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The Impact of Green Marketing on Employee Green Performance: A study on Green Banking Practices in an Emerging Economy

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Abstract

The increasing concern about the impact of human activities on the environment has led to a heightened emphasis on the discipline of management science, specifically in employee's performance. The most effective strategy to embracing sustainability should be closely interconnected with the environmental, economic, and social aspects of performance. Moreover, scholars have recently shown considerable interest in the domain of green marketing. The mutual contributions of employees are essential for a firm's success and sustainability, especially when the organization emphasizes sustainable development. This research finds to evaluate the influence of green marketing on the environmental performance of employees within Bangladesh's banking sector. This study is intended to enhance academic research and streamline the process of finding pertinent publications and conducting future investigations. Using structural equation modelling technique, this study employed PLS-SEM version 4 software to analyze the associations between the variables in our study. The model was built utilizing extensive data gathered from a survey done in Bangladeshi green financial institutions. This study discovered that businesses could utilize green marketing methods to influence the environmental performance of their employees.

Keywords: Green Marketing, Green Employee Performance, Green Banking Practices, Bangladesh.

Introduction

In recent years, our planet has witnessed an extraordinary succession of heat waves fires in forests, extremely cold temperatures, flooding, and drought (Choi et al., 2018). Moreover, the ongoing worry about the state of the climate and environment has generated an urgent requirement to act and shift economic activities, specifically towards sustainable development (Troudi & Bouyoucef, 2020). Corporations have emerged as the primary causes of environmental damage because of the increasing need for goods and services, coupled with the

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expansion of globalization. Sustainability comprises a wide array of techniques that are focused on protecting the environment, namely green human resources, corporate social responsibility, green supply chain management, and green marketing (Rashid et al., 2019). Traditional marketing primarily focuses on profit generation, whereas green marketing prioritizes the promotion of environmental sustainability. Currently, environmental issues have gained significant importance in marketing as they enable firms to choose safe and eco-friendly approaches to carry out their daily activities (Islam et al., 2023; Martins, 2021).

Green Marketing involves more than merely the promotion and manufacture of products and services where it associates a company's financial success with environmental and social advantages for employees, consumers, and the broader community, impacting the entire organization (Kiyak & Grigoliene, 2023). On the other hand, Organizations are progressively emphasizing the promotion, acknowledgement, and application of sustainable management practices that improve economic, social, and environmental outcomes (Al Amin et al., 2024b). Green performance (GP) denotes organizational methods that emphasize sustainability across environmental, economic, and social spheres (Amin et al., 2024; Amin et al., 2025). Similarly, Rabbi et al. (2024) indicated that green performance in corporate level represents emphasizing promoting and implementing sustainable management practices that enhance the overall, i.e., economic, social, and environmental outcome for the company. Therefore, green performance in context of banking organization refers to performance of banking services through maximum utilization of resources, saving energy, eco-concern, and productivity (Ahmed et al., 2025; Mollah et al., 2024a).

Consequently, due to societal pressure corporations recognized as significant contributors to environmental issues which have been necessitated to reassess their operational methods. To enhance business success a multitude are implementing green marketing (GM) tactics. Green marketing functions as a strategy objective for organizations seeking to improve their business with an emphasis on environmental sustainability (Shaukat & Ming, 2022; Hosain et al., 2024a; Hosain et al., 2024b; Hosain et al., 2025a). In another similar study, Goh et al. (2019) proposed that utilizing green marketing mix strategies can successfully demonstrate how manufacturing companies can include environmentally sustainable practices. These solutions enhance performance while simultaneously benefiting the environment. On the other hand, both researchers and practitioners have shown keen interest in and have done extensive studies on the effect of green marketing strategies on employee performance. Employees are acknowledged as a crucial asset for every organization, and their performance is consequential in impelling total achievement (Hosain et al., 2025b; Hosain et al., 2025c).

Nevertheless, the Banking sector is the most fiercely competitive industry in Bangladesh's economy, while green marketing has gained popularity and garnered increasing attention from commercial organizations. However, Bangladesh has faced challenges due to a need for more human resources (Mollah et al., 2024c; Mohaimen et al., 2025; Mollah et al., 2025a; Mollah et al., 2025b), which has made it challenging to effectively and efficiently guide personnel towards adopting green practices. Similarly, within the banking sector, green marketing can have a substantial influence on overall performance, employee engagement, the promotion of ecologically sustainable practices, and company culture (Dey et al., 2021; Farkas et al., 2024). In addition, to maintain a competitive edge in this rapidly evolving industry, managers or leaders must effectively navigate challenging obstacles and capitalize on emerging opportunities arising from sustainable development practices (Karim et al., 2023a). Hence, it is imperative to have competent human resources to adapt to the potential expansion and sustainability of industry

(Islam & Amin, 2011). Moreover, there needs to be more attention in Bangladesh towards the impact of green marketing strategy on employee green performance, which is crucial for accomplishing organizational objectives. Hereafter, comprehending this notion is crucial, as it might provide valuable understanding regarding its influence on employees' green performance (Gazi et al., 2024b; Gazi et al., 2025f). According to a comprehensive literature analysis, green marketing is considered a vital department and function inside organizations that consistently attract attention in Bangladesh (Tirno et al., 2020; Khairunnessa et al., 2021). Thus, it has been noted to be on the lower end. The research surveys the effect of green marketing (GM) on the environmental performance of employees within Bangladesh's banking industry.

Literature Review

Theory of Planned Behavior

Recognizing the cognitive-emotional and behavioral components is imperative for optimizing the efficacy of countermeasures, such as preventive actions aimed at minimizing or reducing the use of them (Jalilian et al., 2020). The theory of planned behavior (TPB) is a widely recognized and influential theory in the fields of psychology and behavioral science, it was initially formulated and introduced by Ajzen (1991). Numerous empirical investigations have substantiated the applicability of the theory of planned behavior (TPB) in explaining individuals' tendency to engage in coordinated environmental initiatives (Bouarar, 2021). Ajzen (2020) posits that the Theory of Planned Behavior (TPB) asserts that behavior occurrence hinges on the establishment of behavioral intention, which is governed by three primary determinants: attitude, subjective norm, and perceived behavioral control. Numerous empirical research has evidenced the utility of the Theory of Planned Behaviour (TPB) in identifying the elements influencing intentions to adopt environmentally sustainable actions. In another study, employed a framework to examine bank employee performance related to environmental concerns within a workplace context (Uzir et al., 2025; Amin & Oláh, 2024). On the other hand, Chan & Hon (2020) employed the TPB model to examine the association between environmental concern, and the components of TPB with two additional variables (psychological ownership of the company and sense of responsibility), and the behavioral intention of employees to implement environmental measures.

Green Performance (GP)

Green practices emphasise the commitment to mitigating the detrimental impacts of corporate activities on the natural environment (Gazi et al., 2024e; Gazi et al., 2025g). Consequently, Green Performance denotes the execution of efficient environmental management strategies (Gazi et al., 2024f; Islam et al., 2024a; Kassim et al., 2024). The authors additionally indicated that the incorporation of sustainable value creation has emerged as a significant factor in the strategic approaches of firms seeking to attain superior performance while upholding the preservation of natural resources. On the otherhand, the capacity of business enterprises to adopt environmentally sustainable practices is intrinsically connected to their performance in the realms of the environment, economy, and society (Al Amin et al., 2024a). Hence, the achievement of operational and economic efficiency is largely helped by the implementation of environmentally sustainable manufacturing processes, which serve as crucial factors in establishing a firm's commitment to sustainability (Ullah et a., 2024; Gazi et al., 2025b; Rashid et al., 2019). Moreover, the effective execution of sustainable development has the potential to enhance many aspects of sustainable performance and corporate social responsibility (Mahmud et al., 2023).

Green Marketing (GM)

The notion of sustainability is experiencing an increase in popularity as various strategies and methodologies are being employed to maintain the environment. The approaches included in this category consist of Green Marketing (GM), waste reduction, green manufacturing, and recycling. The concept of "green marketing" pertains to the deliberate formulation and implementation of the traditional marketing mix, which comprises the 4Ps (Product, Price, Place, and Promotion), with the aim of attaining economic goals while guaranteeing the absence of any environmentally harmful components. According to Gelderman et al. (2021), Green Marketing may be seen as a strategic framework that focuses on environmental management. This framework places significant emphasis on the prioritizing of actions that are designed to minimize or prevent adverse environmental impacts. This study utilizes the four dimensions to evaluate the level of Green Marketing (GM), and its relation to GP such as **Green Production** which is related to some key factors to consider in evaluating the environmental impact of a product including its durability, recyclability, renewability, and low emission levels (Sharma & Foropon, 2019; Karim et al., 2024). Besides, **Green Marketing Channels** indicates the selection of product manufacturing location and timing significantly influences customer attraction (Rahahleh et al., 2020). Similarly, **Green Promotion** is the sharing and transmission of real environmental information to clients participating in the company's operations (Gelderman et al., 2021; Rahaman et al., 2023). On the other hand, **Green Pricing** defines the ability to willingly pay a higher price and can effectively mitigate the expenses linked to the development of environmentally sustainable products (Saha et al., 2016; Dangelico & Vocalelli, 2017).

Green Banking Practices:

Considering the adverse consequences associated with environmental degradation, there has been a noticeable shift among banking clients towards green banking, which entails a banking approach that prioritizes and upholds environmental concerns in its operational framework (Burhanudin et al., 2021; Mustafi et al., 2024). Another study also exposed that the field of banking management considers green banking to be of utmost importance in the realm of environmental management (Zhelyazkova & Kitanov, 2015; Hasan et al., 2023; Hasan et al., 2025). Additionally, Zhelyazkova & Kitanov (2015) advocated that green banking encompasses all the various facets of banking, including deposit acquisition, credit distribution, trade finance, leasing operations, mutual funds, and custodian services, among others (Chowdhury et al., 2024; Tanchi et al., 2025; Chowdhury et al., 2025). Henceforth, its primary focus lies in the preservation and conservation of the environment (Amin et al., 2019a). Besides, approaches such as the one mentioned have the potential to facilitate subsidy reduction and contribute to the attainment of a more environmentally sustainable future for countries like Bangladesh (Gazi et al., 2024d).

With regard to Khairunnessa et al. (2021) and Rifat et al. (2016), Bangladeshi banking sector successfully launched the inaugural green bond in countrywide allocated finance green projects and assets, including renewable energy projects, green buildings, energy-saving systems. Currently, 212 branches of 26 banks are utilising solar energy. Conversely, 32 branches of Al Arafah Islami Bank, 22 branches of Islami Bank Bangladesh, and 15 branches of Sonali Bank utilise solar energy, together with units from 9 additional institutions that are also powered by solar energy. Consequently, Bangladesh is progressing towards sustainable development in the banking industry.

Green Marketing (GM) and Employee Green Performance (EGP)

Corporations are attempting to integrate GM methods into their own business approaches, encompassing areas such as industrial marketing, strategic alliances, planning distribution and pricing (Shahneaz et al., 2013; Shahneaz et al., 2016; Islam et al., 2018; Sutduean et al., 2019; Rahman et al., 2024; Rahman et al., 2025). Prior studies also stated that marketing professionals are essential in formulating and executing efficient marketing strategies that yield income and enhance the overall success of a corporation or economic entity (Parast , 2013; Amin et al., 2012). These methods aim to fulfil financial objectives while also addressing social and environmental performance goals. Besides, Green marketing (GM) is a modern and important strategy that can strengthen the relationship between the community and a company (Rabbi & Amin 2024). Furthermore, a significant relationship exists between marketing and the organization's environmental performance (Gazi et al., 2025a; Gazi et al., 2025d; Gazi et al., 2024c). Moreover, the adoption of Green Marketing (GM) strategies by corporations can be promoted by analysing the diverse benefits these methods can provide (Ismael et al., 2025). These improvements extend beyond the economic domain and encompass additional dimensions such as social and environmental aspects (Younis et al., 2016). According to Khan et al. (2018), the organization's significant engagement in GM is widely recognized for its ability to integrate enhancements in the organization's competitiveness and overall performance. Another study also claims that employees undergo a transformation to adopt and implement environmentally friendly lifestyles and ideas, engage in green research and development activities, and participate in green marketing initiatives (Azad et al., 2012; Roh et al., 2022; Hassan et al., 2025). In addition, green marketing innovation serves as an internal catalyst that profoundly influences an organization's environmental performance, especially when analyzed through the lens of marketing strategy (Islam et al., 2024b).

Aim and Hypotheses

The major purpose of this study is to analyses the influence of green marketing (GM) on employee green performance within the Bangladeshi banking sector. Based on a thorough literature evaluation, the study identified four dimensions of GM which are: (green product, green marketing channels, green promotion & green pricing) and how they affect employee green performance (EGP). Figure (1) presents the study model.

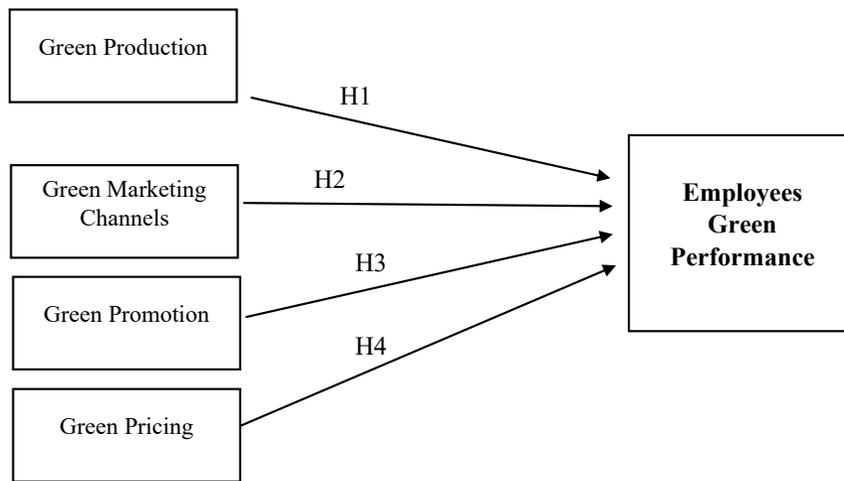


Figure 1: Conceptual Framework

Therefore, based on the objectives of this study the following hypotheses were proposed:

H1: Green Production has a positive relationship with employees Green Performance (EGP)

H2: Green Marketing Channels has a positive relationship with Employees Green Performance (EGP)

H3: Green Promotion has a positive relationship with Employees Green Performance (EGP)

H4: Green Pricing has a positive relationship with Employees Green Performance (EGP)

Method

The study employed a quantitative methodology, namely a cross-sectional design, as suggested by Cooper & Schindler (2014). Thus, the study uses a cross-sectional sample survey to gather data at a specific time (Sekaran & Bougie, 2010). This study assessed the four components of social media marketing as distinct variables using five items for each component. Out of the many sources, Amin et al. (2019b) provided five scales to measure green production; Çankaya & Sezen (2019) provided five items to evaluate green marketing channels; Amin et al. (2019b) provided five items for green promotion; and Çankaya & Sezen (2019) provided five items to assess green pricing. Conversely, the dependent variable, employee green performance consists of five scales to measure that have been derived from Amin & Salehin (2021) and Amin & Salehin (2022). In addition, a 5-point Likert scale ranging from "strongly agree" to "strongly disagree" was employed to assess both independent and dependent variables. Appendix 1 shows the scales of all variables collected from literature sources.

The present study specifically concentrated on the demographic of green banking employees in Bangladesh as its "target population." This study's unit of analysis comprised bank personnel employed in commercial banks in Bangladesh. The researchers employed a non-probability sampling method known as "judgmental sampling". The justification for utilizing a judgmental sample in this investigation is twofold. Firstly, the overall population remains unspecified, and

secondly, the sampling frame is inaccessible (Chen et al., 2022; Song et al., 2025). Moreover, judgmental sampling offers benefits in terms of financial viability, accessibility, and time efficiency (Malhotra et al., 2017).

In this study, a total of 600 questionnaires were disseminated to the participants, and in response, a total of 553 replies obtained. Upon a meticulous examination, the researchers have determined that 507 responses are valid and completed accurately. Based on the findings of Baruch and Holtom in 2008, a response rate of 84.5% is considered acceptable, in line with existing literature. In the context of Bangladesh, previous studies by Karim et al. (2023b) realized a reaction rate of 79%, Shahneaz et al. (2020) 77.9%, Mahmud et al. (2023) 47.2%, and Amin & Rubel (2020) 44.37% consecutively. Hence, assessing a grand total of 507 distinct data samples is empirically deemed appropriate for our conclusive investigation.

Results

The participants' demographic data is presented in Table 1. Age groups can be categorized into four groups: 25-34, 35-44, 45-54, 55 & above. The data revealed that 276 participants, including 54.44% of the total is the majority portion, fell into the age bracket of 35 to 44, whilst 119 responders were aged between 25 and 34. However, a small proportion of the respondents (14.00%) were 45 to 54 years, and the lowest portion are 8.09% belong to 55 of age or older, suggesting that the banking employees in Bangladesh are mostly mid-aged and older people are lowest number. The following Table 1 shows the demographic data:

Variables	Description	Frequency	Percentage
Age	25-34 years	119	23.47%
	35-44 years	276	54.44%
	45-54 years	71	14.00%
	55 & above	41	8.09%
	Total	507	100.00%
Gender	Male	306	60.36%
	Female	201	39.64%
	Total	507	100.00%
Marital Status	Married	291	57.40%
	Unmarried	216	42.60%
	Total	507	100.00%
Education	Business Graduate	205	40.43%
	Professional Degree in Banking	79	15.58%
	Masters/MBA	197	38.86%
	Higher studies/PhD	26	5.13%
	Total	507	100.00%
Experience	1-10 years	302	59.57%
	11-20 years	173	34.12%

	21 & above	32	6.31%
	Total	507	100.00%

Table 1: Demographic Information of the Respondents

Based on the above Table 1, there were 306 male respondents, accounting for 60.36% of the total, and 201 female respondents, accounting for 39.64%. On the other hand, 57.4% of individuals consider themselves married, while 42.6% individuals consider themselves single. Both married and unmarried individuals in Bangladesh demonstrate a keen interest in better usage and performance in green banking, as seen by the marriage rate. However, according to the education group, there was a larger percentage (40.43%) of those with a business graduation degree. There are a few other levels of education which are Masters or MBA (38.86%) and Professional degree in banking (15.58%) can be compared. Out of the total participants, 59.57% had 1-10 years of experience of working in the banking sector, 24.12% had 11-20 years of experience, and 6.31% employees had 21 or more years of experience of working in banking organization.

After data collection, a confirmatory factor analysis (CFA) was carried out to evaluate the reliability and validity of the indicators used in this research. Convergent validity was examined simultaneously as item loading scores, average variance extraction, and composite reliability in this research. According to Table 3, all the indicators' loading scores are higher than the threshold levels established by Vinzi et al. (2010) and Hair et al. (2021), 0.60 and 0.07, respectively. For that reason, the items with leading scores below 0.70 were eliminated by the researchers. These items were GPRC1 (0.646), EGP4 (0.389), and EGP5 (0.365). In addition, according to the advice of Hair et al. (2013), all the variables were deemed suitable when their AVE and CR values were above the threshold values of 0.5 and 0.7, respectively. Furthermore, all the variables' composite dependability ratings were above the threshold value of 0.70. It is reasonable to assume that the measuring model offered for this study will converge.

Construct	Items	Loadings	CR	AVE	Cronbach's Alpha
Green Production (GPD)	GPD1	0.864	0.931	0.729	0.907
	GPD2	0.897			
	GPD3	0.896			
	GPD4	0.814			
	GPD5	0.792			
Green Marketing Channels (GMC)	GMC1	0.806	0.943	0.770	0.924
	GMC2	0.904			
	GMC3	0.932			
	GMC4	0.810			
	GMC5	0.927			
Green Promotion (GPRM)	GPRM1	0.833	0.924	0.708	0.897
	GPRM2	0.904			
	GPRM3	0.898			
	GPRM4	0.819			

	GPRM5	0.744			
Green Pricing (GPRC)	GPRC2	0.786	0.898	0.687	0.851
	GPRC3	0.799			
	GPRC4	0.863			
	GPRC5	0.865			
Employee Green Performance (EGP)	EGP1	0.846	0.863	0.678	0.762
	EGP2	0.842			
	EGP3	0.781			

Table 3: Output of the Measurement Model

This study used the HTMT criteria to assess discriminant validity. Table 4 shows that the HTMT criteria in this investigation significantly outperformed the Fornell and Larcker criterion, as recommended by Henseler et al. (2015). Additionally, Table 5 shows the results of the HTMT evaluation conducted in this study. All the HTMT values are below the cut-off mark (0.850) indicated by Henseler et al. (2015). Thus, proceeding with more study on all latent variables is safe. Therefore, it seems that the measuring model is suitable for study analysis, confirming the constructs' reliability and validity.

	EGP	GMC	GPD	GPRC	GPRM
EGP	0.823				
GMC	0.395	0.878			
GPD	0.442	0.241	0.854		
GPRC	0.374	0.176	0.323	0.829	
GPRM	0.341	0.152	0.137	0.101	0.842

Table 4: Discriminant Validity (Fornell-Larcker Criterion)

	EGP	GMC	GPD	GPRC	GPRM
EGP					
GMC	0.467				
GPD	0.527	0.262			
GPRC	0.445	0.190	0.372		
GPRM	0.400	0.158	0.153	0.139	

Table 5: Discriminant Validity Heterotrait-Monotrait (HTMT) Ratio

Note: GPD = Green Production, GMC = Green Marketing Channels, GPRM = Green Promotion, GPRC = Green Pricing, EGP = Employee Green Performance

In order to evaluate the structural model and check the hypothesized associations, the researchers used Smart-PLS version 4. R^2 values were used to estimate the explanatory power of the study model. In this research, the EGP had an R^2 value of 0.386, which indicates that the variables GPD, GMC, GPRM, and GPRC accounted for 38.6.0% of the variation in the EGP.

Also, the blindfolding method was used with an omission distance of 7 to evaluate the route model's prediction power. In Table 6, it was discovered that the endogenous construct has a Stone-Geisser Q^2 value greater than zero ($Q^2_{EGP} = 0.251$), which means that the path model has adequate cross-validated predictive relevance (Hair et al., 2021).

Dependent Variables	R^2	Adjusted R^2	Q^2 Values
EGP	0.386	0.381	0.251

Table 6: Predictive Relevance of the Path Model

Furthermore, this study also found that VIF values in Table 7 for all the constructs were below 3.3, signifying no multicollinearity issues (Mahmud et al., 2023).

	EGP	GMC	GPD	GPRC	GPRM
EGP					
GMC	1.089				
GPD	1.171				
GPRC	1.132				
GPRM	1.037				

Table 7: VIF values for Constructs

After that, the route coefficients, weights, and significance were determined using a bootstrapping technique (one-tailed) with 5000 subsamples (Hair et al., 2021). Table 8 shows the positive and statistically significant pathways from GMC to EGP, GPD to EGP, GPRC to EGP, and GPRM to EGP, with β values of 0.253, 0.278, 0.215, and 0.243, respectively, and p-values less than 0.05. Hypotheses 1, 2, 3, and 4 were, therefore, all found to be significant. The following Table 8 shows the results from hypotheses testing:

Hypotheses	Paths	Std. Beta	Std. Error	T Statistics	P Values	Decisions
<i>H1</i>	GPD → EGP	0.278	0.277	6.891	0.000	Significant
<i>H2</i>	GMC → EGP	0.253	0.253	8.103	0.000	Significant
<i>H3</i>	GPRM → EGP	0.243	0.245	6.289	0.000	Significant
<i>H4</i>	GPRC → EGP	0.215	0.216	4.787	0.000	Significant

Table 8: Hypotheses Testing (Direct Effects)

* *GPD* = Green Production, *GMC* = Green Marketing Channels, *GPRM* = Green Promotion, *GPRC* = Green Pricing, *PI* = Employee Green Performance

Based on the data shown above, the current researchers have confirmed that a higher degree of environmentally friendly manufacturing, marketing channels, promotion, and price leads to a more positive view of employee performance.

Discussion & Implications

The regression analysis corroborates hypothesis 1, indicating that green production has a positive and substantial effect on employee green performance in the banking industry, with a significance level of 5% ($\beta = 0.278$; $p < 0.05$). The results align with the research conducted by D'Angelo et al. (2023), which suggest that green production often includes the practice of commending employees for their environmentally friendly performance and establishing explicit targets for followers to accomplish objectives. These behaviors contribute to the augmentation of employees' overall knowledge, expertise, and abilities inside an organization (Rahaman et al., 2025; Gazi et al., 2025e; Mollah et al., 2024b; Yu et al., 2024; Azad et al., 2023).

According to the regression analysis with a significant level of 5% ($\beta = 0.253$; $p < 0.05$), the second hypothesis is supported: green marketing channels have a direct positive impact on employee green performance. According to the present research, organizations are highly driven to elicit environmental behavior from their employees to enhance their knowledge, skills, and capacities. Previously, Khaleeli et al. (2021) and Mukonza et al. (2020) supported this present discovery through their research findings. Besides, employees who prioritize the environment may inspire their subordinates to excel by imbuing their jobs with a feeling of significance and purpose (Gazi et al., 2025c; Gazi et al., 2024a). In addition, they can construct a captivating vision for their team or organization, which may effectively synchronize the objectives of the business with the goals of the team. This, in turn, can enhance the performance, involvement, and dedication of employees.

The third hypothesis has also been validated: there is a positive correlation between green promotion and employee green performance at a significant level of 5% ($\beta = 0.243$; $p < 0.05$). The connection suggests that the awareness and perception of a brand are essential factors that drive organizations to enhance their performance. These regression results are linked to previous studies. Green promotion has a good impact on a business and its workers' green performance by enabling them to participate in decision-making and share their creative ideas and expertise (Muisyo & Qin 2021).

In line with the fourth hypothesis, there is a direct impact on the environmental performance of banking employees which mentions that the application of green pricing has a positive and substantial effect on the environmental outcome of employees, with a confidence level of 95% ($\beta = 0.215$; $p < 0.05$). This finding is in line with previous studies. Green pricing is a crucial aspect of organizational dedication that aids in the development of knowledge, capabilities, and skills, which in turn directly affects workplace performance (D'Angelo et al., 2023). The risk management method used in the aviation industry significantly impacts the development and prosperity of enterprises operating in this fiercely competitive field. Businesses may make significant progress towards attaining their objectives and maintaining a competitive advantage by having employees who possess the ability to inspire, adapt, and foster a creative culture. Telecom employees may capitalize on technology improvements and changing customer expectations by understanding the implications of different safety measures and implementing the most effective strategies in each scenario (Qing et al., 2023; Hoque et al., 2015; Amin & Islam, 2009). Organizational involvement is crucial for the achievement and generation of value for the firm. The regression study indicates a positive and significant correlation between organizational, environmental, individual, and green pricing factors and employee green performance.

This research further enhances our understanding of the many factors that may affect organizational, environmental, individual, green pricing, and employee green performance, as well as how they might interact with each other. Employees can improve organizational commitment, motivation, and engagement by demonstrating interactional justice, treating colleagues with respect and dignity, and effectively explaining decisions and variables that influence their performance (Mukonza et al., 2020). Consequently, employees would have a deeper understanding of the subsidiary's behavior and productivity, enabling them to enhance staff performance. The study's findings provide useful insights into the relationship between employee green performance and green marketing tactics within the framework of green banking practices in emerging nations.

Furthermore, the study reveals a substantial association between the implementation of green marketing strategies by banks and the level of employee involvement in environmentally sustainable operations. Banking employees demonstrate a higher level of commitment to environmentally friendly practices when they perceive that their employers prioritize environmental sustainability through tangible actions such as offering green banking products, implementing eco-friendly procedures, and engaging in corporate social responsibility initiatives that focus on environmental preservation. Thus, the impact of green marketing activities on employee green performance in the banking sector of an emerging economy is empirically demonstrated in this study, which adds to the expanding body of literature on green marketing and sustainability. This research provides useful insights for banking institutions looking to incorporate sustainability into their business practices and promote positive environmental outcomes by emphasizing the role that organizational strategies and leadership support play in encouraging environmentally conscious behaviors among employees.

Conclusion, Limitations, and Future Scopes

This research has revealed the substantial impact of green marketing initiatives on employee environmental performance within the context of green banking practices in a developing economy. The analysis reveals a substantial and favorable correlation among the four characteristics of green marketing—green production, green marketing, green promotion, and green pricing—and the performance of green banking. After conducting a thorough study of survey data and qualitative insights from interviews, several important conclusions have been drawn, highlighting the critical role that organizational strategies have in encouraging environmentally conscious behavior among bank employees. The research findings indicate that there is a favorable association between staff engagement in green practices and green marketing strategies done by banks. When companies emphasize environmental sustainability, such as providing sustainable banking products, putting eco-friendly procedures in place, and participating in CSR campaigns that promote environmental preservation, employees are more likely to show a strong commitment to environmental sustainability. Additionally, the report emphasizes how crucial leadership support and organizational culture are in promoting green performance among employees.

Employees are more likely to internalize green ideals and incorporate them into their regular work practices when they believe that management is genuinely committed to sustainability goals. However, based on green production, green marketing, green promotion, green pricing green marketing tactics clearly improve organizational success. Adopting green marketing may be a potent strategy for drawing in environmentally concerned stakeholders and clients in the highly competitive banking industry, where difference is crucial. It can also motivate and enable

staff members to make contributions towards a more sustainable future and achieve the goals of the organization within a specified period. Moreover, the environment of a developing economy and the possibility of cultural and contextual variances in the findings are among the study's limitations, which must be acknowledged. In the future, studies might go deeper into these processes and examine how employee behavior and organizational performance are affected by green marketing interventions over the long run. Ultimately, the results of this research highlight how green marketing has the power to drastically alter employee views and actions towards environmental sustainability in emerging market banking. In addition to gaining a competitive edge, financial institutions may benefit the environment and society at large by coordinating their organizational plans with environmental ideals and using green marketing as a catalyst for change.

On the other hand, one major shortcoming of this research is that it focuses on a single emerging economy, according to contextual specificity. Since other regions and nations have distinct socioeconomic, cultural, and regulatory settings, it's possible that the findings cannot be applied to them. The relationship between green marketing and employee green performance may be affected differently in different contexts by differences in organizational structures, market dynamics, and levels of environmental awareness. Furthermore, participants could give responses that they believe match the expectations of the organization, which could lead to an exaggeration of the stated degrees of green performance. The study's sample size may affect the statistical power and generalizability of the findings. A larger and more diversified sample could yield deeper insights into the intricacies of the relationship between green marketing and employee behavior in the banking sector of the emerging economy, notwithstanding attempts to maintain representativeness. This study employed a quantitative technique with a cross-sectional method for data collecting and analysis; however, utilizing a mixed-method approach could improve the comprehension of the data obtained from respondents. Nonetheless, despite the study's focus on sustainable banking practices, its conclusions may not be directly relevant to other sectors or companies.

As the future research direction, this study indicates that the long-term efficacy of green marketing campaigns in promoting sustainable behaviors within the banking industry of emerging nations could be better understood by conducting longitudinal research to monitor changes in employee green performance over time. The dynamics of behavior change, and sustainability outcomes may be better understood by looking at how employee attitudes and behaviors change in response to persistent green marketing initiatives. Furthermore, comprehensive knowledge of the complexity surrounding the influence of green marketing on employee green performance would be possible through the integration of quantitative surveys with qualitative methodologies, such as focus groups and in-depth interviews. By giving the observed association's context, depth, qualitative insights can enhance quantitative findings, improving the validity and usefulness of study findings. Furthermore, subsequent research on the impact of green banking practices on staff environmental performance could investigate the perspectives of other stakeholders, including clients, regulators, and community members. The design and execution of successful green marketing strategies that connect with important stakeholders and improve the legitimacy and reputation of the organization can be influenced by an understanding of stakeholders' views, expectations, and attitudes towards green activities. Lastly and most importantly, it would be beneficial for organizational leaders and policymakers to design and carry out intervention studies within banking organizations to evaluate the effectiveness of green marketing activities on employee green performance.

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Appendix-1: Questionnaire Items Adapted from Literature Sources

Variables	Items	Literature source(s)
Green Production (GPD)	GPD1: In my organization, the green production process will reduce the noise pollution to the minimum in our organization.	Amin et al. (2019b)
	GPD2: Our organization arranges the substitution of polluting and hazardous materials/parts	
	GPD3: Our organization filters and controls on emissions and discharges	
	GPD4: The production planning and control system in our organization are focused on reducing waste and optimizing materials exploitation	
	GPD5: The process design in our organization is focused on reducing energy and natural resources consumption in operations	
Green Marketing Channel (GMC)	GMC1: We collect regular voluntary information about environmental management from supply to customers and institutions	Çankaya & Sezen (2019)
	GMC2: Our organization invests environmental events/collaboration with ecological organizations	
	GMC3: We use natural environmental arguments in marketing	
	GMC4: We advertise in periodic and websites on environmental issues	

	GMC5: We consider that eco products boost the consumers' purchasing willingness	
Green Promotion (GRRM)	GPRM1: In my organization, the green promotion process will reduce the noise pollution to the minimum in our organization.	Amin et al. (2019b)
	GPRM2: Our organization arranges the substitution of polluting and hazardous materials/parts in the promotion process	
	GPRM3: In the promotion process, our organization filters and controls the emissions and discharges	
	GPRM4: The promotion policy in our organization is focused on reducing waste and optimizing materials exploitation	
	GPRM5: The promotion design in our organization is focused on reducing energy and natural resources consumption in operations	
Green Pricing (GPRC)	GPRC1: We fix our prices based on customer demands	Çankaya & Sezen (2019)
	GPRC2: Our pricing strategy filters and controls the emissions and discharges	
	GPRC3: The pricing policy in our organization is focused on reducing waste and optimizing materials exploitation	
	GPRC4: The pricing in our company products fixes considering substitution of polluting and hazardous materials/parts in the promotion process	
	GPRC5: Our pricing encourages the protection of all kinds of pollution by the customers	
Employee Green Performance (EGP)	EGP1: I can handle multiple assignments for achieving organizational environment-oriented goals	Amin & Salehin (2021); Amin & Salehin (2022)
	EGP 2: I am able to perform well to mobilize collective intelligence for effective team work on environment concerned activities	
	EGP3: I can manage environment-focused changes in our work system very well whenever the situation demands	
	EGP4: I like to extend help to my co-workers when asked or needed about any green management activity	
	EGP5: I derive a lot of satisfaction nurturing the green activities by the organization	