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# EXPLORING THE ANTECEDENTS OF PRO-ENVIRONMENTAL BEHAVIOR OF BANK EMPLOYEES IN AN EMERGING MARKET: A CONCEPTUAL FRAMEWORK



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## ABSTRACT

*In this modern era, it needs to maintain an auspicious future for the employees to stay in the competitive market for achieving goals of an organization. The main goal of this study was to seek the influencing factors such as environmental commitment, environmental consciousness, environmental ethics, and green human resource management of the pro-environmental behavior of bank employees in the emerging market. The banks are the credential source of the economy of a nation which assists in the growing economy of a country where the employees are the key asset for operating the organization. In this study, various sources have been used to find out the influencing factors of pro-environmental behavior. Based on the extensive literature environmental commitment, environmental consciousness, green human resource management and environmental ethics have a high impact on the pro-environmental behavior of bank employees nowadays also, this study is descriptive and qualitative in nature. For exploring factors data have been collected from secondary sources like various previously published manuscripts and journals namely, Springer database, Scopus indexing database, ABDC database, Google Scholar, Emerald database, ABS, and the profile of banking activities. Based on the discussion of this study the bank management should focus on green human resource management practices and processes for creating encouragement among the employees in terms of achieving organizational objectives. This study will help the management, and policymakers of an organization to prepare and maintain policies and strategies for the pro-environmental behavior of employees for efficient work in the working place especially in bank industries in Bangladesh.*

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## INTRODUCTION

In the era of globalization, the business of the world is changing dramatically which directly impacts the market. The main concept of every organization is to stay in the competitive market for obtaining long-term goals which assist to reach the destination (Rahaman & Uddin, 2022). On the one hand, the bank is the essential source of financial security of a country which is considered the backbone of a nation's economy and this sector is increasing business rapidly in Bangladesh. Henceforth, the success of the bank companies depends on the pro-environmental behavior of bank employees. However, employees are regarded as significant assets and service providers, treated as a key pointer to attaining organizational goals timely without hazards (Shuvro & Alam, 2020). On the other hand, today's market is very fierce because of the various goods and services of distinguished bank companies. Therefore, customer services are the crucial task first to stay in this competitive market and it is possible to maintain some factors of pro-environmental behavior of bank employees in the emerging market namely, environmental ethics, environmental consciousness, environmental commitment, and human resource management. (Rahaman, 2020a).

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However, by decreasing greenhouse gas emissions the world is managing industrial pollution and creating an attractive environment in the market. The previous study focused on educational institutions and sustainable lifestyles in households for developing business activities (Rahaman, 2016). Besides, behavior of individuals' awareness with regard to environmental protection and their pro-environmental behavior is highly essential to growing business in the emerging market (Rahaman, 2020b). Therefore, proper employee integration is highly recommended with taking the initiatives of executing environmental management systems, product certifiable standards, and internal green plans which assist to continue business with better services to the customers. Moreover, many banking and non-banking organizations are faced with challenges in enhancing their various types of nature like to operate electrical appliances, to produce public transport cleaner, to provide services to the customers in a regular basis, to prevent the production of waste and so on regrading pro-environmental behavior among bank employees. Also, these activities might influence on the organization's environmental and employee performance in the workplace (Islam et al., 2014).

Therefore, when the environment is protected by human activities then it is called "PEB", "environment-friendly behavior", "low-carbon behavior", and "green behavior" (Rahaman, 2016a). Past studies also suggested that, pro-environmental behavior regarded as the set of duties and responsibilities of working environment, enhancing environment regarding knowledge, creating green products and process, and revising based harmful for the environment (Ali et al., 2022). Therefore, the bank management should determine the necessary factors of the pro-environmental behavior of bank employees to stay in the emerging market.

### **Objectives of the study**

The main objective of this study is to explore the necessary antecedents and their impact on Pro-environmental behavior in the workplace place of employees and their working performance. Another objective of this study is to enhance sustainable behavior in the working place.

## **LITERATURE REVIEW**

### **Environmental Commitment**

Commitment is regarded as the promise to any action which is related to behavioral intention. On the other hand, environmental commitment is considered as the internal temperament, psychological condition, and state of mind which represents the obligation to the environmental issues and the sense of duty and responsibility of individuals in the working place (Afsar and Umrani, 2020; Rahaman et al., 2021). Moreover, environmental commitment assists to create harmony among the employer and employees in the organization where the companies can easily reach their destination. However, commitment is an essential fact of employee satisfaction in the organization which creates inspiration among the workers. Also, environmental commitment leads to performing work willingly for the benefit of easy access in the emerging marketplace (Davis et al., 2020; Rahaman et al., 2022a; Rahman et al., 2021a; Shahriar 2021b; Ahmed et al., 2022; Al-Quraan et al., 2022; Faisal-E-Alam et al., 2022; Khan et al., 2022a; Bhuiyan et al., 2022;; Shayery et al., 2022).

According to (Rahaman & Taru, 2020; Ali et al., 2020a; Ali et al., 2020b; Chowdhury et al., 2020) The biosphere values are known as a high environmental commitment that needs to make the safety of the environment that help to determine how to give attention to pay in an organizational purpose (Rahaman et al., 2022b). Besides, Employees with enthusiasm for environmental concern demonstrate a commitment to the environment, identify with and care about their organization's environmental concerns, and to the environment, identify with and care about the environmental concerns of their Organization, and can share the desired intention in the workplace. Previous studies also recommend that environmental commitment is a significant factor in the Pro-environmental behavior of bank employees in an emerging market (Rahaman et al., 2021a; Rahman and Reynolds, 2016). Another study also found that environmental commitment is a crucial fact of the pro- pro-environmental activities in an organization which has a positive and significant effect on the pro-environmental behavior of bank employees (Melo et al., 2018; Rahaman et al., 2021b; Chowdhury et al., 2021; S. Chowdhury et al., 2021; Iqbal et al., 2021; Kader et al., 2019; Kader et al., 2021a; Nayeem et al., 2020; Nahar et al., 2021).

### **Environmental Consciousness**

Environmental Consciousness is a significant factor in human behavior in the workplace which is regarded as the interests and concerns of the environment that offers more and more information regarding environmental factors (Prajapat et al., 2022; Kader et al., 2021b; Kabir et al., 2021). On the other hand, environmental consciousness assists to create prudent among the employees to play their assigned duties and responsibilities regarding achieving goals of an organization within their specified time effectively and efficiently (GAZI et al., 2021; Rahman et al., 2021b; Shahriar 2021a). On the one hand, environmental consciousness is the most crucial ingredient which assists to create attention and consciousness among the employees for being an emerging market. Meanwhile, environmental consciousness highlights the positive effect of Pro-environmental behavior of employees in an emerging market (Zientara & Zamojska, 2018; Rahaman, 2020c). Subsequently, the environment is the source of efficient work for obtaining the goal of the organization that depends on prudent to all including employees and employers of an organization (Yuan et al., 2022; Khan et al., 2022b; Mia et al., 2022; Rubi et al., 2022). The previous study also said that environmental consciousness has a positive and significant effect on the pro-environmental behavior of an organization.

### **Green Human Resource Management**

Every organization has their own human resource management department where the HRM department plays a significant role to expand overall resources for achieving goals of the company (Gazi & Rahaman, 2021). On the other hand, green human resource management is regarded as the environmental consciousness in the overall HRM including, recruitment

and selection, training and development, performance appraisal, compensating, green workforce and so on which is one of the most support and respects of the sustainable environment of an organization (Rahaman, 2021). Besides, Green HRM activities develop the employees' sympathy for the environment and permit the application of this appreciative to attain the corporate goals and objectives, that support environmentally sustainable pro-environmental behavior of the workforce of an organization (Karim et al., 2021). However, for saving energy and water PEBs are essential which are called workplace behaviors that are intended for positive actions toward the positive environment (Rahaman et al., 2021). Previous studies also recommended that green human resource has a positive and significant impact on pro-environmental behavior that assist to create happiness and prosperity among employees (Mamoon et al., 2021). Besides, green human resource management develop knowledge, skills and abilities regarding pro-environmental habit which is related with professional and personal lives of employees (Saeed et al., 2019). According to (Chen et al., 2022; Akhter et al., 2022b) green human resource is considered the HRM practices like setting planning corporate environmental management activities and initiatives, targets, and goals, green responsibilities, and encouraging employees to engage in green behaviors to do their work efficiently and effectively. Moreover, the employees' environmental consciousness and their capability to comportment environmental behavior assist to share sustainability philosophy and strengthening business unity, and principles and successfully fostering a "climate factory" in the enterprise (Ali, 2021). Furthermore, green human resource management increase environmental-related performance and opportunities for employees to join the organizational green program for achieving goals (Ali & Dahana, 2021).

### Environmental Ethics

Environmental ethics is regarded as the branch of ethics that establishes the relationship between employees and the environment where environmental ethics helps to understand that humans are a part of society as well as other living creatures which are considered to be a functional part of human life in the organization (Ali et al., 2022). However, the higher level of ethics in a person permissible the cataloguing of the types of individuals with a higher possibility for optimistic attitudes and behaviors to the world as well as working place which impacts pro-environmental behavior. (Asheq et al., 2021). Prior studies also said that in promoting pro-environmental behavior various studies determine the self-efficacy or effectiveness, values, ethics, and beliefs that influenced the environmental behavior of individuals (Latif & Karim, 2019). Therefore, people with higher ethics could be encouraged by PEBs to invest more effort in keeping up with the behaviors (Akhter et al., 2022c). Another study also said that environmental ethics is the source of good behavior which creates an intention to perform duties and responsibilities effectively and efficiently and timely. Henceforth, environmental ethics has a positive and significant effect on pro-environmental behavior in the workplace among employees (Karim and Mahmud, 2018).

### CONCEPTUAL FRAMEWORK

The pro-environmental factors such as environmental commitment, environmental consciousness, green human resource management, and environmental ethics are essential for the employees in an organization to establish sustainable behavior in the working place. From past studies, the influencing factors of pro-environmental behavior are given below through a conceptual framework for this study.

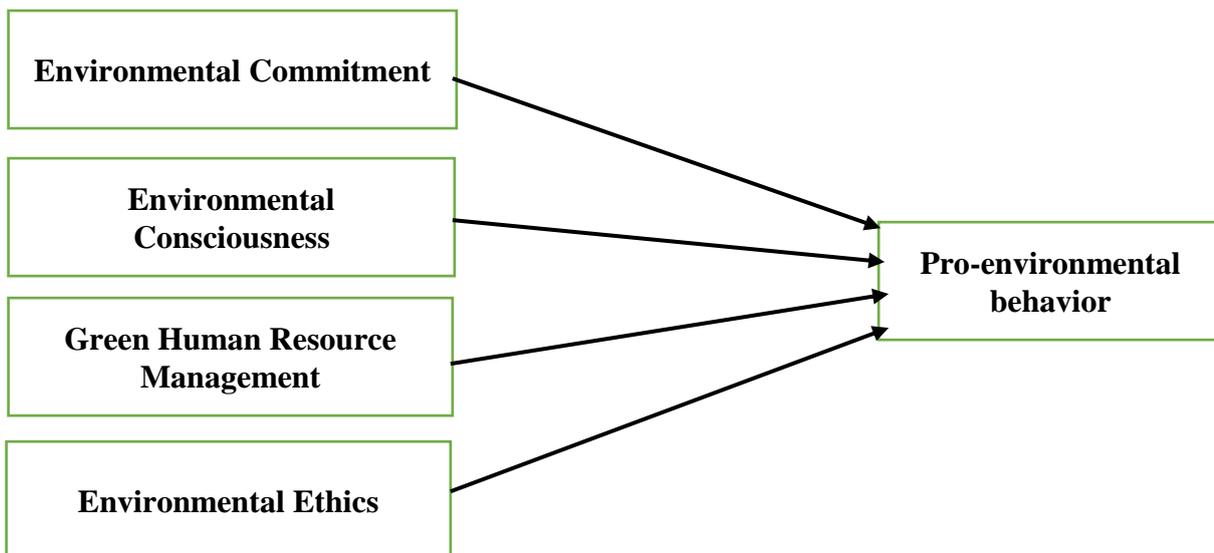


Figure 1. Influencing Factors of Pro-Environmental Behavior

### MATERIALS AND METHODS

This study was prepared based on the topic of exploring the antecedents of pro-environmental behavior of bank employees in an emerging market. The nature of this study is exploratory and qualitative where the data have been collected from past studies and various sources such as research gate, Emerald, Google Scholar, Springer, ABDC database, Scopus Database, and ABS.

## DISCUSSIONS AND RESULTS

In this study purpose data have been collected from various published articles, journals, and books. This study is a qualitative and empirical in nature. The main objective of this study is to explore the relationship between environmental commitment, environmental consciousness, green human resource management, environmental ethics, and pro-environmental behavior. Firstly, environmental commitment is a positive and significant issue that enriches employees' positive behavior in the working place. From past studies can be concluded that environmental commitment is a crucial fact of the pro- pro-environmental activities in an organization which has a positive and significant effect on the pro-environmental behavior of bank employees (Akhter et al., 2022a). Secondly and most importantly, environmental consciousness is regarded as a valuable source of pro-environmental behavior of employees in an organization. Moreover, environmental consciousness highlights the positive effect of Pro-environmental behavior of employees in an emerging market which cooperates in achieving the goals of an organization. Thirdly, green human resource management is another crucial factor in the pro-environmental behavior of employees, especially bank employees. On the other hand, the previous studies also found that green human resource management has a positive and significant impact on pro-environmental behavior that assist to create happiness and prosperity among the employees of an organization (Pinzone et al., 2019). Finally, environmental ethics is related to norms, beliefs, values, and so on. From past studies, ethics permissible the types of individuals attitude and behavior that influence on employees pro-environmental behavior for achieving goals of an organization.

## CONCLUSIONS

Nowadays the financial market plays an important role to develop the economy of a nation. Recently bank companies are increasing in the market where the customers are the valuable assets to stay in the competitive market. Therefore, the customer's services depend on employees' motivation, positive behavior, satisfaction, and so on. The bank manager should determine the influencing factors of the pro-environmental behavior of employees in an organization. This study has explored some influencing factors like environmental commitment, environmental consciousness, environmental ethics, and green human resource management which directly impact the environmental behavior of employees as well as individual behavior. Therefore, these factors help businesses to stay in the competitive market which creates attention and awareness of employees in their working place. Recently, most industries appreciate the green practice and some employees are concerned to work for companies with green practices, which may make the application of pro-environmental behavior of employees for their better performance in the working place. Actually, the practice of a green environment will help the employees become environmentally concerned, may improve their individual job performance, and contribute to the preservation of the environment in an organization. On top of that, every organization should incorporate environmentally friendly commitments and behavior to green performance management in green HRM practices for achieving the goals within their specified timeframe. Last but not least, the top management of every organization should implement green human resource management processes and practices to create inspiration among employees in terms of obtaining benefits. Accordingly, this study is a qualitative study based on published articles and various sources of journals, so future studies might be quantitatively based on a questionnaire design on influencing factors of pro-environmental behavior of bank employees. Apart from that, our research postulate that a green lifestyle contributes to an employee's pro-environmental behavior in an organization for achieving long-term objectives to stay in the competitive market.

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