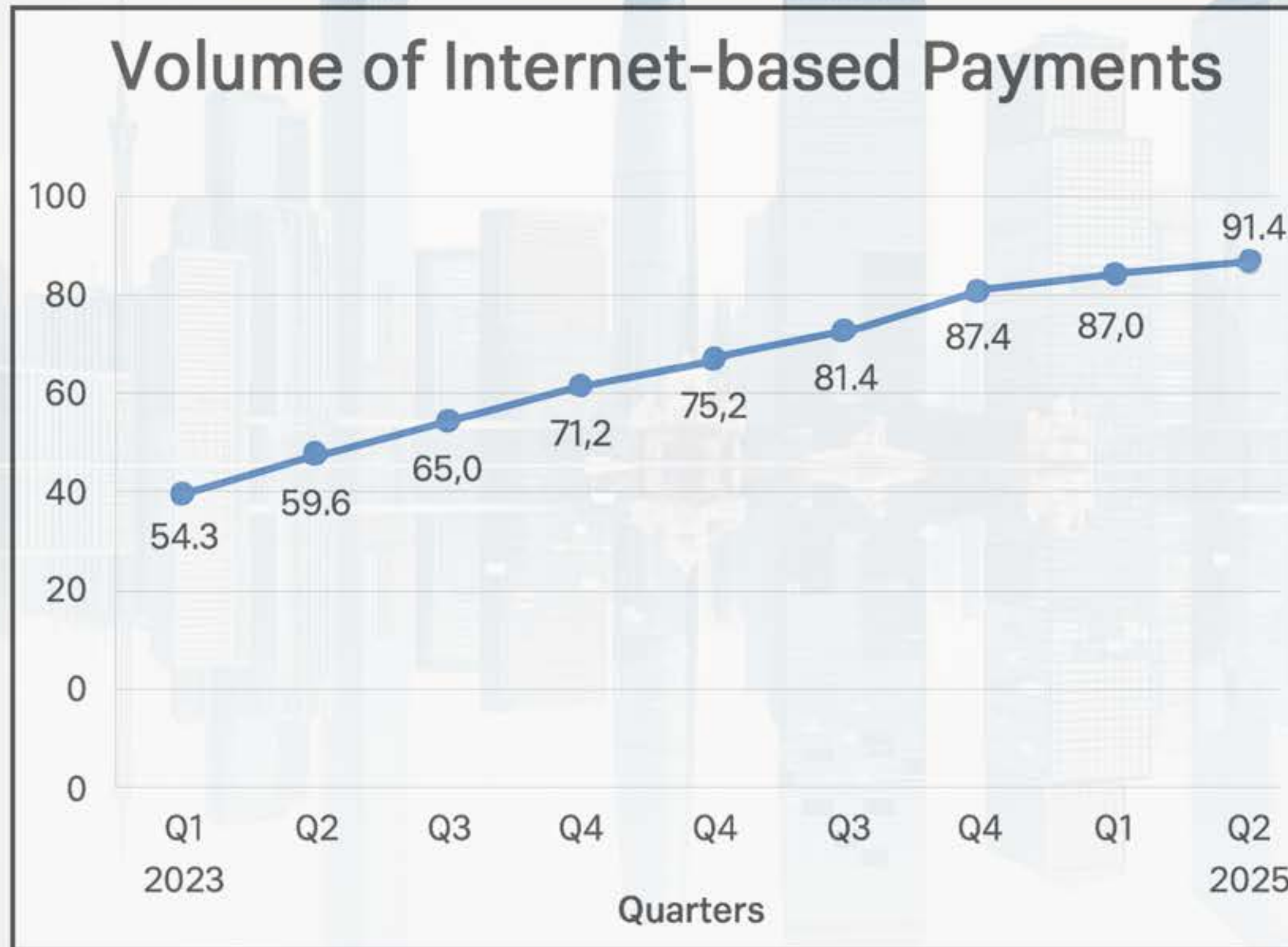
Background of the Banking Sector in Sri Lanka



Background of the Banking Sector in Sri Lanka

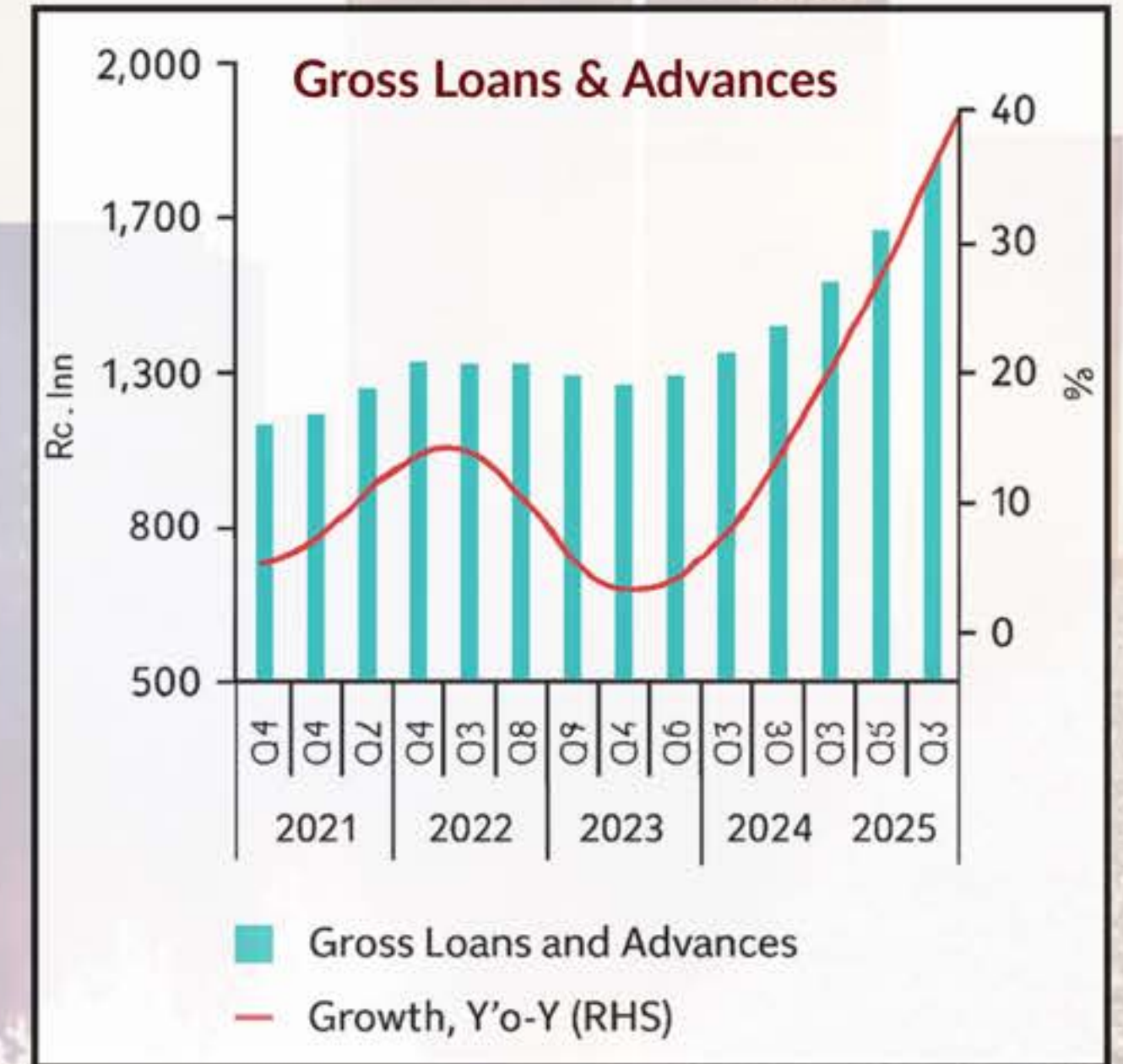
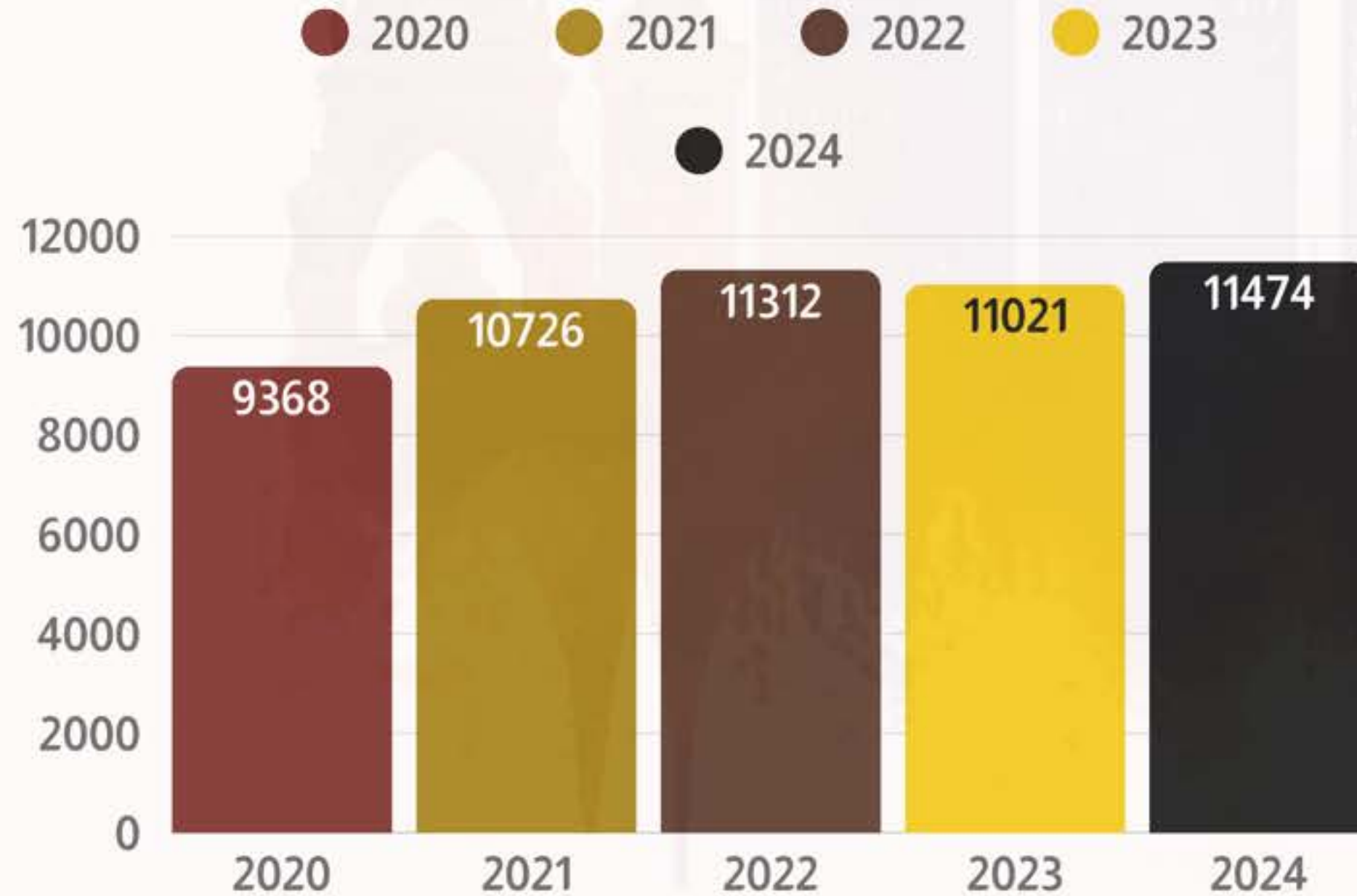


Background of the Banking Sector in Sri Lanka



Background of the Banking Sector in Sri Lanka

Credit Growth



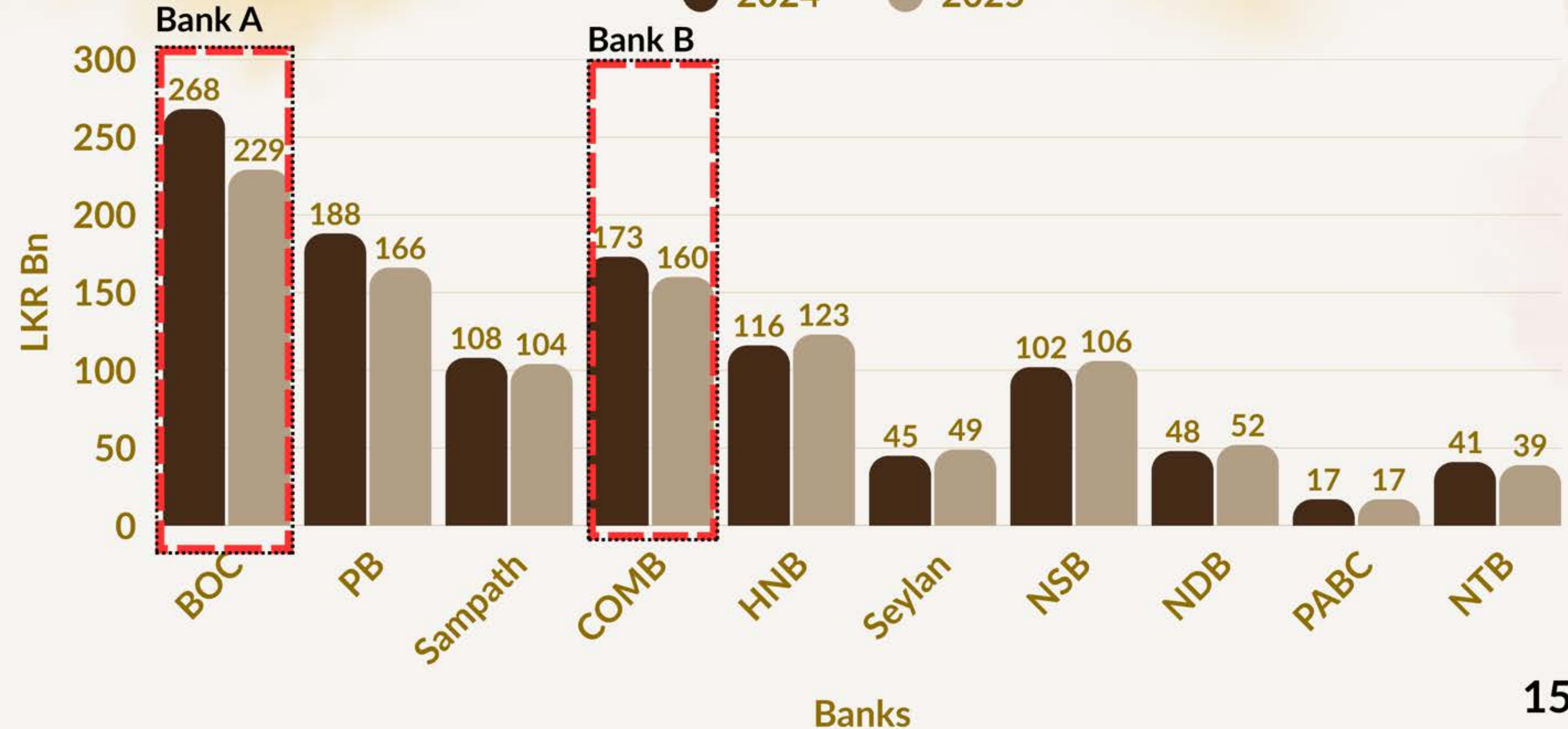
BANKING SECTOR OF SRI LANKA

Peer Banks Performance

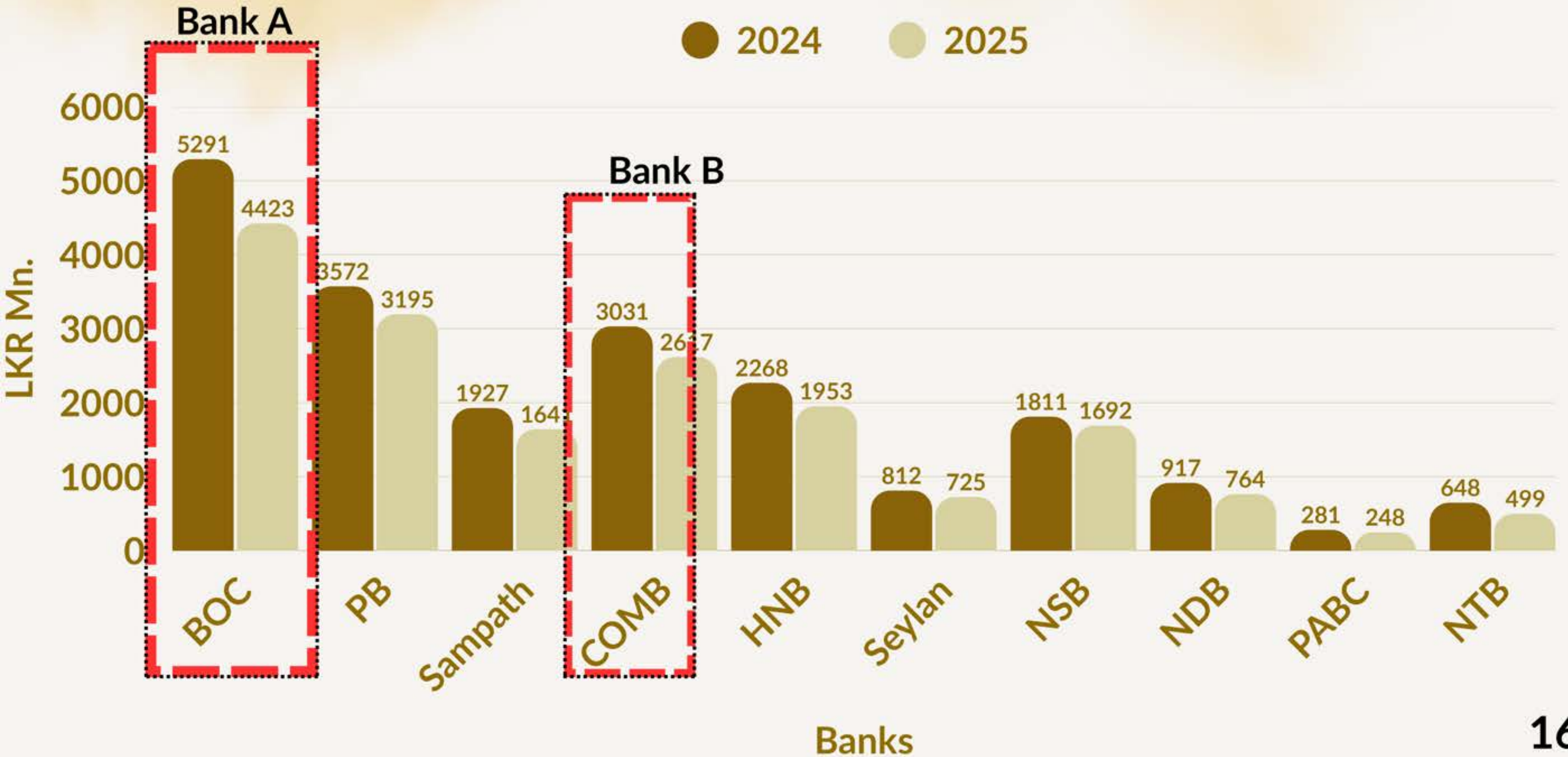


Total Income - LKR Bn. (Q2)

● 2024 ● 2025



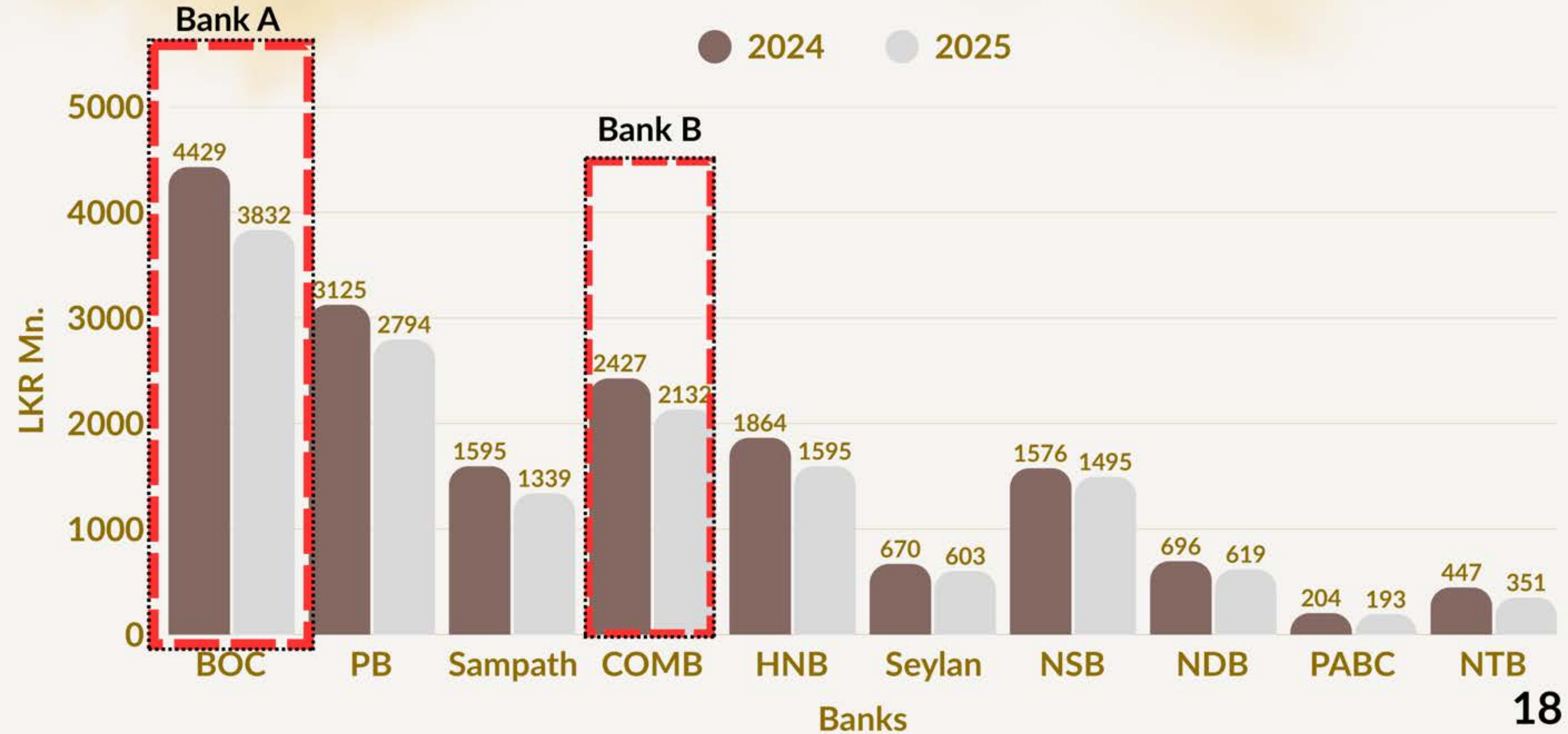
Total Assets - LKR Bn. (Q2)



Profit / Loss After Tax - LKR Bn. (Q2)

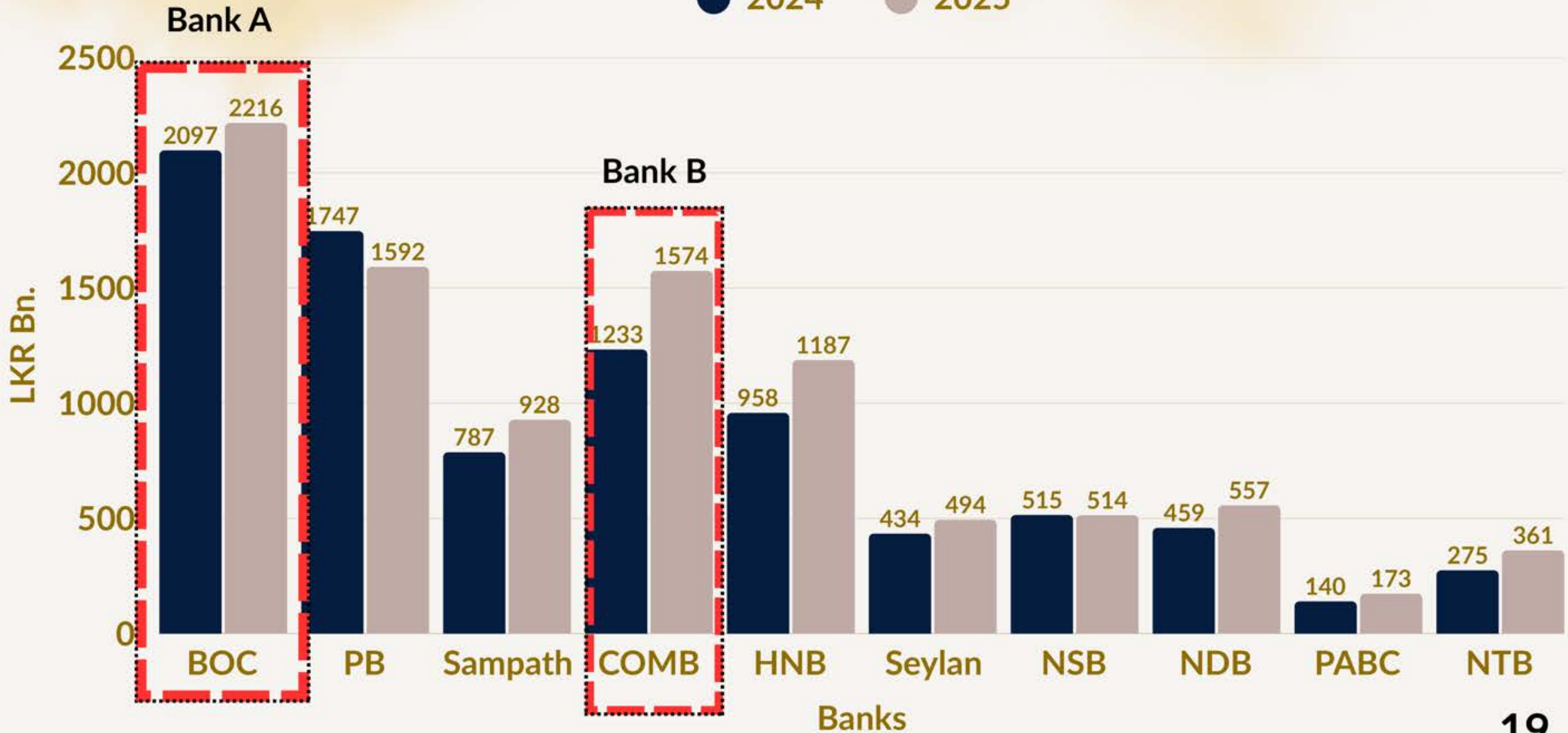


Total Deposits - LKR Bn. (Q2)



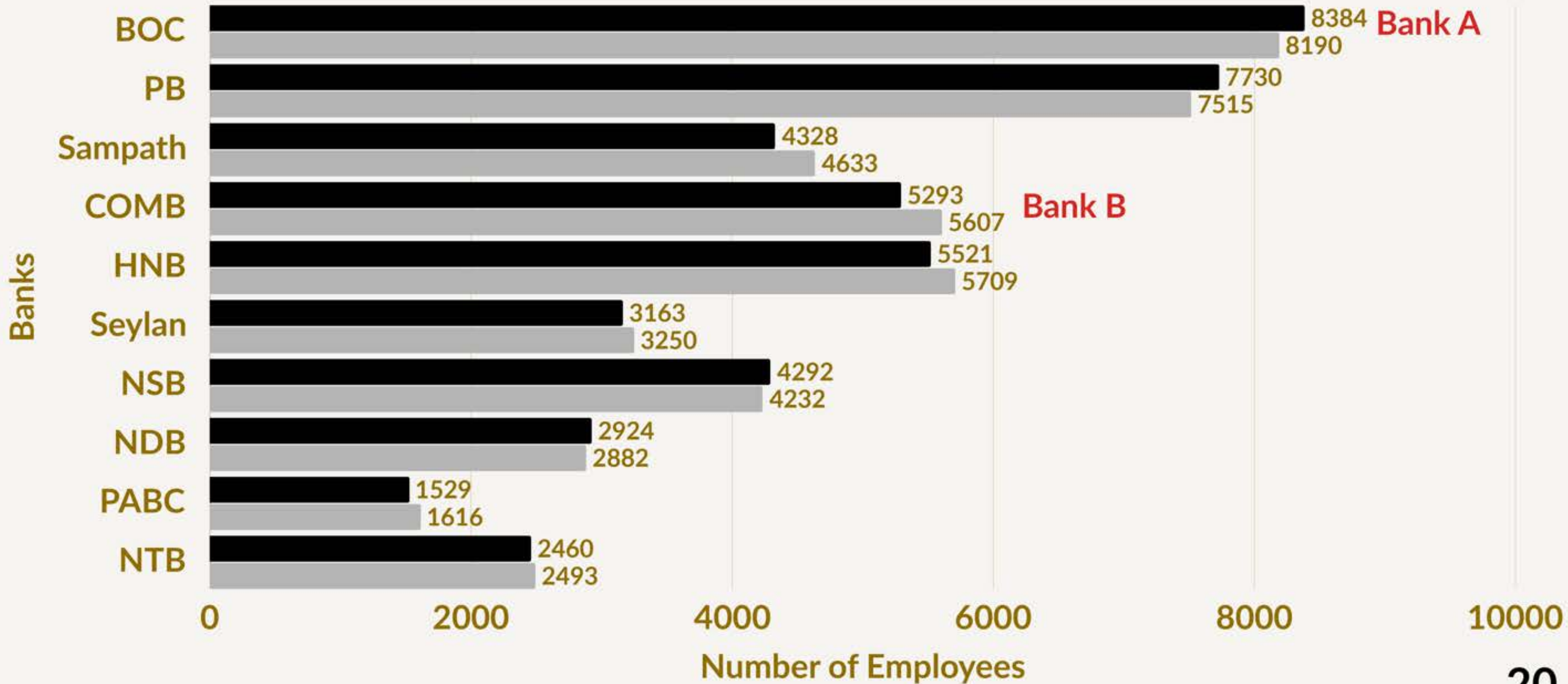
Loan and Advances - LKR Bn. (Q2)

● 2024 ● 2025



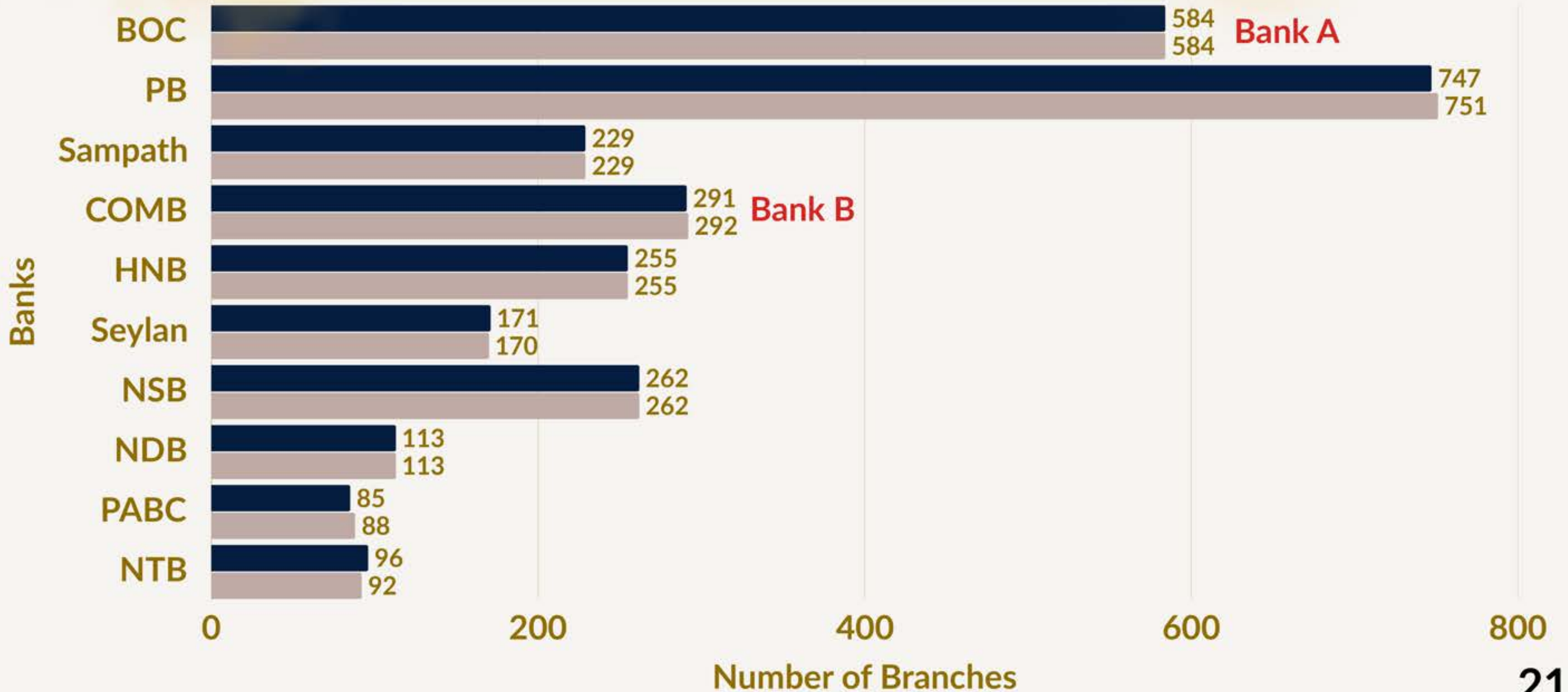
No of Employees - Q2

● 2024 ● 2025



No of Branches - Q2

● 2024 ● 2025



BANKING SECTOR & THE ECONOMY OF SRI LANKA

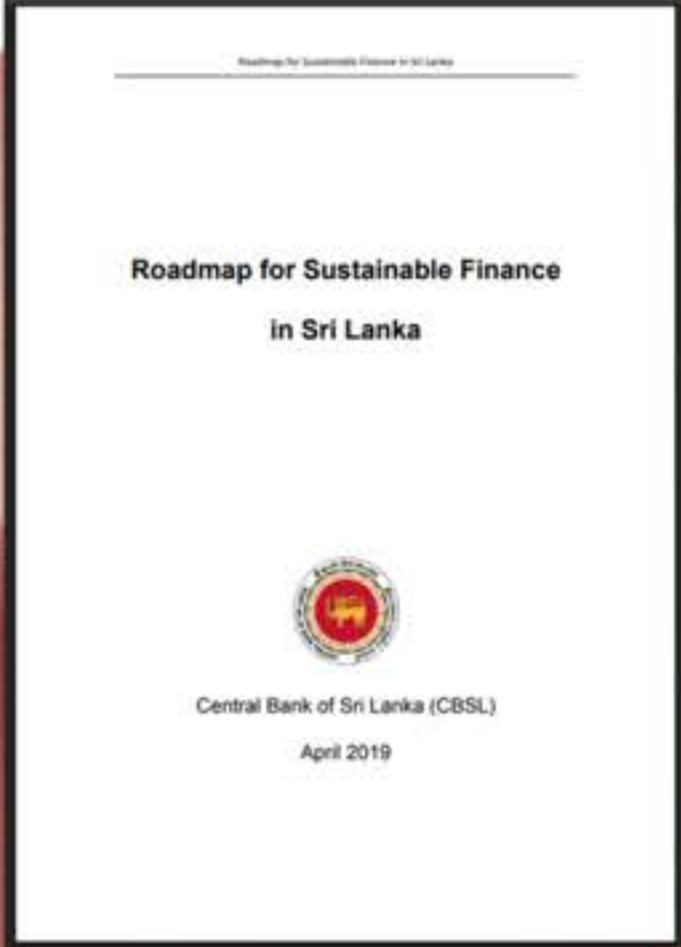
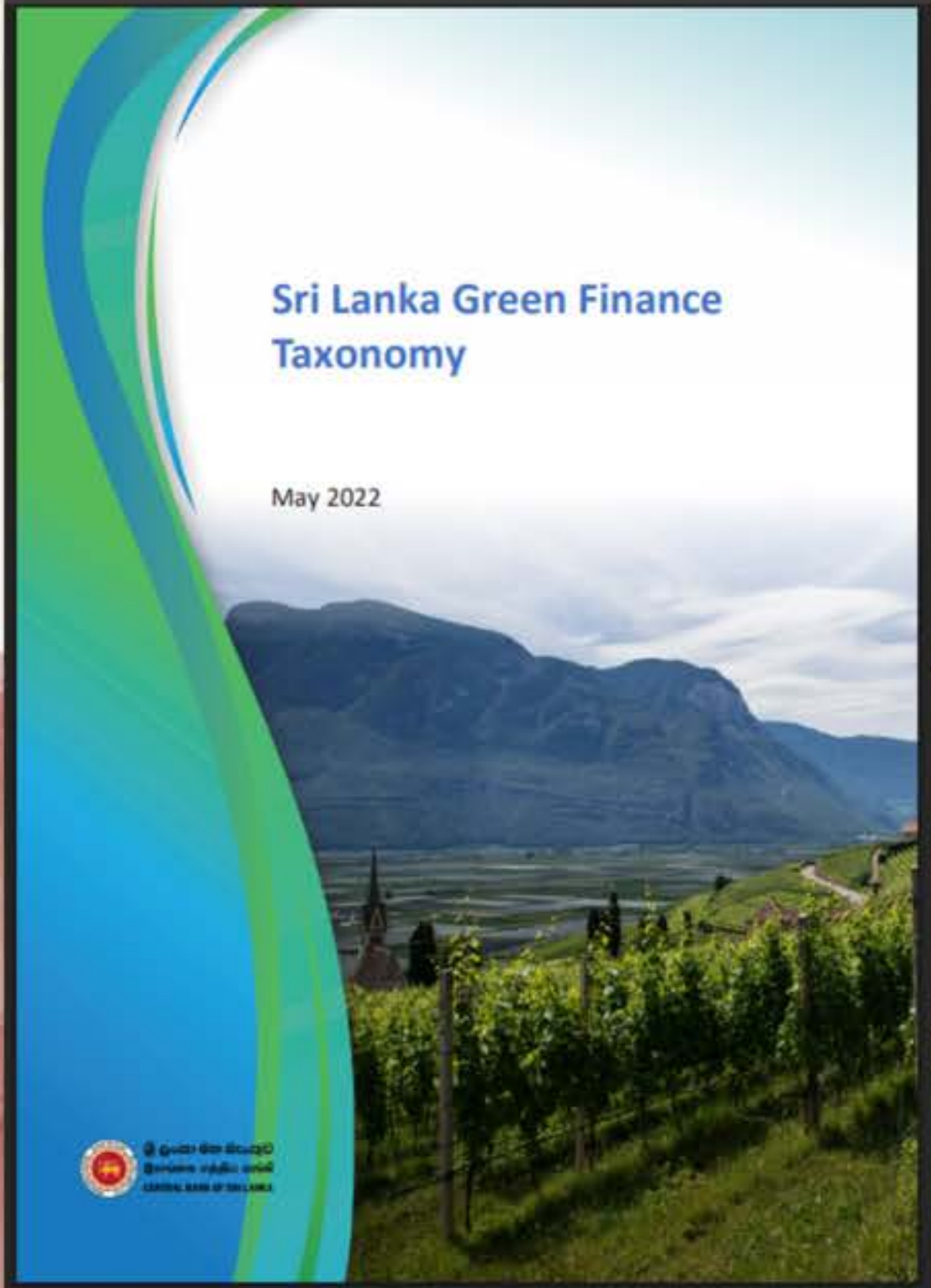
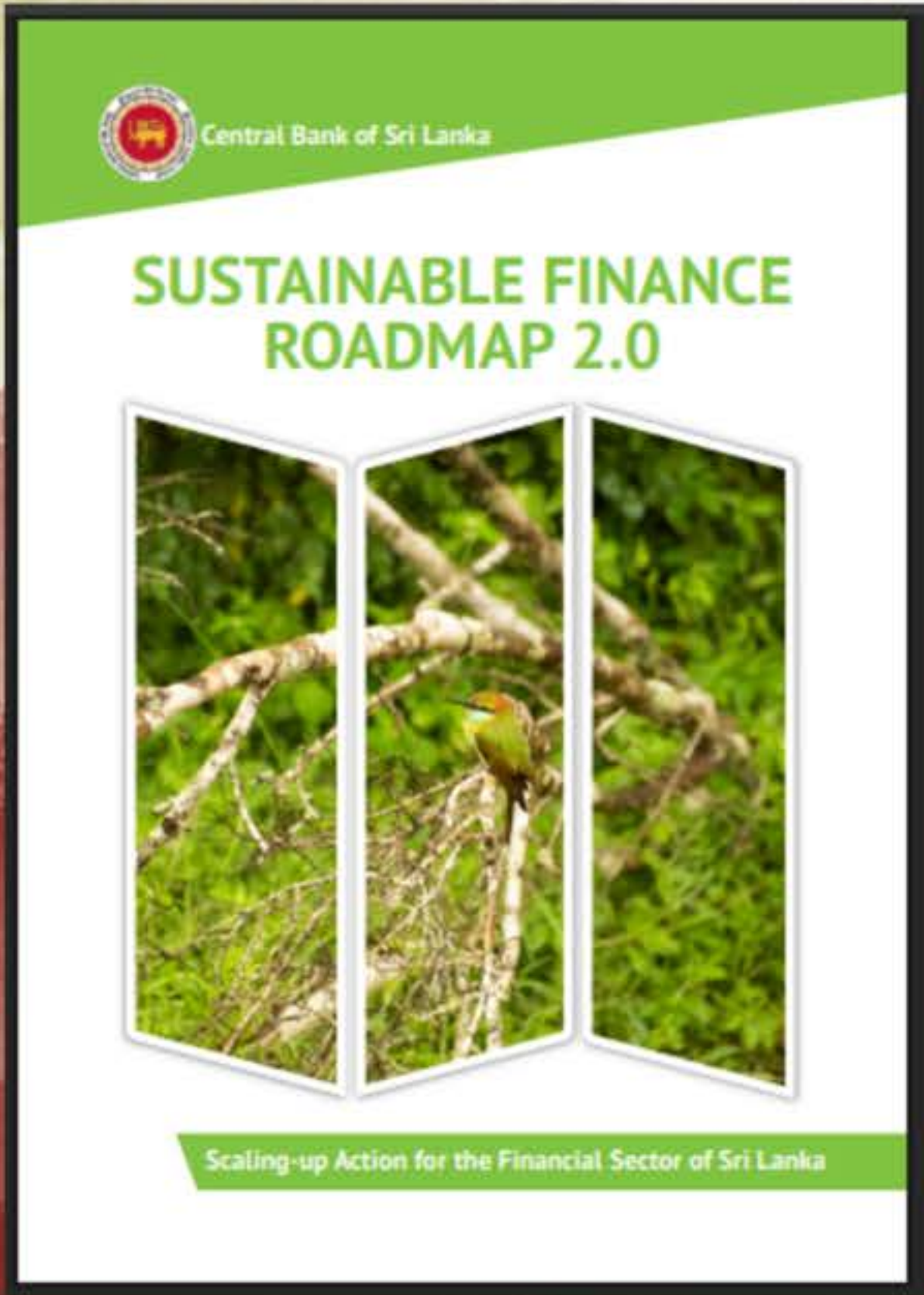
Peer banks Performance

Employee Efficiency

Particulars	BoC - Bank A	PB	COMB - Bank B	HNB	SAMP	NDB	SEYB	NTB
No. of Employees	8,228	7,562	5,558	5,711	4,526	2,993	3,252	2,445
Asset per Employee (Rs. '000)	647,140	456,517	522,785	376,461	411,768	284,803	241,399	245,929
Deposit per Employee (Rs. '000)	544,329	395,795	420,472	301,746	337,313	214,595	199,058	169,029
Advances per Employee (Rs. '000)	296,059	219,988	288,392	205,594	212,050	178,824	163,390	139,214
Profit per Employee (Rs. '000)	3,651	2,217	3,936	2,735	2,966	976	1,291	2,520
Personnel Cost per Employee (Rs. '000)	1,261	1,200	1,161	989	1,115	772	863	888
Profit : Personnel Cost (times)	2.9	1.8	3.4	2.8	2.7	1.3	1.5	2.8

BANKING SECTOR & THE ECONOMY OF SRI LANKA

Regulatory Requirements for Sustainability



BANKING SECTOR & THE ECONOMY OF SRI LANKA

Regulatory Requirements for Sustainability



January 2024

SLFRS S 1 - Sustainability Disclosure Standard

General Requirements for Disclosure of Sustainability-related Financial Information

January 2024

SLFRS Sustainability Disclosure Standard

Climate-related Disclosures



The Evolution: From Personnel Management to Green HRM



Personnel Management (Early 20th Century)

Focus: Administrative and reactive.

Role: Record-keeping, payroll, compliance, and employee welfare.

View of Employees: A cost to be managed and a factor of production.



Human Resource Management (HRM) (Late 20th Century)

Focus: Strategic and proactive.

Role: Integrating people management with business goals (talent acquisition, performance, development).

View of Employees: A valuable asset and competitive advantage.



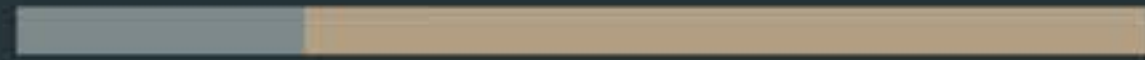
Green HRM (21st Century)
Focus: Integrating sustainability into HRM.

Role: Aligning HR practices with environmental goals (e.g., green recruitment, eco-training, sustainability-linked rewards).

View of Employees: Partners in achieving the organisation's environmental and social objectives.



A. Problem Statement



The core objective of the study is to scrutinise the impact of GHRM on job satisfaction and job satisfaction. It covers the following areas to investigate the major goal.

- 1. Understand the GHRM concepts.**
- 2. Identify the different GHRM strategies and methods used in the banking sector.**
- 3. Efforts to assess the impact of GHRM activities on job satisfaction and stress**



B. Research Questions



The **primary goals of the study are to identify the relationship between GHRM practices and Job Satisfaction and Job Stress**, and the research questions are created accordingly.

Q1 – What are the GHRM practices practised in the banking industry?

Q2 – What kind of relationship has existed between GHRM practices and Job Satisfaction in GHRM practices?

Q3 – What kind of relationship has existed between GHRM practices and Job Stress in GHRM practices?

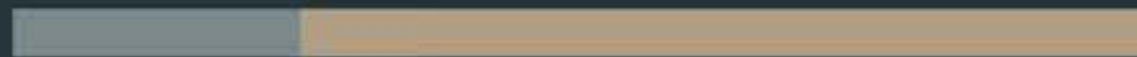
Q4 – What kind of relationship has existed between demographic factors and Job Satisfaction in GHRM practices?

Q5 – What kind of relationship has existed between demographic factors and Job Stress on GHRM practices?

Q6 – What are the GHRM practices used for organisational growth via the above relationships



Research Objectives



1. **Identify the GHRM practices** implemented in commercial banks
2. Investigate the **relationships between GHRM practices and employee outcomes**, especially employee **job satisfaction and employee job stress**, within organizational contexts
3. Examine the **influence of specific GHRM practices**, including green recruitment, training and development, performance evaluation, rewards and compensation, and employee participation, on job satisfaction and job stress
4. Analyse the **impact of demographic factors**, such as gender, age, educational qualification, job grades, and years of experience, on job satisfaction and job stress in the context of GHRM practices.
5. Contribute to the theoretical and practical understanding of how **GHRM practices can be optimised to enhance employee well-being and organizational sustainability.**

4



Significance of the Study



The study aims to:

- Analyse the current use of GHRM and its benefits.
- Understand how GHRM practices (like green recruitment, training, and compensation) impact employee job satisfaction and stress.
- Compare the organisation's traditional HRM methods with newer, global GHRM strategies.

The findings are intended to help organisations implement GHRM effectively. The research concludes that further study is essential for the organisation's long-term survival and competitiveness.



Research Methodology



Methodology



Secondary Data

Case Study



Primary Qualitative data

Indepth Interviews



Primary Quantitative data

Structured
Questionnaire



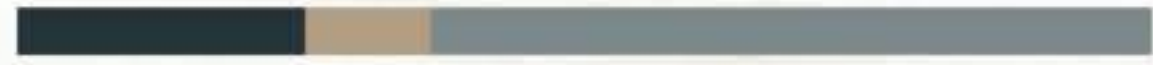
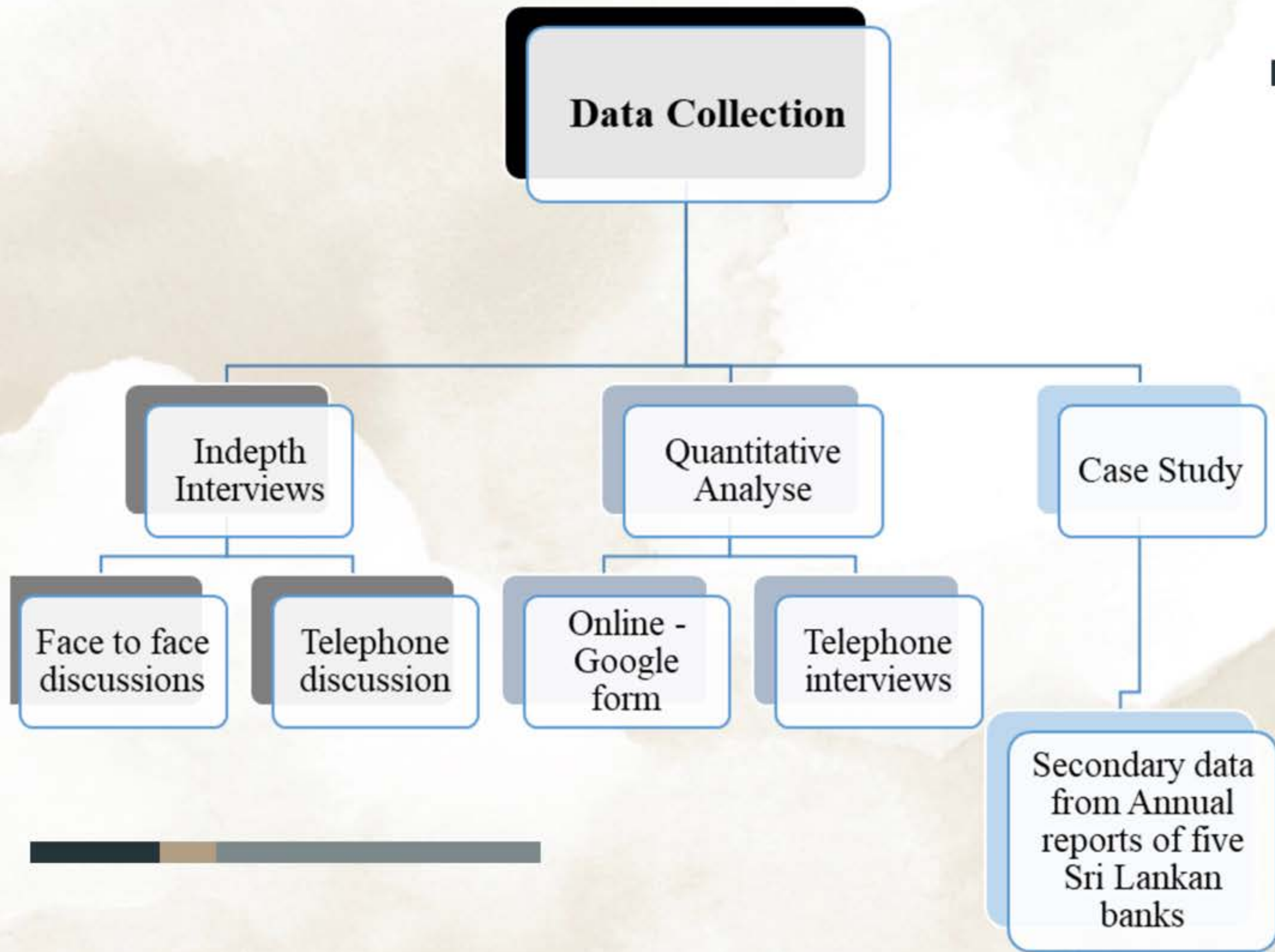
Secondary Research - Case study (Based on Annual Reports 2024)

A. Data Collection

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B





01. Primary Qualitative Data

Indepth Interviews



▶ Indepth Interviews

Primary Qualitative data



Sample	12 Employees
Method	structured interviews, approximately 30-40 minutes each
Data Collection	Getting Notes during the discussion and soon after the interview
Ethical Consideration	Ensure confidentiality, obtain informed consent, and voluntary participation



Primary Qualitative Data - Sample Demographics

	Government	Private
Bottom line employees	1. Management Assistant, Male, 26 years	1. Management Assistant, Male, 28
	2. Management Assistant, Female, 35 years	2. Management Assistant, Female, 32 years
Middle line employees	3. Executive, Male, 40	3. Executive, Male, 36 years
	4. Executive, Female, 49 years	4. Executive, Female, 42 years
High-level employees	5. Managerial, Male, 56 years	5. Managerial, Male, 47 years
	6. Managerial, Female, Age 48	6. Managerial, female, 50

Structured Questionnaire

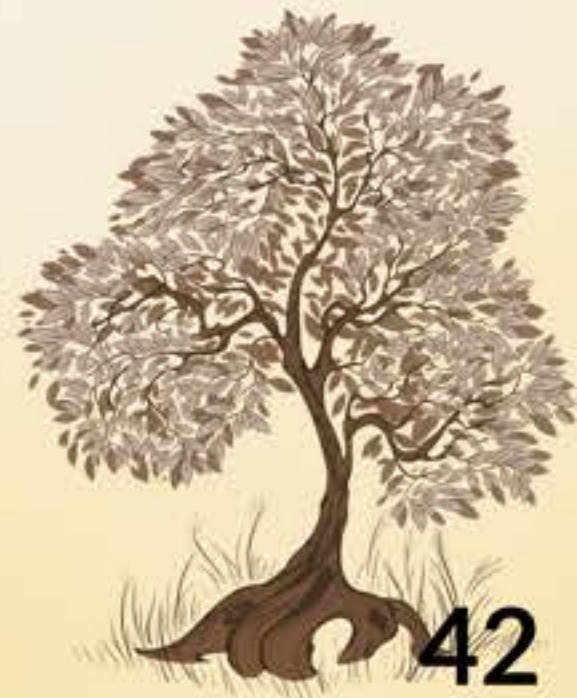


The structured questions are below.

1. What Green Human Resource management practices have you observed or practised in your organisation?
2. How do you perceive the impact of GHRM practices on your job satisfaction? Do specific practices, including green recruitment, Training, PMS, rewards and compensation and employee participation, make you feel more esteemed or interested in your role?
3. Do you believe that GHRM practices in your organisation influence your level of job stress? Do green initiatives add to your workload or support reducing stress by nurturing a sense of purpose?
4. How does your bank's organisational culture support GHRM practices affect your overall job satisfaction and stress levels?
5. What challenges or barriers have you seen in implementing GHRM practices in the organisation, and how does this affect your job satisfaction or stress?
6. How do you think GHRM practices could be improved in your bank to enhance job satisfaction and reduce job stress for employees like yourself?

02. Primary Quantitative Data

Structured Questionnaire



▶ Structured Questionnaire

Primary Quantitative data



▶ What are the GHRM practices practised in the banking industry?



**GREEN
RECRUITMENT**



**GREEN
REWARDS**



**GREEN
TRAINING**



**GREEN
PMS**



**GREEN
EMPLOYEE
PARTICIPATION**



Variable	Dimensions		
Green Recruitment	Green Concepts in the Job Description	Green PMS	Green KPIs correlate with the green goals of the organisations
	Recruitment messages include green criteria.		Providing feedback for green goals
	Select applicants who have an awareness of green concepts.		Online PMS process
	Vacancies are advertised through online platforms.		Green PMS gaps link with Green training.
	Digital recruitment process	Green Rewards	Green performance recognised for green
	Virtual interviews		Green benefits available for staff
	Green Training		Green issues are considered for training requirements
Green concepts are emphasised in programme content.			Green performance is considered for a salary
Training materials are available online.		Green achievements are considered for	
Training conducted through online platforms		Green Employee Participation	Using teamwork to enhance the brand image
Pre-training and post-training processes are being done online.			Has the opportunity to staff for involvement in sustainable suggestions and problem-solving
	Has introduced the green whistleblowing		
	Employees' contribution to ESG policy and strategies		
	The Organisation's events are held through online channels.		

03. Secondary Data

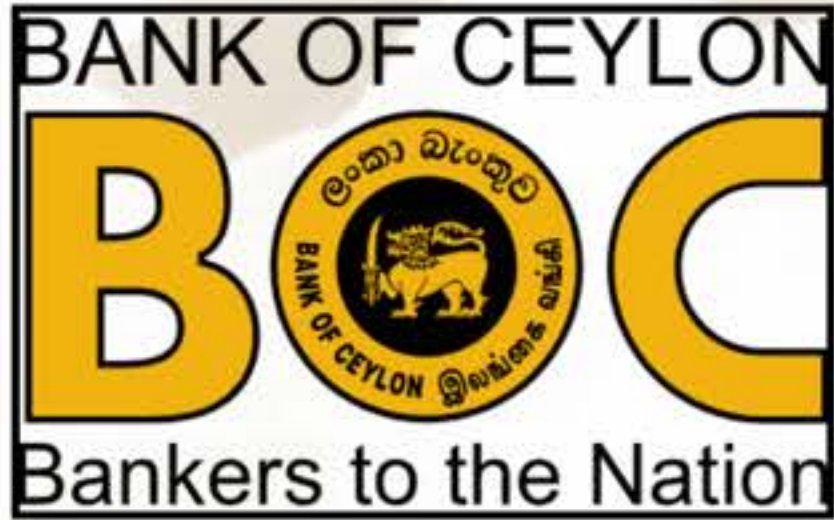
**Annual Reports of Respective Banks
(2023, 2024)**





Case Study

Secondary Data - Annual reports (2023, 2024)



B. Research Results

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Research Results

Case Study
Based on Annual Reports
of 6 Banks in Sri Lanka

Indepth Interviews

Quantitative

BOC, Peoples Bank, NTB, HNB,
Commercial Bank Plc.

Summary of 12 Discussion

Discriptive Analysis

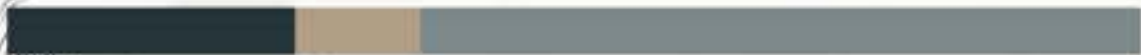
Relationship Between GHRM
Practices & Job Satisfaction

Relationship Between GHRM
Practices & Job Stress

Demograpics & Job Satisfaction,
Job Stress

Mediator Analysis

Latern Class Analysis





1. Quantitative Research

Used - MS Excel, SPSS, JAMOVI

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Firstly, look at the demographics of the Quantitative research sample

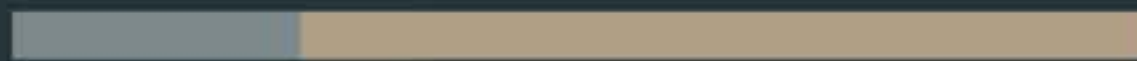


Demographics



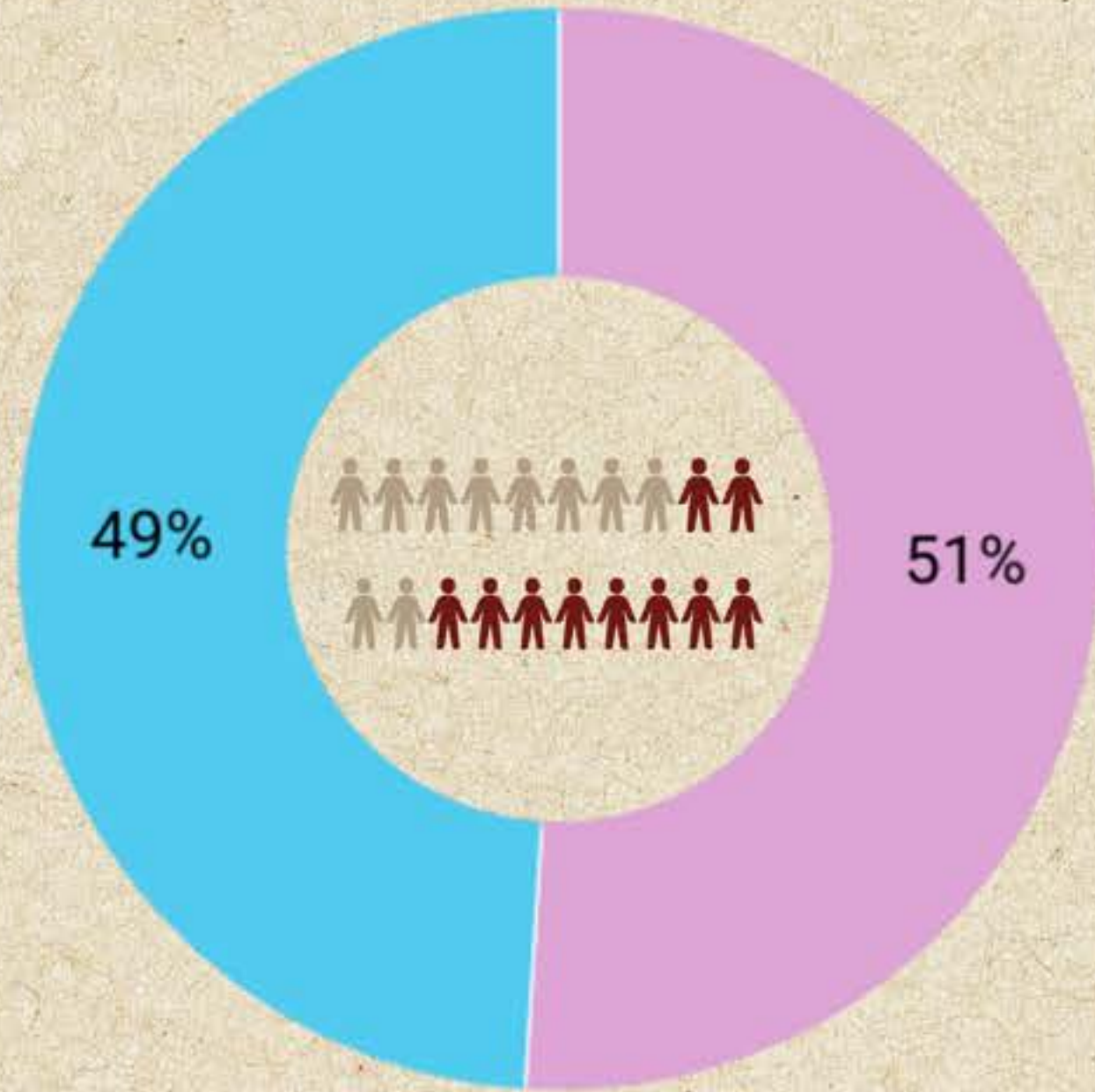
GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B

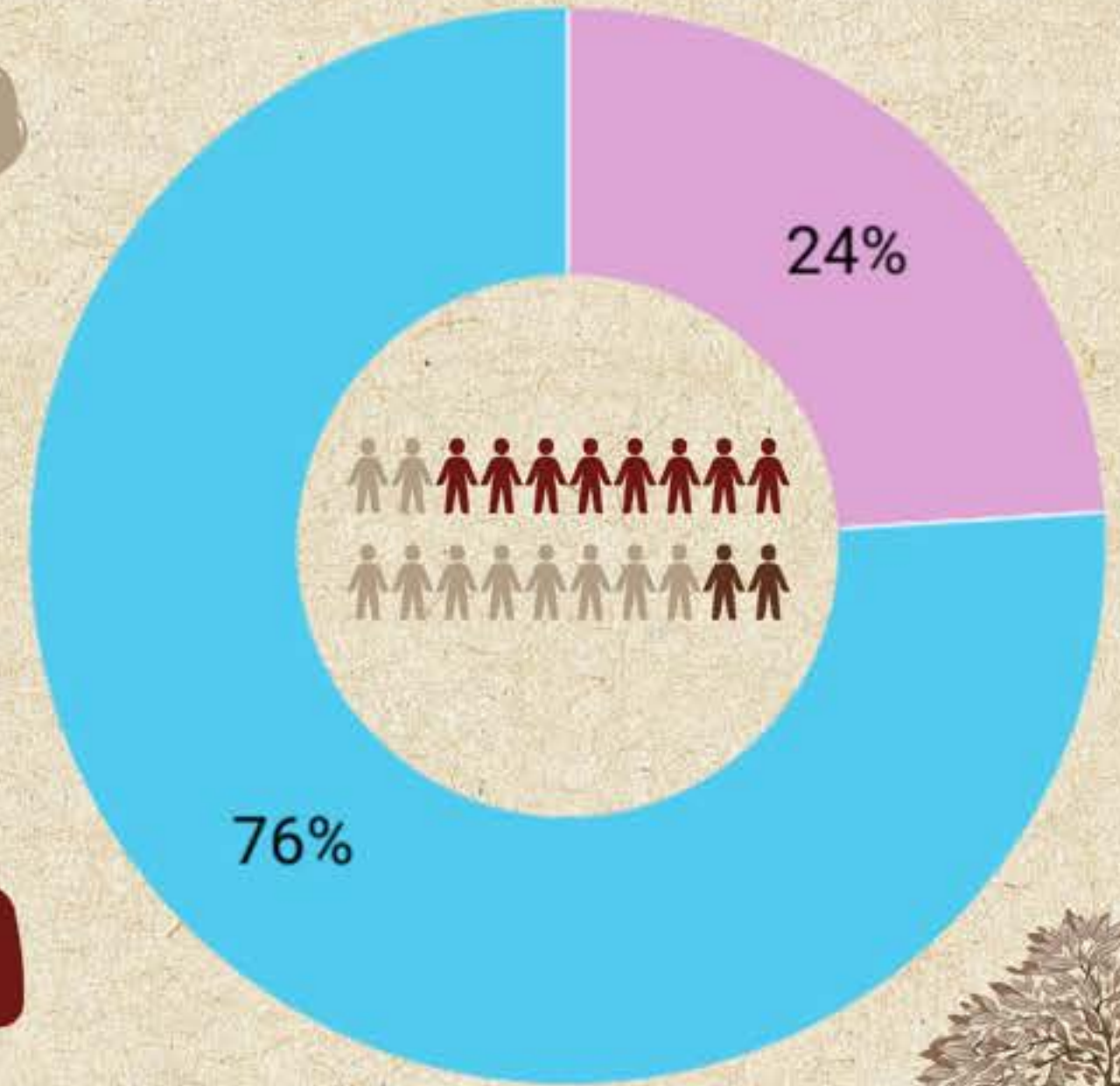
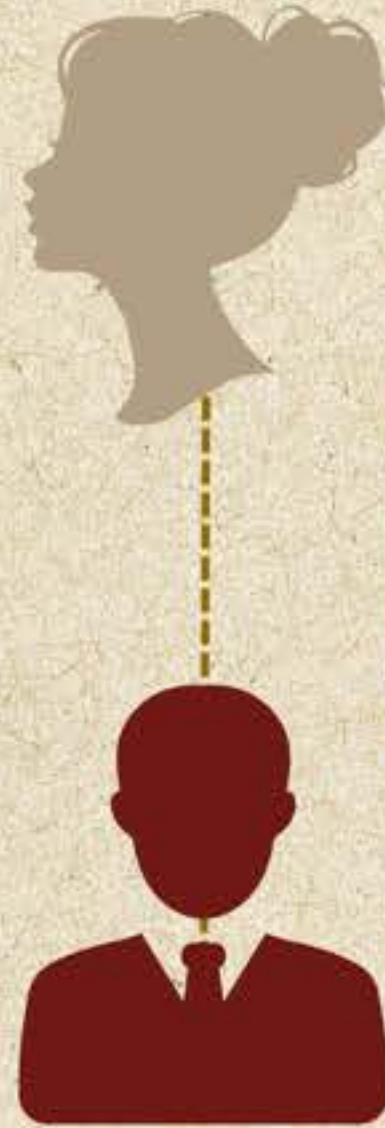


Gender Contribution for the Sample

Female
Male



Bank A

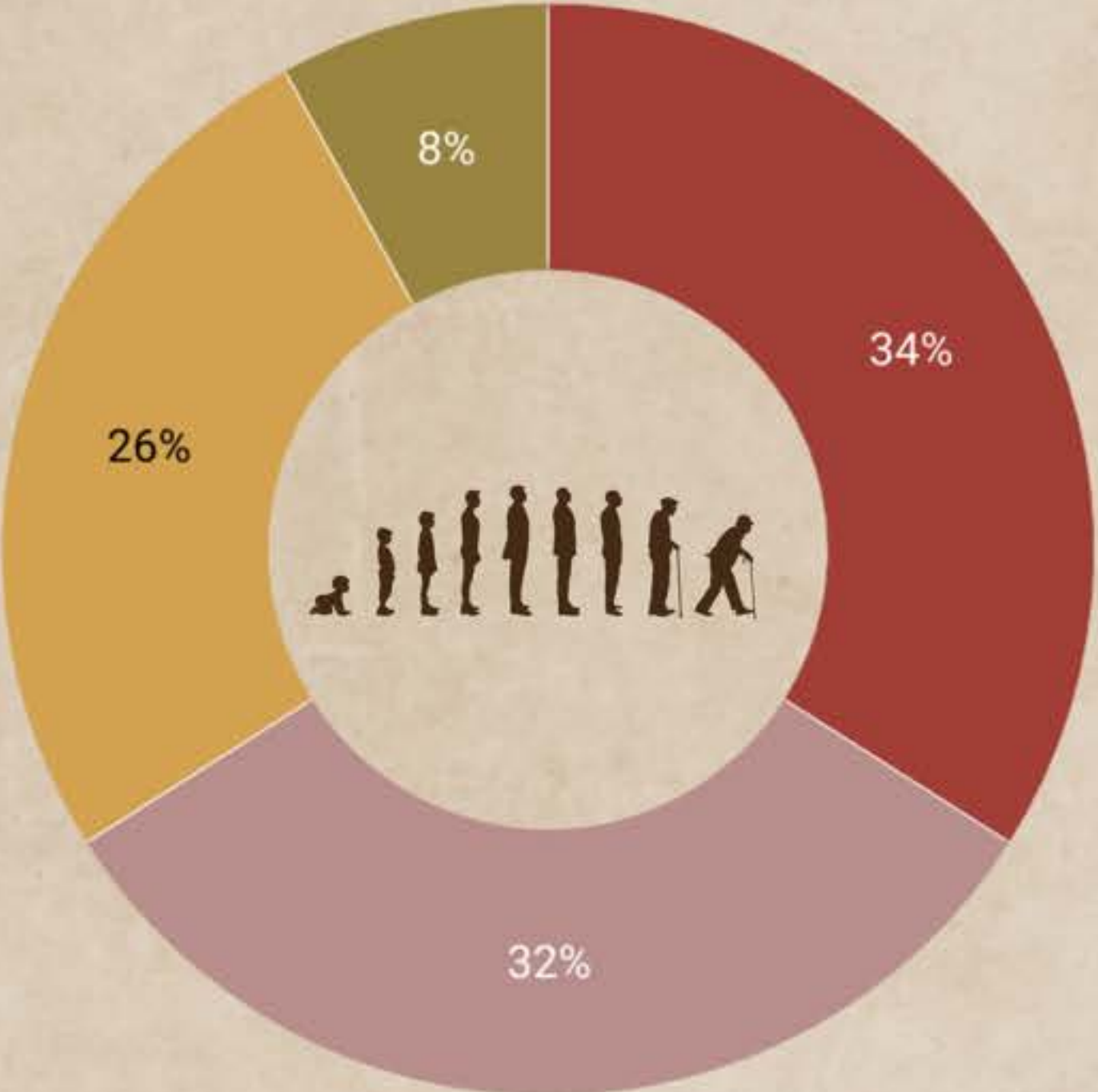


Bank B

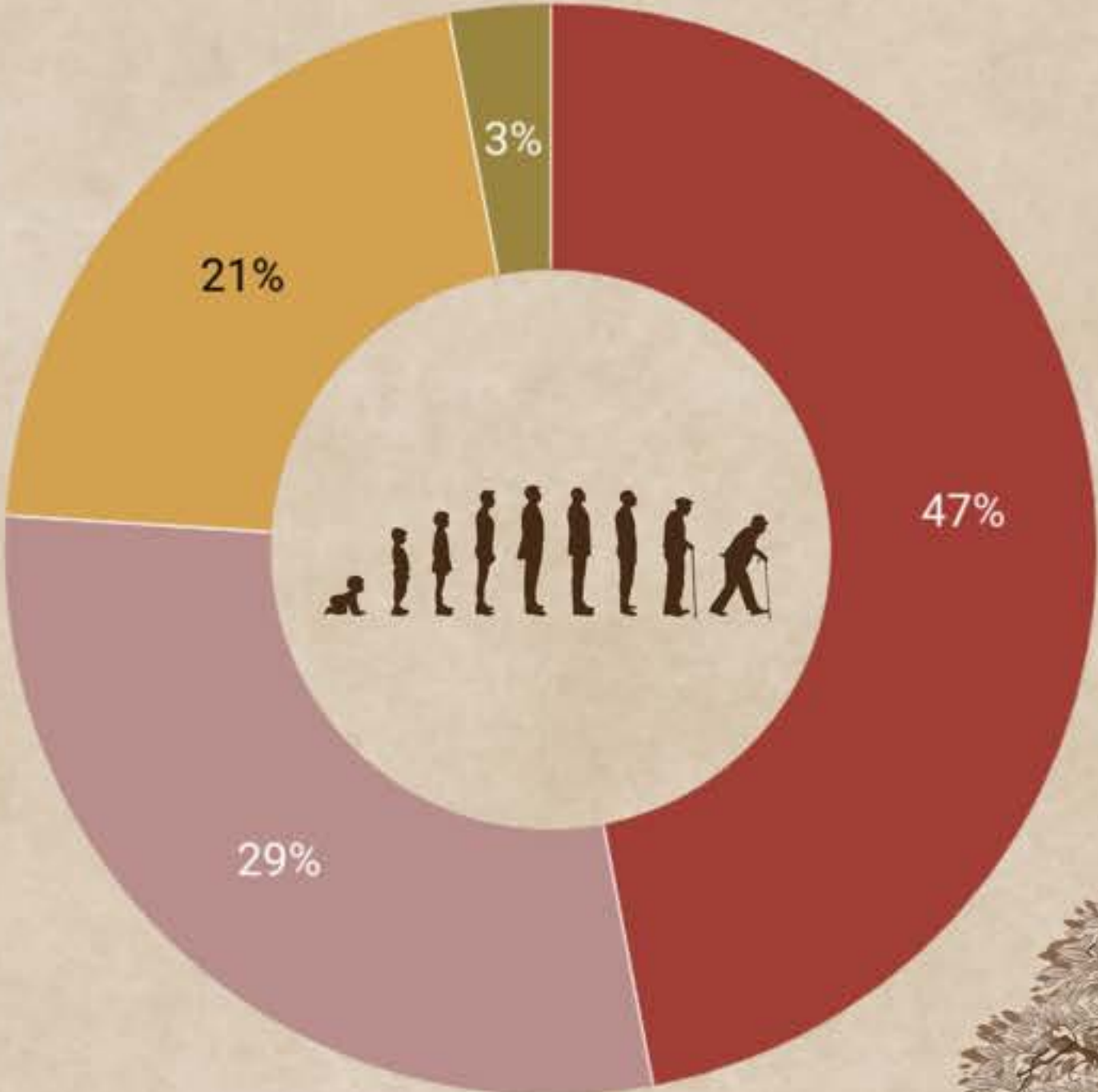


Age Contribution for the Sample

31-40 41-50 18-30 51-60



Bank A
Total:
100

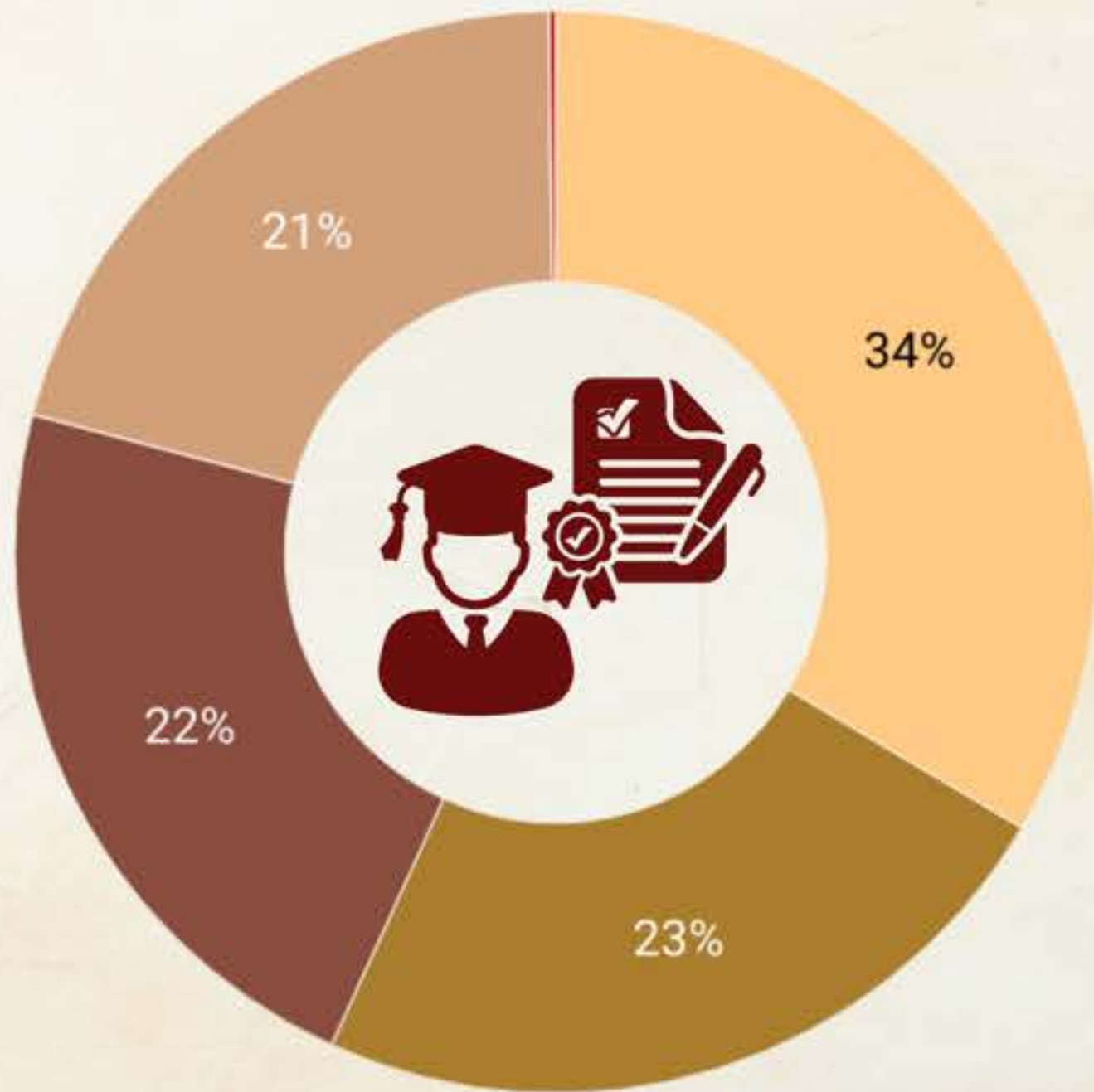


Bank B
Total:
100



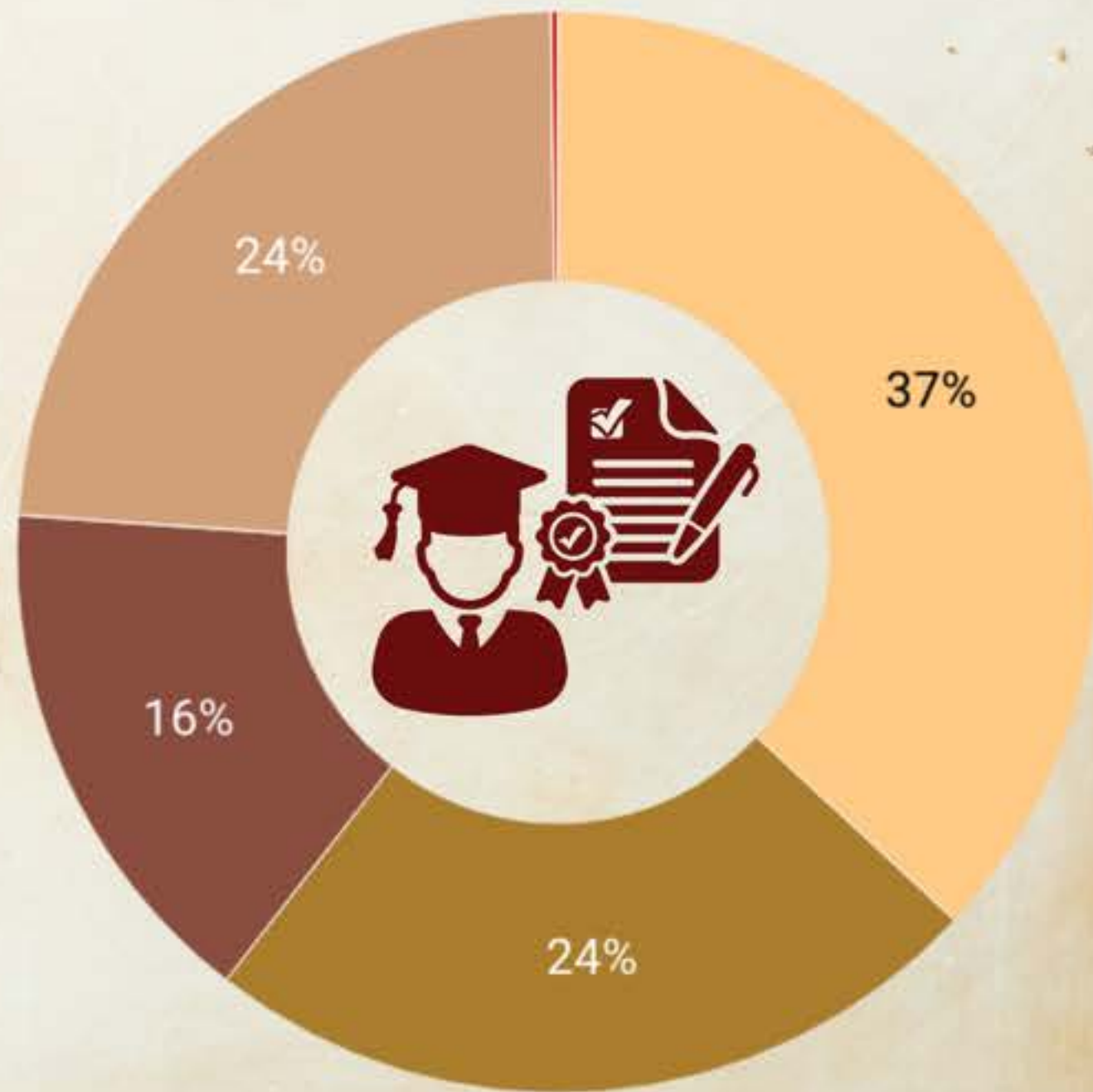
Education Qualifications of the Sample

University Graduate Professional Qualifications Secondary School (Advanced Level) University Master & University Doctorate Primary School (Below Ordinary Level)



Bank A

Primary School (Below Ordinary Level):
0.2%

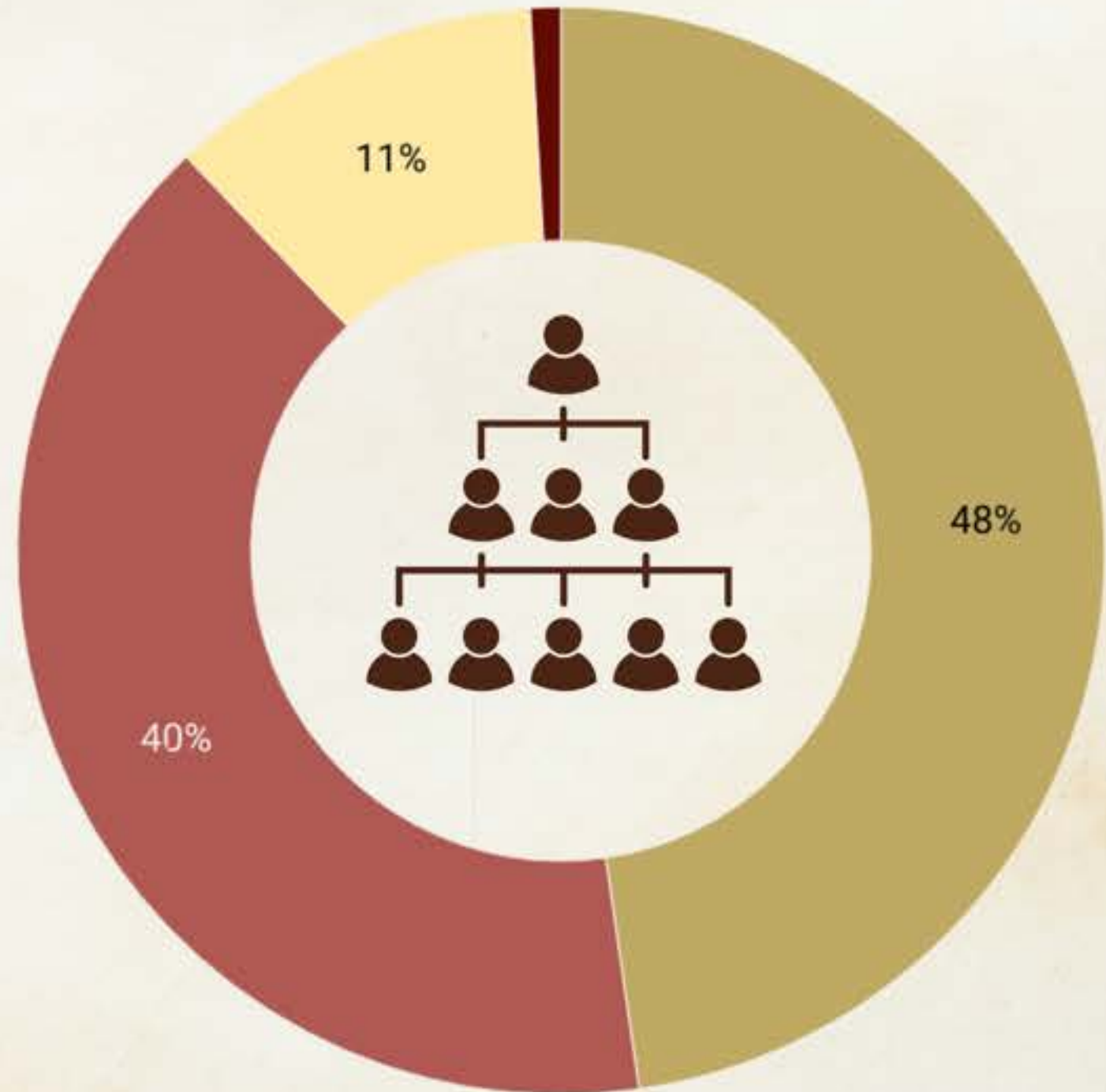


Bank B

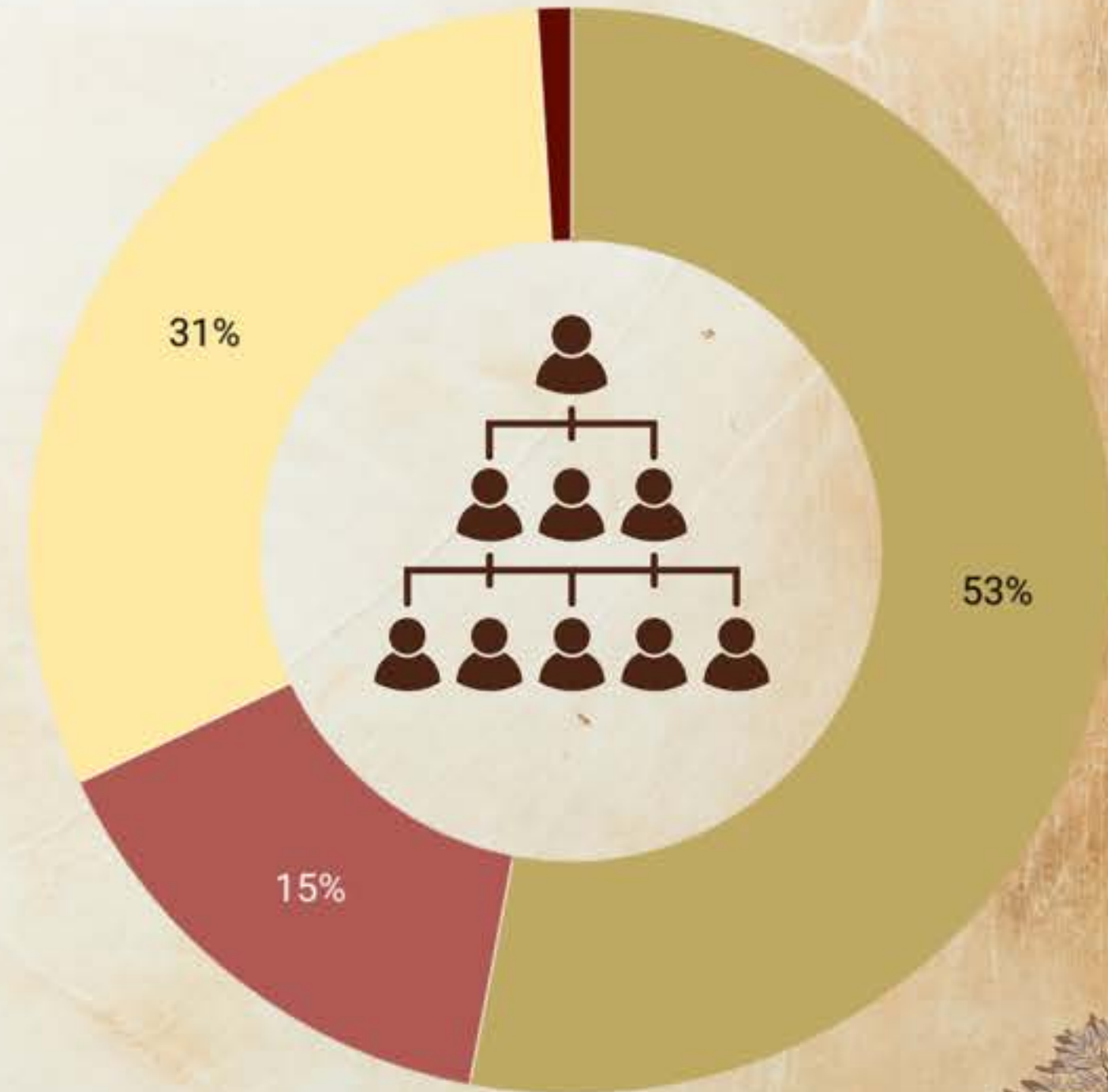
Primary School (Below Ordinary Level):
0.2%

Job Grades of the Sample

- Officer Grade
- Non-Officer Grades
- Middle Manager
- Top Manager



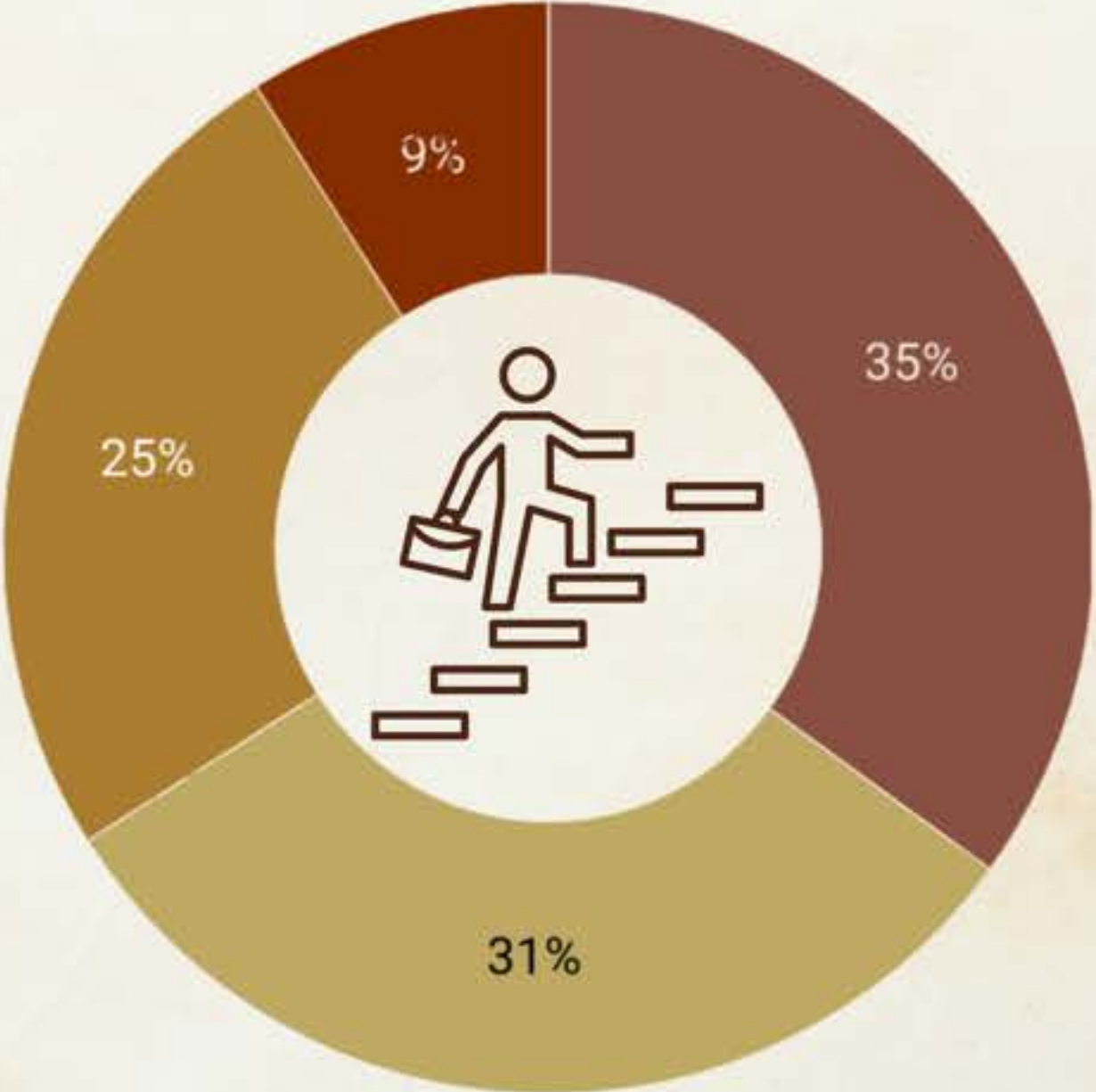
Bank A
Top Manager:
0.9%



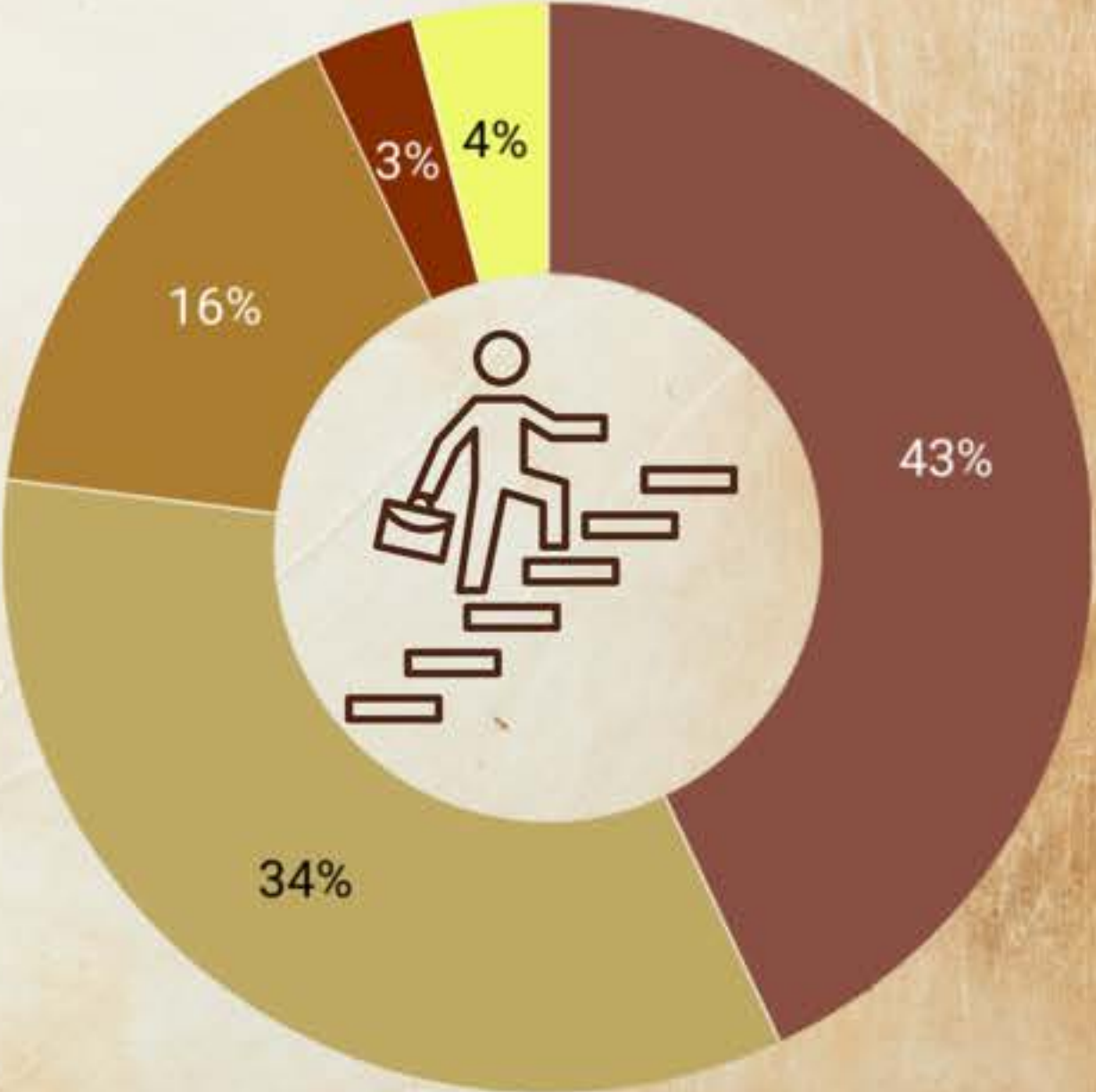
Bank B
Top Manager:
1%

Years of Experience of the Sample

- 5 to 15 years
- 16 to 25 years
- 2 to 5 years
- More than 25 years
- Below 2 years



Bank A

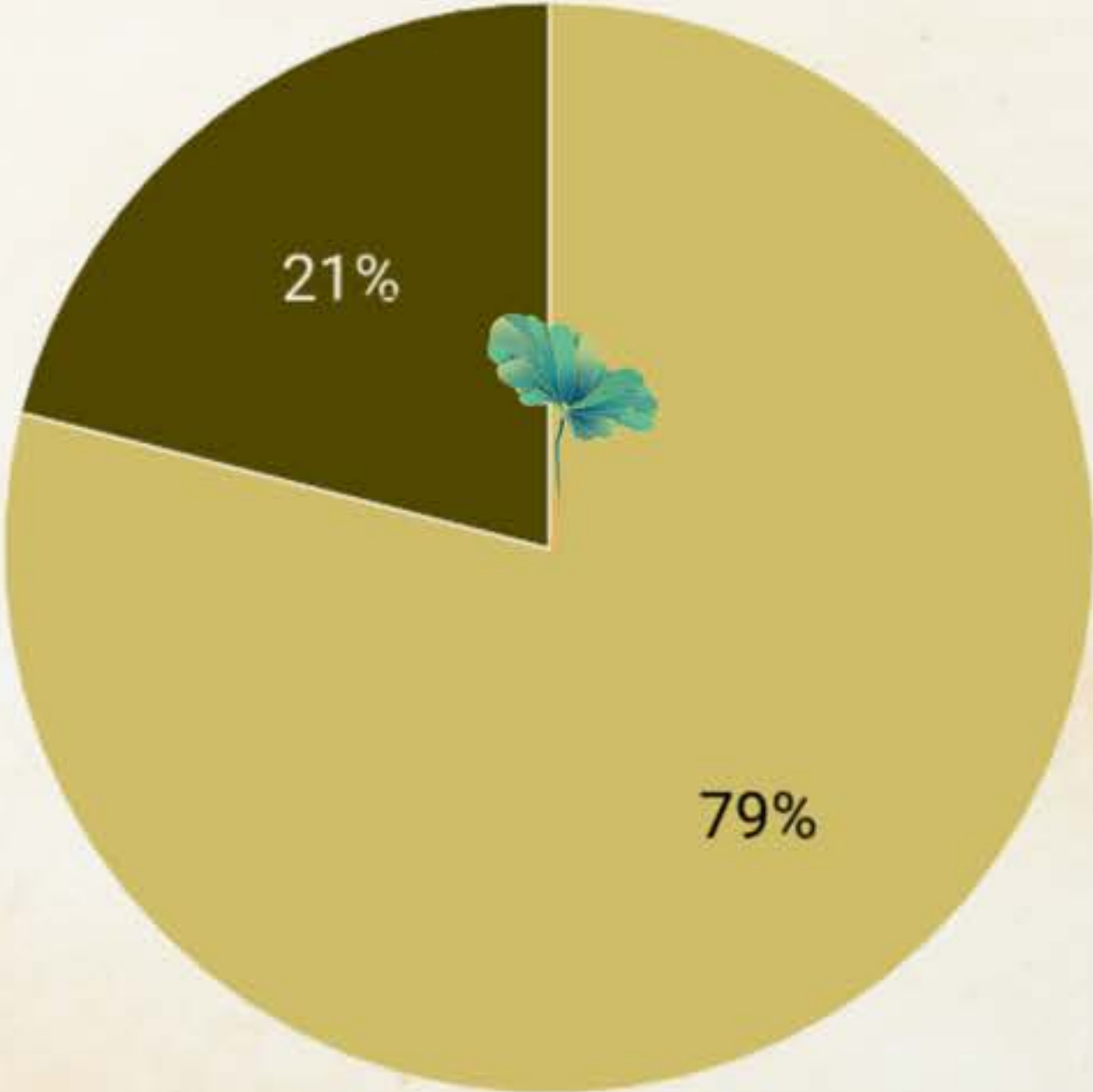


Bank B

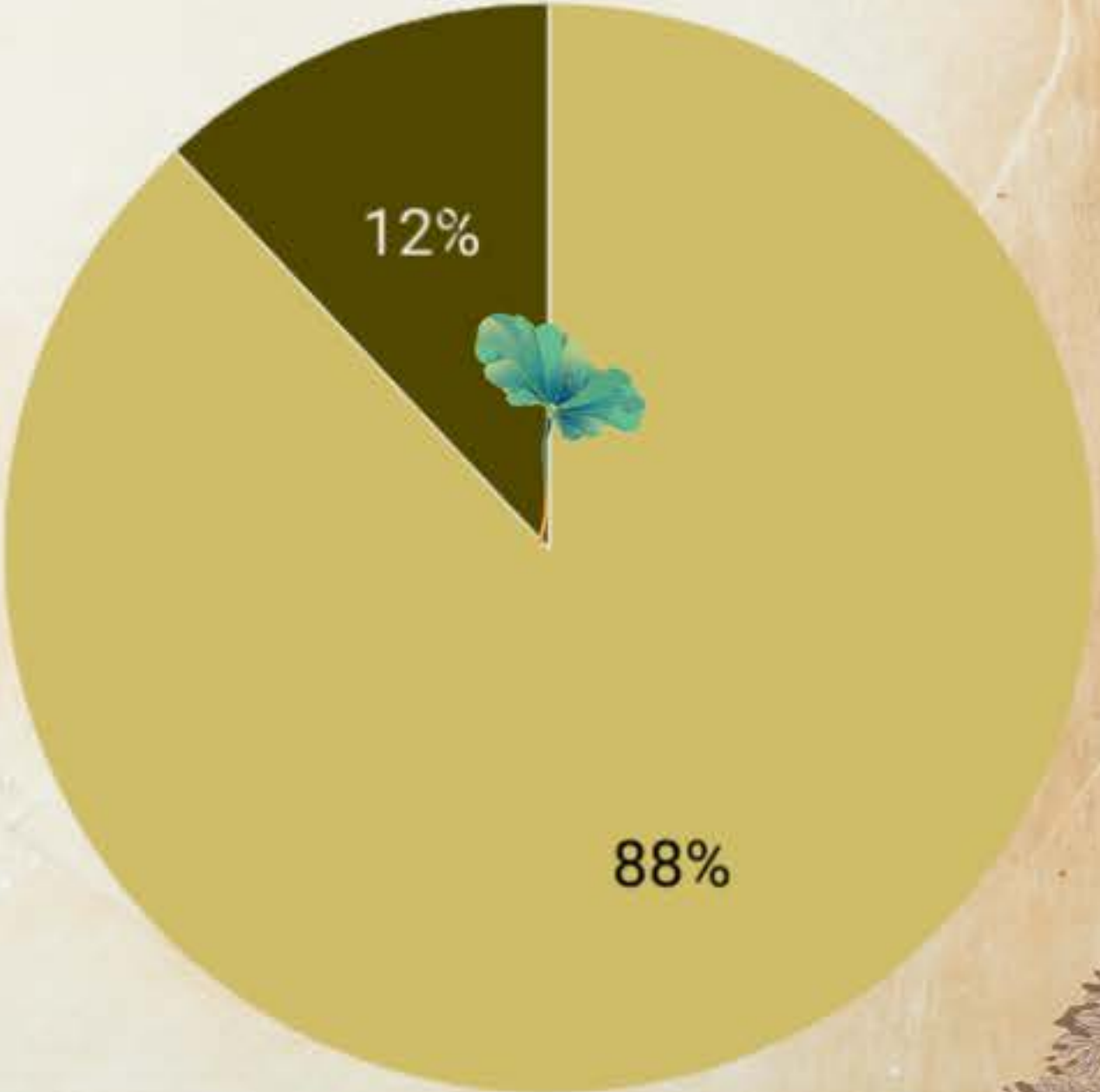


Awareness on GHRM Practices

Yes
No



Bank A



Bank B

Justification for Sample Size

Organization	A	B
Population Size	7500 - 8500	5000 - 5500
Confidence Level	95%	95%
Margin of error	5%	5%
Recommended Sample size	368	360
The sample size used for the	430	450

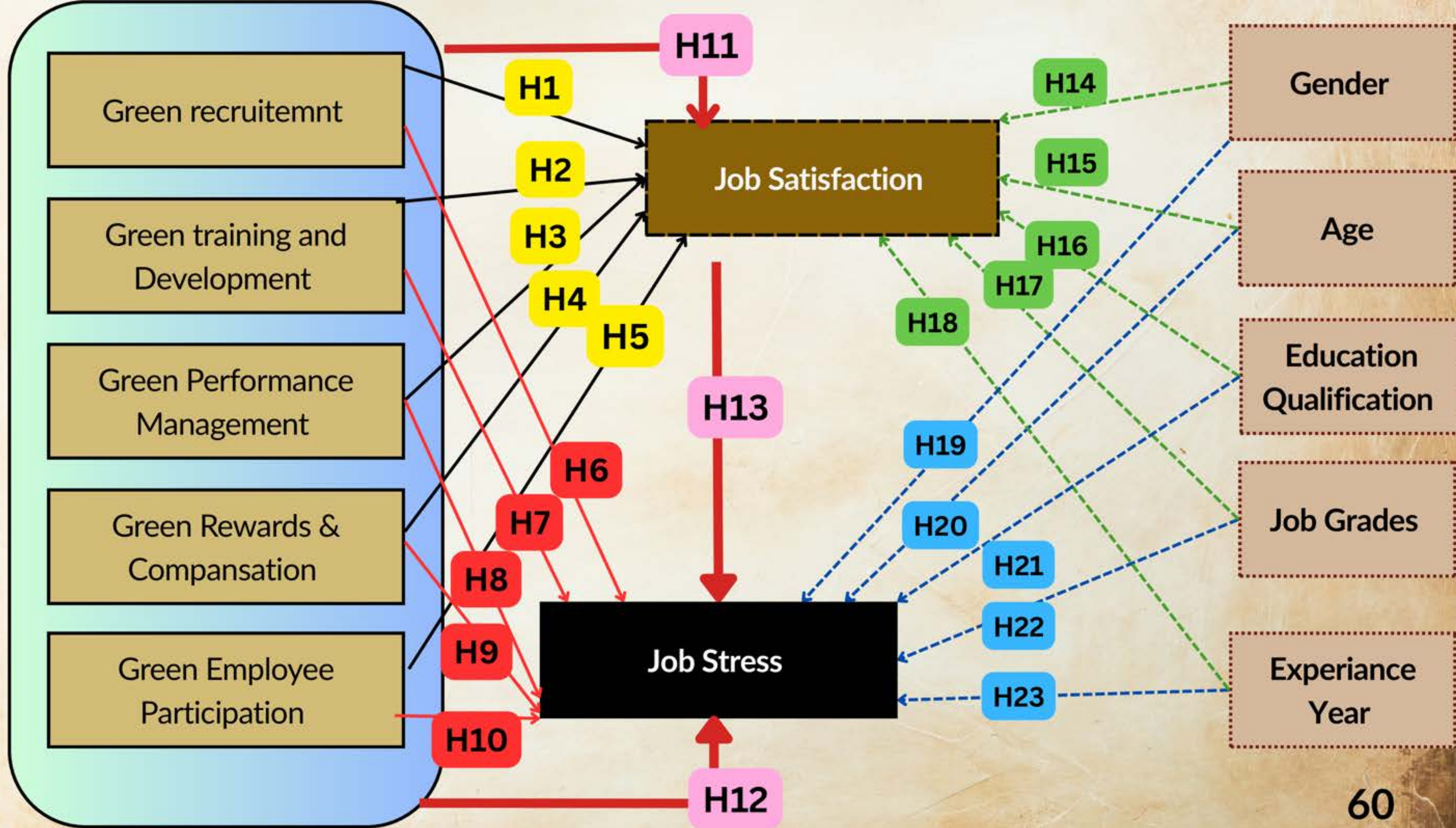


Conceptual Framework

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B





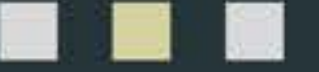
Hypothesis Testing

Analysis	Relationship	Hypothesis
1. One-Way ANOVA 2. Nonparametric Test	Demographic Factors and Job Satisfaction	H14 – H18
	Demographic Factors and Job Stress	H19 – H23
3. Correlate – Bivariate Analysis	GHRM Practices and Job Satisfaction	H1 – H5
4. Regression Analysis	GHRM Practices and Job Stress	H6 - H10
5. Mediator Analysis – Regression analysis and Sobel Test	The relationship between GHTM practices as a collective, Job Satisfaction on GHRM and Job Stress on GHRM	H 11 – H13



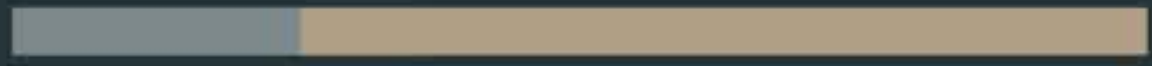


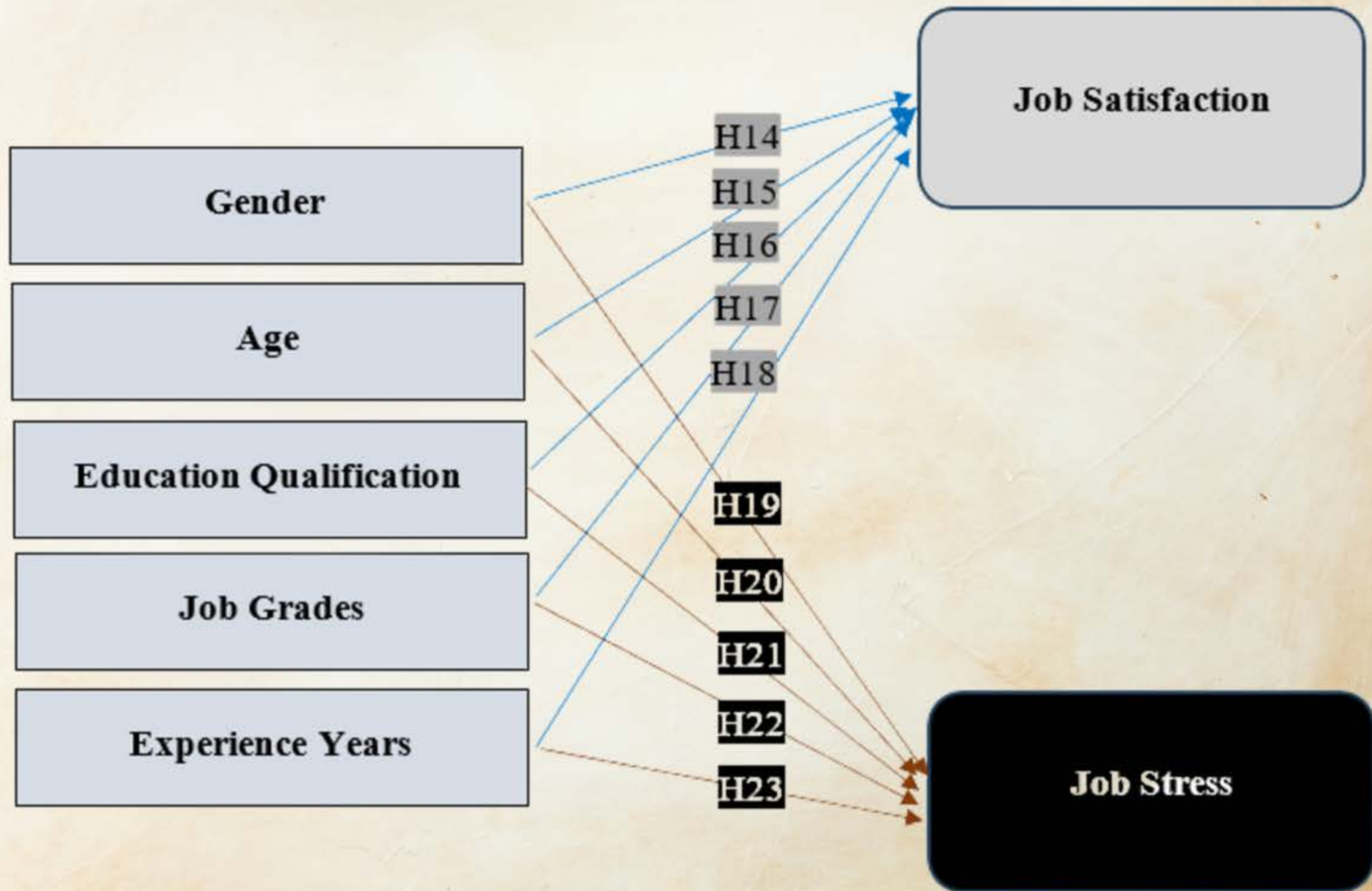
Relationship Between Demographics and Job Satisfaction and & Job Stress



GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B





The Relationship Between Demographic Factors and Job Satisfaction (Hypotheses 14-18)

Nonparametric Test -A

Null Hypothesis	Organisation A		Organisation B	
	Sig	Decision	Sig	Decision
The distribution of Job Satisfaction is the same across categories of Gender	0.087	Retain the null hypothesis	0.725	Retain the null hypothesis
The distribution of Job Satisfaction is the same across categories of Age (Years)	0.793	Retain the null hypothesis	0.495	Retain the null hypothesis
The distribution of Job Satisfaction is the same across categories of Education Qualification	0.142	Retain the null hypothesis	0.047	Reject the null hypothesis
The distribution of employee satisfaction is the same across the categories of the Grade	0.256	Retain the null hypothesis	0.112	Retain the null hypothesis
The distribution of Job Satisfaction is the same across categories of Years of Employment	0.187	Retain the null hypothesis	0.07	Retain the null hypothesis

The Relationship Between Demographic Factors and Job Stress

(Hypotheses 19-23)

Nonparametric Test -B

Null Hypothesis	Organisation A		Organisation B	
	Sig	Decision	Sig	Decision
The distribution of Job Stress is the same across categories of Gender	0.256	Retain the null hypothesis	0.667	Retain the null hypothesis
The distribution of Job Stress is the same across categories of Age (Years)	0.959	Retain the null hypothesis	0.29	Retain the null hypothesis
The distribution of job Stress is the same across categories of Education Qualification	0.925	Retain the null hypothesis	0.316	Retain the null hypothesis
The distribution of Job Stress is the same across categories of Grade	0.475	Retain the null hypothesis	0.269	Retain the null hypothesis
The distribution of employee Stress is the same across categories of Years of Employment	0.739	Retain the null hypothesis	0.02	Reject the null hypothesis

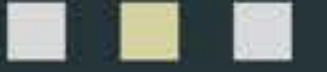
Key Differences Between Organisations A and B

Correlations

Variable	Organisation A	Organisation B
GHRM Practices and Green Job Satisfaction	Significant positive correlation	No significant correlation
GHRM Practices and Green Job Stress	Moderate positive correlation	No significant correlation
Green Job Satisfaction and Green Job Stress	Significant positive	Stronger positive



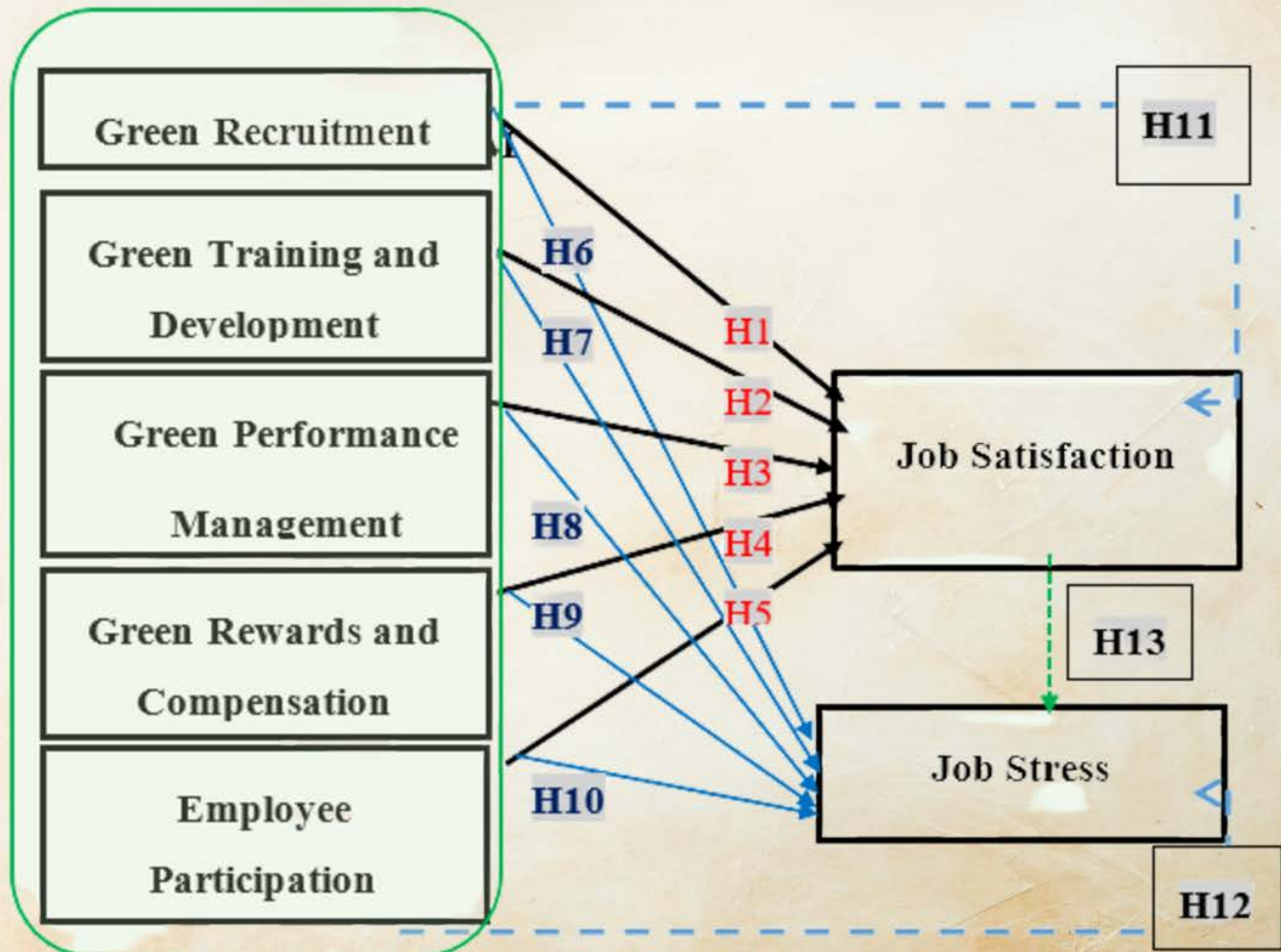
Relationship Between GHRM Practices and Job Satisfaction and & Job Stress



GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B





The Relationship Between GHRM Practices and Job Satisfaction – (H1- H5)

Regression Analysis - A

Variable	Coefficient (B)	Beta	t-value	p-value	Interpretation
Green recruitment	0.319	0.154	3.217	0.001	Significant Positive effect
Green training	0.345	0.219	4.109	0	Significant Positive effect
Green PMS	-0.065	-0.045	-0.789	0.43	Not Significant
Green Rewards	0.064	0.056	0.934	0.351	Not Significant
Green Employee Participation	0.176	0.136	2.318	0.021	Significant Positive effect

The Relationship Between GHRM Practices and Job Satisfaction – (H1- H5)

Regression Analysis - B

Variables	Coefficient (B)	Beta	t-value	p-value	Interpretation
Green recruitment	-0.079	-0.054	-1.068	0.268	Not Significant
Green Training	0.07	0.065	1.126	0.261	Not Significant
Green PMS	-0.017	-0.017	-0.279	0.78	Not Significant
Green Rewards	-0.107	-0.117	-2.015	0.044	Significant Negative
Green Employee Participation	0.062	0.067	1.129	0.259	Not Significant

The Relationship between GHRM Practices and Job Stress (H6- H10)

Regression Analysis - A

Variables	Coefficient (B)	Beta	t-value	p-value	Interpretation
Green recruitment	0.34	0.192	4.006	0	Significant positive effect
Green Training	0.083	0.061	1.151	0.25	Not Significant
Green PMS	0.002	0.002	0.031	0.975	Not Significant
Green Rewards	0.084	0.086	1.444	0.149	Not Significant
Green Employee	0.221	0.198	3.379	0.001	Significant positive effect

The Relationship between GHRM Practices and Job Stress (H6- H10)

Regression Analysis - B

Variables	Coefficient (B)	Beta	t-value	p-value	Interpretation
Green recruitment	0.046	0.034	0.66	0.51	Not Significant
Green Training	0.005	0.005	0.087	0.931	Not Significant
Green PMS	-0.039	-0.041	-0.682	0.495	Not Significant
Green Rewards	-0.073	-0.085	-1.454	0.147	Not Significant
Green Employee Participation	0.012	0.014	0.24	0.811	Not Significant



Mediator Analysis

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



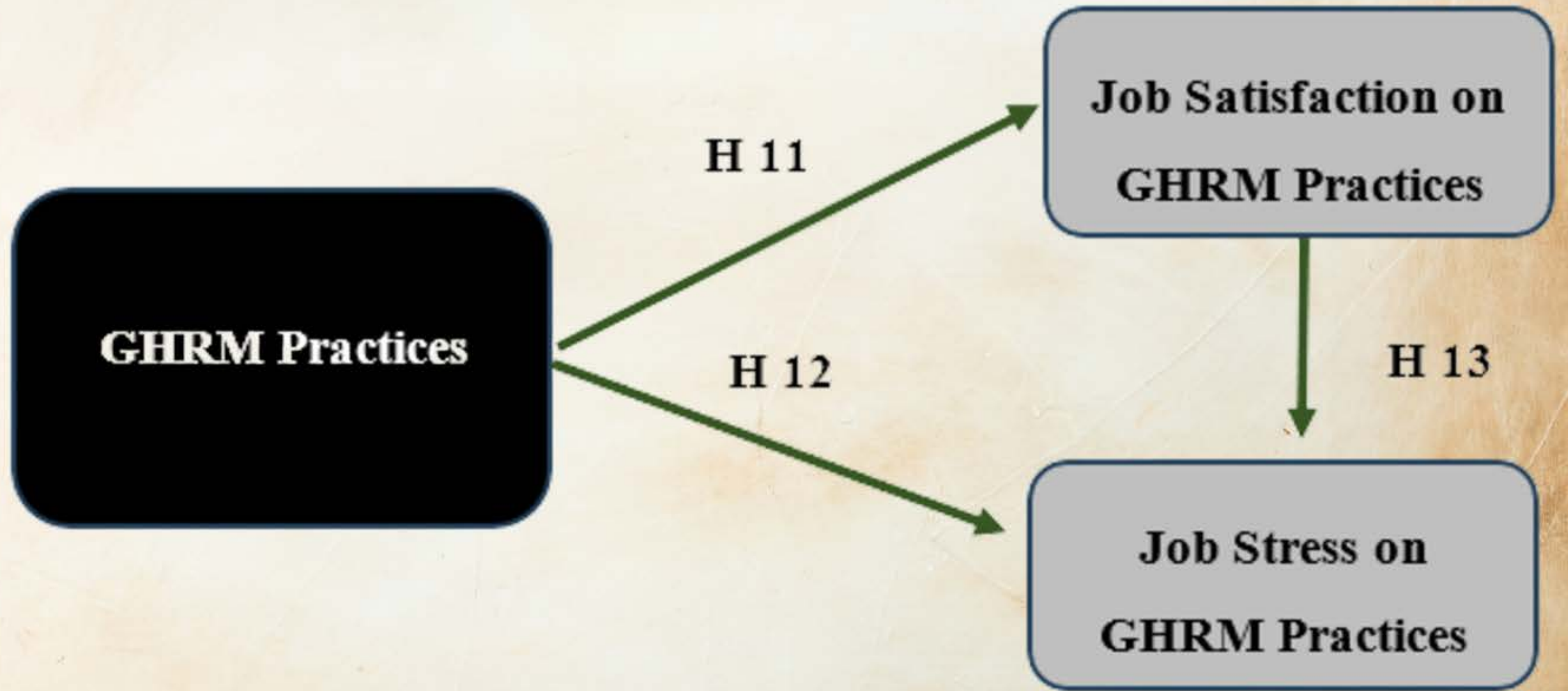


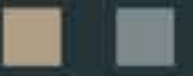
Figure 3. Theoretical Framework 3

SOBAL TEST - A

Conclude, Green Job Satisfaction is a significant mediator between GHRM practices and Green Job Stress. Higher GHRM practices improve job satisfaction, which in turn reduces job stress.

SOBAL TEST - B

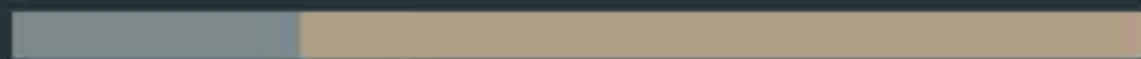
The Sobel test indirect effect is not statistically significant. This means Green Job Satisfaction does not act as a significant mediator in this relationship.



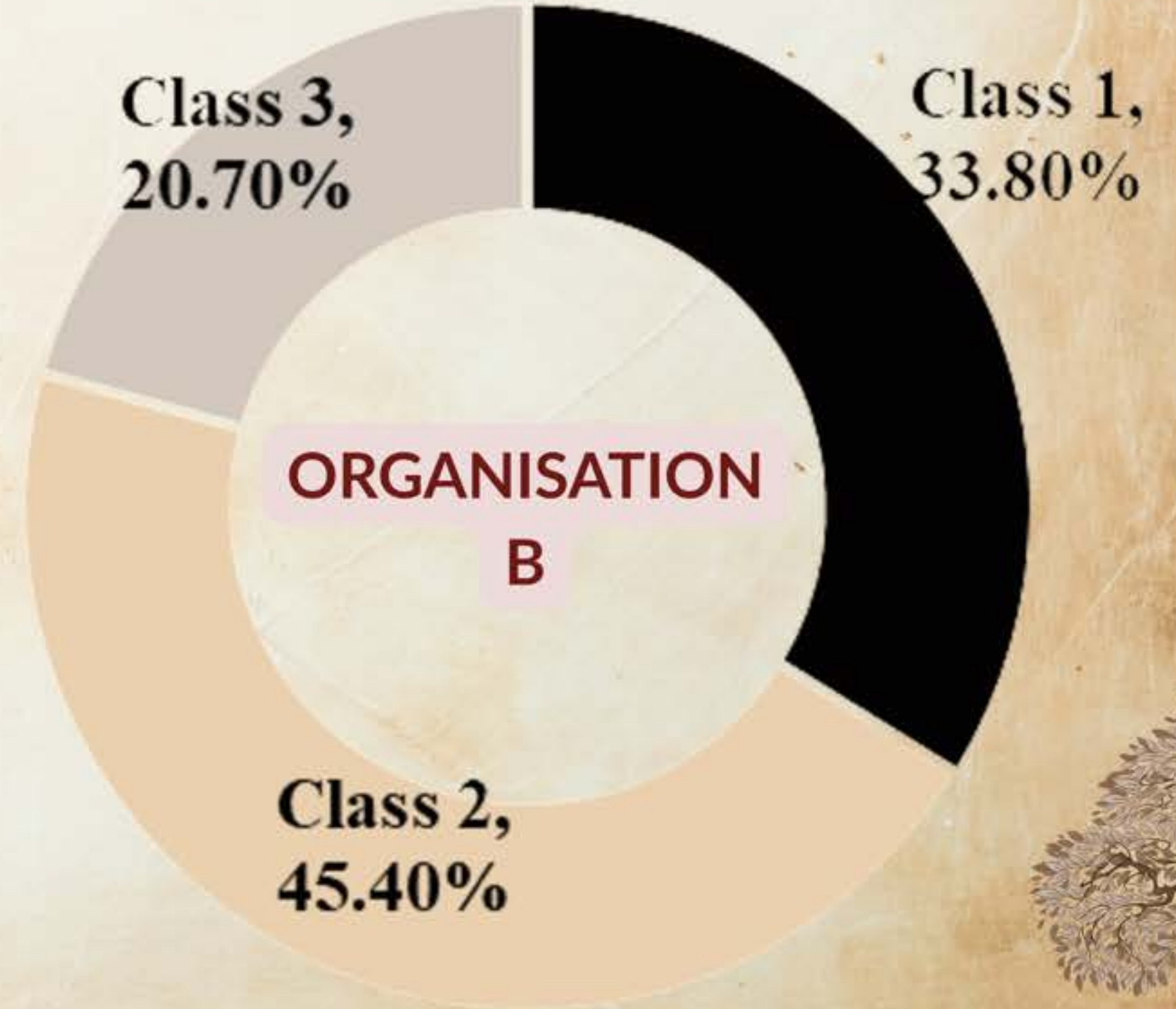
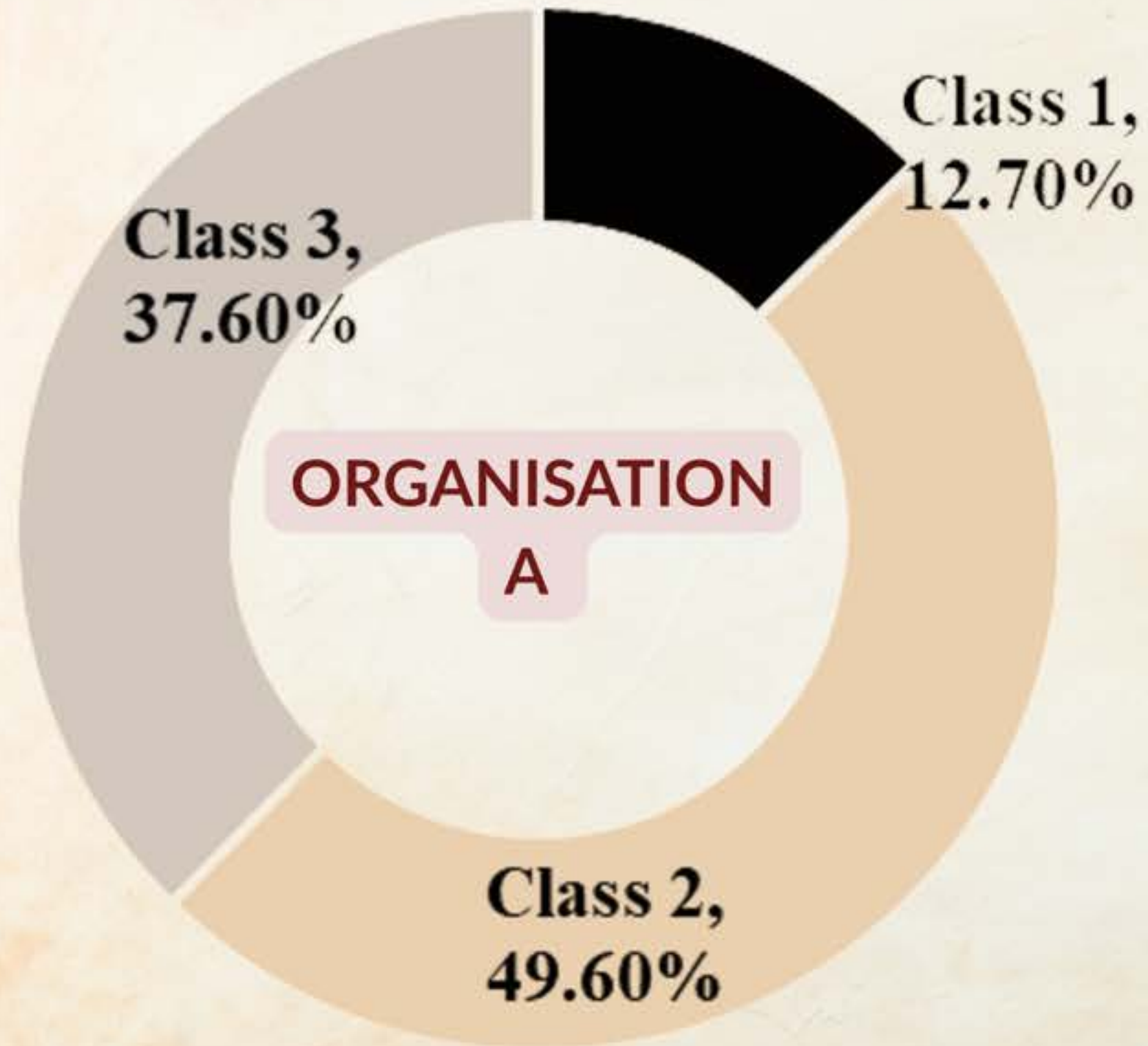
Latent Class Analysis (LCA)

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



DEMOGRAPHIC FACTORS AND GHRM STRATEGIES

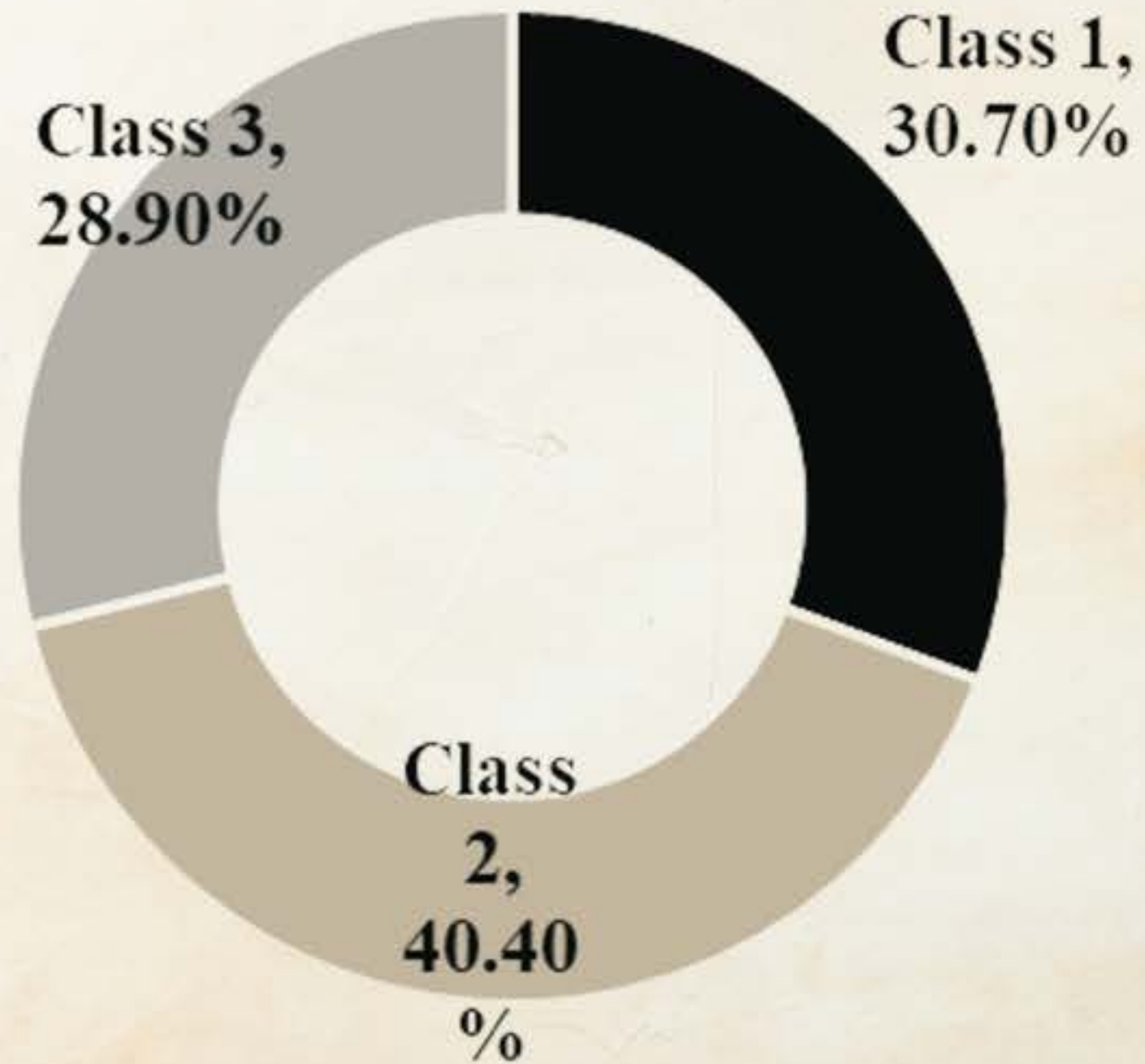


CHARACTERISTICS OF THE THREE LATENT CLASSES

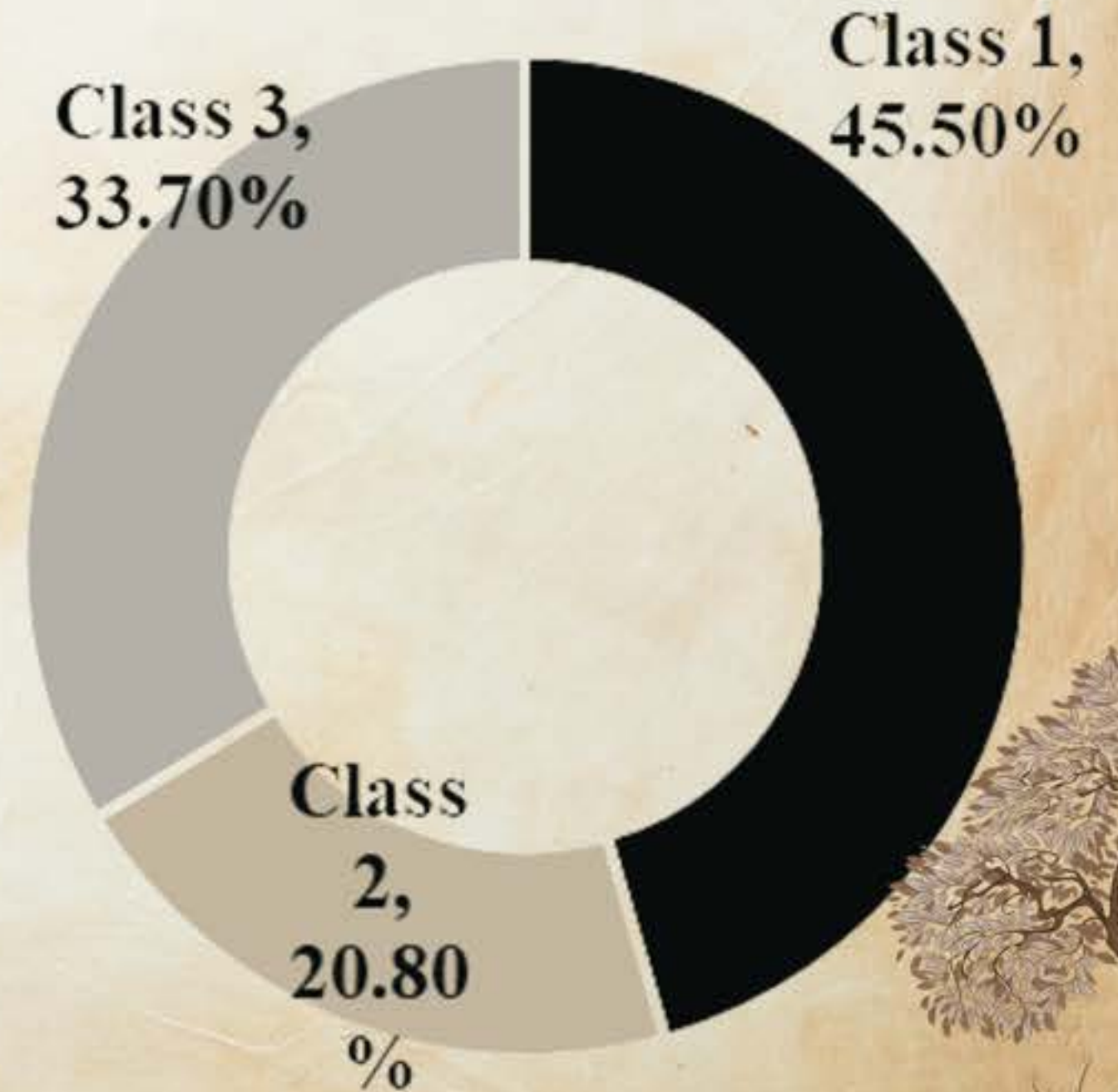
Class	Organisation A	Organisation B
1	<p>12.7% - Older, highly educated, long-tenured employees, influenced by rewards (negatively)</p>	<p>33.8% - Experienced, educated mid-grade employees may represent stable, long-tenured</p>
2	<p>49.6% - Middle-aged, mixed education, senior roles, training and participation are key predictors</p>	<p>45.4% - Young, mid-educated, high performing, could be early career-high potentials.</p>
3	<p>37.6% - Younger, less educated, new hires, default group with distinct characteristics</p>	<p>20.7% - Young, low-educated, new hires may need targeted training/retention strategies</p>

DEMOGRAPHIC FACTORS - EMPLOYEE SATISFACTION AND EMPLOYEE NET PROMOTER SCORE

ORGANISATION A



ORGANISATION B

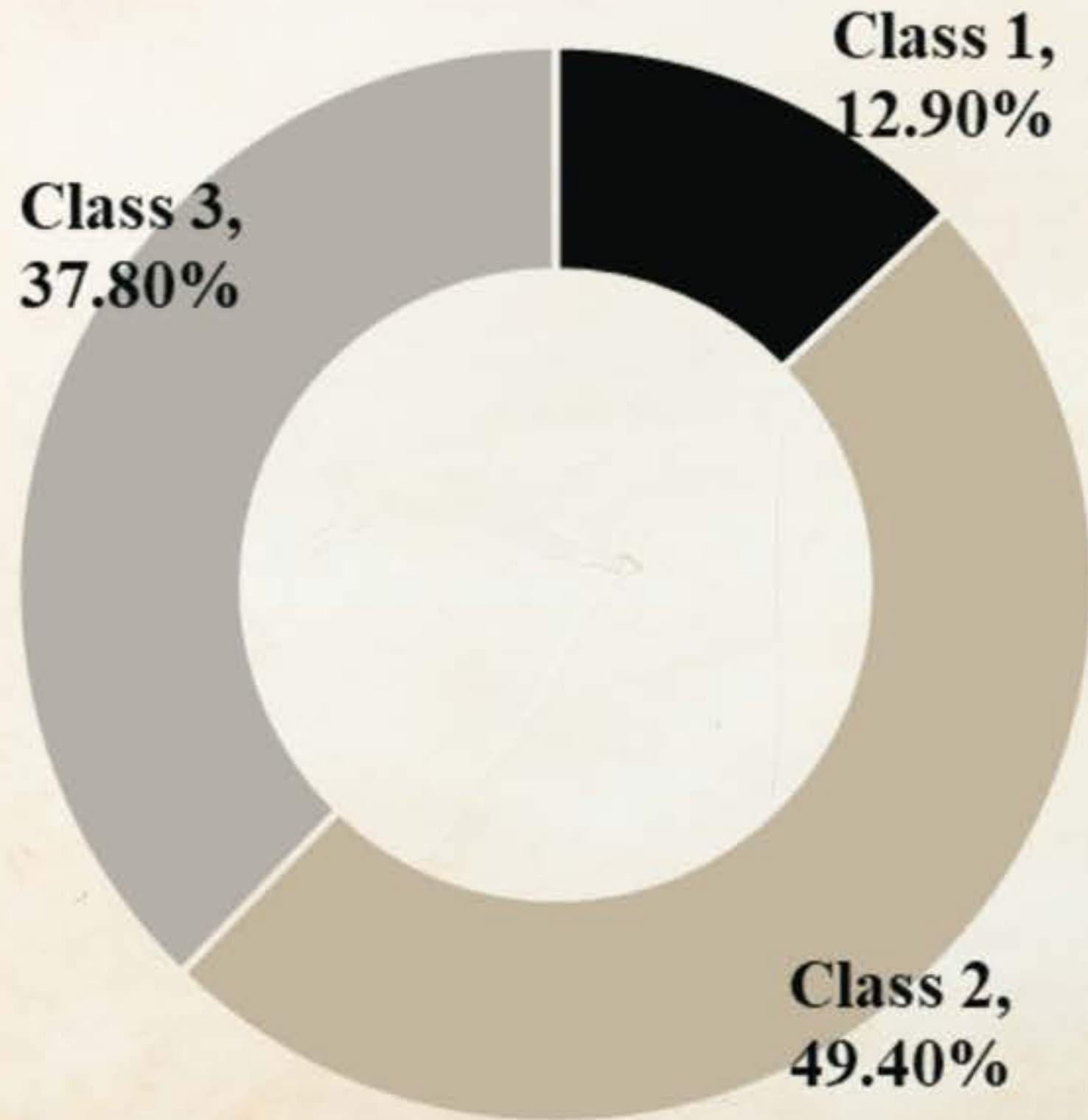


SUMMARY OF CHARACTERISTICS OF THE LATENT GROUPS RELATED TO EMPLOYEE SATISFACTION AND ENPS

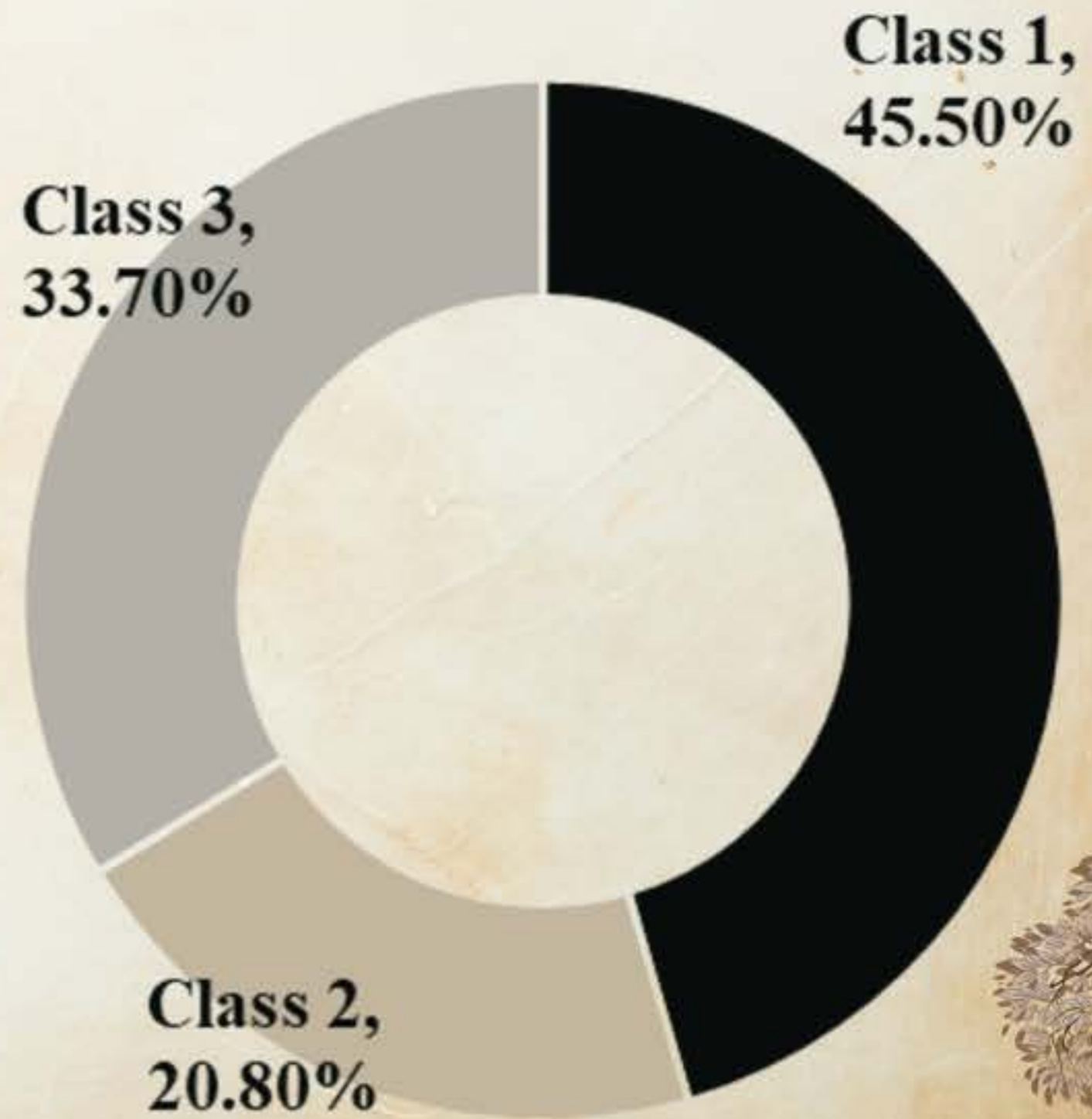
Class	Organisation A	Organisation B
1	<p>30.7% - Experienced Mid-level employees Middle-aged, moderate education, Mid-level and long tenured</p> <p>The HR insights of this segment are likely stable, experienced employees and may need career development to prevent stagnation.</p>	<p>45.5% - Young, mid-educated, high-performing employees, likely early career high potentials</p> <p>Could be groomed for leadership roles.</p>
2	<p>40.4% - Senior but less educated employees Slightly older, lower education, senior and moderate tenure.</p> <p>May benefit from upskilling programs to align education with senior roles.</p>	<p>20.8% - Young, low-educated, new hires may need targeted onboarding and training.</p> <p>May be groomed for leadership roles.</p>
3	<p>28.9% - Young, entry-level new hires</p> <p>Focus on onboarding, training and engagement to improve retention.</p>	<p>33.8% - Middle-aged, highly educated, long-tenured, likely stable, experienced staff</p> <p>Might be leveraged for institutional knowledge transfer</p>

DEMOGRAPHIC FACTORS AND AWARENESS OF GHRM PRACTICES

ORGANISATION A



ORGANISATION B



SUMMARY OF CHARACTERISTICS OF THE LATENT GROUPS ON AWARENESS OF GHRM PRACTICES

Classes	Organisation A	Organisation B
1	<p>12.9% - Older, experienced employees with mid to high education and mid-level grades, but low GHRM awareness.</p>	<p>45.5% - Young High Performers – Early career employees with strong performance. Likely receptive to GHRM initiatives given their career stages.</p>
2	<p>49.4% - Mid-career employees with diverse education, higher grades and moderate GHRM awareness.</p>	<p>20.8% - New, low-educated hires Need targeted GHRM training to boost engagement and retention.</p>
3	<p>37.8% - Young, low-grade newcomers with lower and mid-level education, but have the highest GHRM awareness.</p>	<p>33.7% - Experienced, highly educated Stable workforce segment. Ideal champions for green HRM advocacy.</p>



2. In-depth Interviews

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Bank A's adoption of GHRM is nascent and ad-hoc, characterised by basic digital initiatives but a lack of formal, integrated strategies.

- **Limited Impact:** GHRM practices provide only modest contributions to job satisfaction, which remains primarily driven by traditional factors like job security and salary.
- **Unintended Consequences:** Poorly resourced green initiatives—such as unrealistic targets without adequate training—are directly contributing to increased job stress, particularly for managers.
- **Systemic Barriers:** Progress is hindered by a traditional culture, a lack of clear policy, limited budgetary commitment from top management, and a generational divide in receptiveness to change.

Path Forward: Employees explicitly recommend structured training, clear policies, and tangible incentives to successfully embed GHRM and realize its potential benefits.

Bank B demonstrates a more structured, technology-driven approach to GHRM, integrating it into core HR systems like digital recruitment and training. While this digital shift and corporate sustainability culture are strengths, key challenges remain:

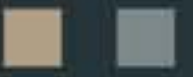
- **Job Satisfaction:** Initiatives like green training and CSR participation are positive, but the lack of a clear link to rewards and compensation undermines their impact on satisfaction.
- **Job Stress:** Sustainability tasks are often treated as an additional workload rather than being integrated into regular responsibilities and performance indicators, creating stress.
- **Implementation Gaps:** Awareness of GHRM is inconsistent, particularly among less-educated staff, and external barriers like regulatory frameworks and customer acceptance hinder progress.

Overall, the bank has a solid digital foundation but must better integrate and incentivize GHRM to fully realize its benefits for both employees and the organization.



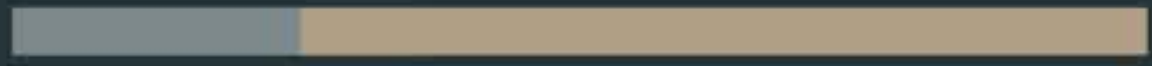
3. Case Study

Findings



GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



- ✔ Widespread Strategic Integration of Sustainability and Digital Transformation
- ✔ A Significant Gap in Strategic Green Human Resource Management (GHRM)
- ✔ Emergence of Impact GHRM-adjacent Practices
- ✔ Divergent Strategic Motivations Influence ESG Focus
- ✔ The Workforce is Viewed as an Enabler, not a Driver of Sustainability





Research Questions Addressed

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B

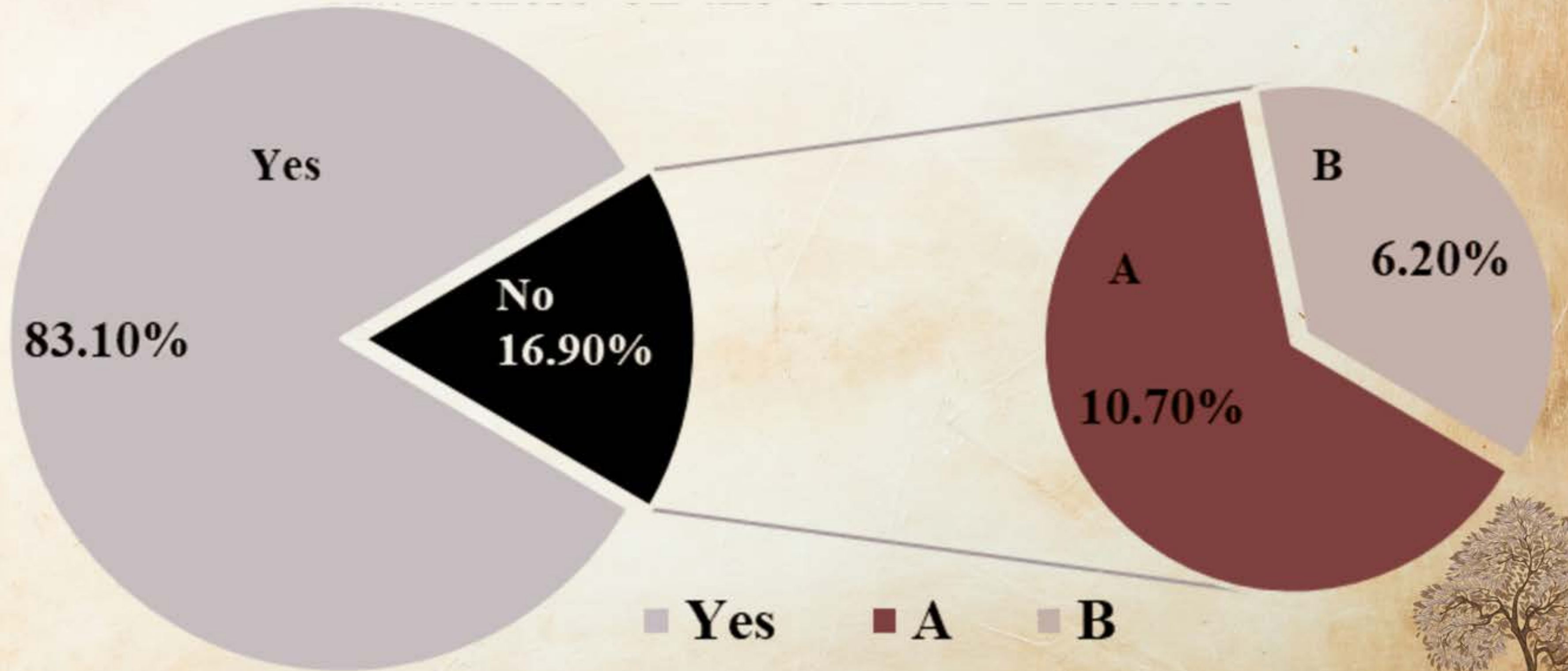


- 1. GHRM PRACTICES IN THE BANKING INDUSTRY:**
- 2. RELATIONSHIP BETWEEN GHRM PRACTICES AND JOB SATISFACTION:**
- 3. .RELATIONSHIP BETWEEN GHRM PRACTICES AND JOB STRESS:**
- 4. THE RELATIONSHIP EXISTED BETWEEN THE GHRM PRACTICES, JOB SATISFACTION, AND JOB STRESS**
- 5. RELATIONSHIP BETWEEN DEMOGRAPHIC FACTORS AND JOB SATISFACTION:**



6. AWARENESS OF THE GHRM PRACTICES OF BOTH ORGANISATIONS

17% of the employees in both organisations are not aware of the GHRM practices.



7. Employee Satisfaction Score and Employee Net Promoter Score on GHRM

	Employee Satisfaction Score	eNPS
Bank A	57%	22
Bank B	67%	42





The Key Findings

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Organisation A

- ▶ **Green Job Satisfaction** was significantly enhanced by green recruitment, training and employee participation, suggesting that these practices foster a positive work environment aligned with sustainability goals.
- ▶ **Job stress increased with green recruitment and employee participation**, indicating a potential trade-off between sustainability engagement and employee well-being.
- ▶ **Green PMS and Rewards had no significant impact**, implying a need for better alignment with employee expectations.
- ▶ **Employee Satisfaction Score of 57% and an eNPS of 22** were recorded.

Organisation B

- ▶ **Green rewards negatively affected job satisfaction**, possibly due to the perceived inequity of insufficient motivational value.
- ▶ **No GHRM practices significantly influenced job stress**, suggesting that sustainability initiatives in this organisation do not contribute to workplace stress.

All other GHRM practices (**Recruitment, Training, PMS, Employee Participation**) had no significant impact on job satisfaction or stress, indicating a potential misalignment between policies and employee participation.

- ▶ **Employee Satisfaction Score of 67% and an eNPS of 42** were documented.
- ▶ Top-down management involvement is significant for the recommendations to be implemented.

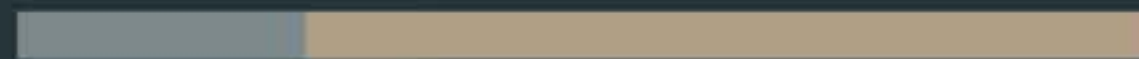




Recommendations

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Summary of GHRM Recommendations

Based on the analysis of both organisations, the path to effective Green Human Resource Management requires a balanced, employee-centric approach. The core recommendations are:

- **Move Beyond Basic Training:** Deepen engagement through experiential learning like sustainability hackathons and certifications, rather than just awareness workshops.
- **Balance Eco-Goals with Well-Being:** Actively mitigate green stress with workload audits and mindfulness, adopting a hybrid model that equally prioritizes environmental and employee well-being goals.

Cont...

- Rethink Motivation: Shift from potentially ineffective monetary rewards to non-monetary recognition and align incentives with what employees truly value, such as career development opportunities.
- Build Trust Through Transparency: Improve communication on the personal and organisational benefits of GHRM to bridge awareness gaps and counter misunderstandings that undermine trust.
- Benchmark for Competitive Advantage: Systematically adopt industry standards (e.g., ISO 14001) and conduct longitudinal studies to assess long-term impact and identify best practices.

Strategic GHRM Recommendations from Latent Class Analysis

The Latent Class Analysis reveals that a one-size-fits-all GHRM approach is ineffective. Instead, success depends on segmenting the workforce and tailoring strategies to different employee profiles. The core recommendations are:

1. Segment & Personalise:

- Move beyond uniform programs. Target initiatives based on demographic segments (e.g., new hires, experienced mid-level, senior staff) to maximise impact on satisfaction and engagement.

2. Prioritise Development & Mobility:

- For Career-Oriented employees, offer clear advancement, fast-track programs, and leadership training linked to sustainability goals.
- For New Hires, strengthen onboarding with integrated GHRM basics and mentorship ("buddy systems") to build early commitment.

Cont...

3. Leverage Experience & Ambassadorship:

- Engage tenured, experienced employees as GHRM mentors and culture ambassadors to harness their institutional knowledge and drive peer influence.

4. Integrate GHRM into Core HR:

- Weave sustainability into the entire employee lifecycle—from onboarding and KPIs to performance pay and leadership pipelines—making it a fundamental part of the employment value proposition.

Foster a Participative Culture:

- Enhance green initiatives through gamified learning, peer-to-peer knowledge transfer, and team-based projects to build a more authentic and engaging green culture than what is achieved through monetary rewards alone.

The Stakeholder Involvement for Continuing the Green Framework

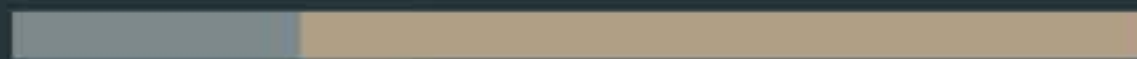
Stakeholders	Key Responsibilities	Specific Actions	Timelines	Success Metrix
Top Management	Strategic Oversight	Integrate sustainability and GHRM for the Corporate Plan Approve the respective budget for GHRM initiatives	Quarterly review	Completed % of sustainability goals, including GHRM, met in respective time durations.
HR Managers	Policy design and implementation	Redesign PMS KPIs, conducting training programmes.	For the year 2026	Employee participation rates in training and other green programmes
Middle Management	Regular advocacy and monitoring	Conduct team-based sustainability projects, such as carbon challenges	Monthly	Number of green initiatives implemented by respective departments
Employees	Active participation and feedback	Create Task forces and committees, subcommittees, and Employee surveys on	Regularly	Survey responses and engagement scores
External Partners	Consultations, Benchmarking and validation	Obtain certifications aligned with sustainability goals	Appropriately	Certification achieved, Industry ranking, Awards, etc.



Implications of the Study

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



Contextual Limitations:

- **Pandemic Timing:** Data collection during COVID-19 may have skewed results due to remote work and health concerns
- **Limited Scope:** Absence of multinational comparisons reduces generalizability across different cultures
- **Early Adoption:** Sustainability initiatives are new, making long-term GHRM efficacy uncertain

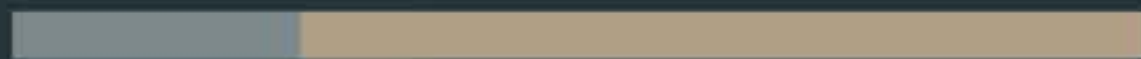




Suggestions for Future Research

GOVERNMENT BANK
BANK A

PRIVATE BANK
BANK B



- **Expand Data Collection:**
 - Broaden samples to include diverse demographics, industries, and company sizes.
 - Use stratified sampling to ensure representation and improve generalizability.
- **Incorporate Emerging Technologies:**
 - Investigate the impact of AI, blockchain, and automation on key variables.
 - Explore how digital tools (e.g., predictive analytics, VR training) influence employee outcomes and organisational processes.
- **Conduct Cross-Country Comparisons:**
 - Examine how cultural dimensions (e.g., individualism vs. collectivism) and regulatory environments affect the findings.
 - Use multi-country studies to enhance global relevance and understand contextual nuances.



THANK YOU

Professor Juan Llopis
Taverner



Professor José L. Gascó

