The Relationship between Green Human Resource Functions and Organizational Citizenship Behavior for the Environment in the Banking Sector in Sri Lanka

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Abstract— Considering the present context, environmental preservation and conservation are trending and influencing topics. It helps to create win-win solutions for both the organizational level and the environmental level. Going green is a trend in almost all fields in the world, and the human resource management field is no exception. This study aims to analyze the relationship between green human resource (GHR) functions and organizational citizenship behavior for the environment (OCBE). Regardless of the salience of HR functions in translating organizational strategy into employee behaviors, the role of green HR functions in shaping employee green behavior has been under-explored. This research anticipates soliciting further investigations into the mechanisms underlying the nexus between green HR functions and employee green behavior. A discussion on the implications for the banking sector is presented. In this study, the researcher conducted an online questionnaire survey among a sample of 200 executive-level employees in the banking sector in Sri Lanka. The questionnaires are distributed among managerial, executive, and clerical-grade employees based on a five-point Likert scale, and the response rate was 97%. Finally, the collected data was evaluated using the Statistical Package for Social Sciences (SPSS 24.0) using statistical techniques such as mean, mode, variance, standard deviation, correlation, and regression analysis. Moreover, the findings of the research revealed that there is a positive and significant relationship between green HR functions and OCBE. Based on the findings, the researcher is recommended to develop Green HR functions to achieve environmental sustainability. Finally, the findings of this research demonstrated that there is a strong positive relationship between green HR functions and OCBE, and there is a significant positive mediation relationship between fulfilling and collective green crafting. The findings of this study are useful in further enlarging and enriching applications of these concepts in practice.

Keywords— Green HR Functions, Collective Green Crafting, Organizational Citizenship, Behavior Environment.

I. INTRODUCTION

Today, Green HRM is a significant and influential topic. Green HR practices enhance environmental outcomes by aligning practices such as selection, training, and performance assessment with green objectives Mohammad, N. Bibi, Z. Karim and Durrani (2020). Employee environmental behavior can help firms run more sustainably. Although human resource (HR) practices are important for converting organizational strategy into employee behaviors, the influence of green HR practices on molding employee green behavior has received limited attention. Considering the present context, this study interprets how green HRM practices impact organizational citizenship behavior for the environment (OCBE) at team and individual levels, as well as the mechanisms underlining such effects. The mechanism finally implements the positive relationship between green HR practices and collective as well as individual OCBE. Individual action is sparked by macro-level sustainability Ciocirlan, (2017). As a result, this study focused on voluntary inexperienced behavior among personnel known as citizenship behavior toward the environment (OCBE) as an individual end result of green HR Functions.

The desire of a company's human resources to address environmental problems and gain financial advantages for the business would improve with the implementation of green training and rewards. By emphasizing environmental responsibility as a crucial element of corporate performance assessment, human resource management assists the company in developing and implementing sustainable business practices. The human resources department is in the best position to shift employee and organizational attitudes toward the incorporation of green practices because it is the major department that interacts and communicates with the workforce. Businesses that adopt green practices have a competitive advantage over their rivals by being able to expand their market share because consumers prefer businesses that go above and beyond the minimum requirements set forth by regulation. Organizational greening is not just centered on formal management practices, initiatives, or tools. The environmental performance of a company can also be significantly impacted by staff discretionary actions, such as advocating changes to energy efficiency procedures, sorting and recycling garbage, or establishing a green committee Ramus and Steger, (2000) the minimum regulations in place. Environmental deterioration, globalization, depletion of natural resources, and industrialization are serious threats and challenges for every dweller on the planet earth Sharma, R. and Gupta, N, (2015). To overcome these challenges, a focus is needed on the major drivers that can help in achieving sustainable goals such as green human resource management (GHRM), passion for preserving the green environment and organizational citizenship behavior for the environment.

OCBE is defined as "voluntary behavior not specified in the proper job description that, through the interconnected efforts

of individual employees, contributes to the greater development of the organization and society" Lamm, Tosti kharas, and J King, (2015). This research empirically investigates the linkages between green HR practices and individual- and team-level OCBE by exploring collective green crafting as a mediation mechanism and integrating the opinions of both individual and collective job crafting Tims, Bakker, Derks, & van Rhenen, (2013) this survey can provide a minimum of three contributions to the pertinent literature. Firstly, this research expands on a previous field of study that looked into how green HR practices may activate OCBE. Second, this research sheds insight on how and when Green HR practices support both individual- and team-level OCBE utilizing the conservation of resources (COR) principle. The final predicted functions of green HRM and leadership for green behavior have been discussed in several empirical studies e.g., Dumont et al., (2017).

This study intends to investigate the indirect and direct effects of GHRM on organizational citizenship behavior for the environment (OCBE) in fast-moving consumer goods (FMCG) firms, taking into account the significance of the green environment for individuals, organizations, and society at large.while reporting contradictions relating to green HRM by identifying the mediating function of collective green crafting for the relationship between green HR practices and OCBE at the individual and collective levels, this research can close this knowledge gap. Our research also enhances the applicability of the Conservation of Resources (COR) theory to the HRM and green behavior domains by shedding light on the mediating function of collective green crafting. Although it has both theoretical and empirical value, this work is significant from the perspective of theory, the outcomes and conclusions are anticipated to add to the currently existing body of work on green HRM in Sri Lanka. From a practical standpoint, the researchers are confident that the study's findings will contribute to a better understanding of the significance of HR variables for Banking industry in ensuring environmental sustainability. The study's overall conclusions will be helpful for businesses that engage in greening and OCBE. It also serves as a helpful resource for the following study on these subjects in Sri Lanka.

II. PROBLEM STATEMENT

Green human resource management has become an important subject across all businesses as a result of the recent increase in global warming. Organizations now must contend with a steady stream of new sustainability problems as a result of industrialization and global warming. Implementing the GHRM is one way to deal with these issues and achieve a competitive advantage. Firms must incorporate the environmental component into their human resource management and build GHRM practices inside the business in order to achieve organizational sustainability. Additionally, it is a strategy for promoting environmental responsibility among the company's staff. For the organization to be more environmentally efficient, employee environmental citizenship behavior is a critical problem. Jackson et al, (2014); Opatha & Arulrajah, (2016).

Jovita Sherin George, K.N. Jayakumar, (2017): Is it time to encourage green behavior among employees? The need and scope were examined, along with the significance of Employee green behavior (EGB) and the advantages of green behavior for both the environment and employees. According to the author, employees who participate in sustainable practices gain new abilities and have higher levels of job satisfaction. Additionally, it contributes to cost savings and enhances confidence and reputation with employees, customers, and investors. Additionally, it boosts profits and market shares. EGB in the workplace helps to reduce carbon footprints and protect the environment from exploitation. It speaks to the harm pollution and environmental deterioration have caused. It was determined that EGB is necessary for the survival of life on the planet.

Numerous researchers have discussed HRM in the context of a developed nation Neha gupta, ridhi sharma, (2015) states that Green HRM is an innovative approach to environmental sustainability, and practitioners and employers are able to demonstrate the effectiveness of integrating employee involvement and participation in various environmental management programs to enhance organizational environmental performance. According to J. Kiranmai, Shulagna Sarkar, and R.K. Mishra, (2014), organizations may implement sustainable development ingeniously and effectively by fostering a social conscience and sense of responsibility.

According to Ikram Ullah Khan, Zahid Hameed, Zaryab Sheikh, Raana Muhammad Naeem,and Tahir Islam (2020), GHRM has significant secondary effects on OCBE, which in turn has a significant and positive connection to green employee empowerment. Separately possessed green values additionally manifest as a diminution of this significant and positive connection Ghasem Rezaei, Hamed Gholami, MatSaman, Safian Sharif, Muhamad Zameri, and Norhayati Zakuan, (2016). Alghamdi, S. (2021) found empirical support for the relationship between green HRM and employee and extra-role green behavior. Jia, Liu, Chin, and Hu, (2018) provided additional information on the influence of green HRM on employee greening innovation. Additionally, it has been claimed that general HRM procedures have an impact on group behavior Ma, Long, Zhang, Zhang, & Lam, (2017). This study anticipates that green HR practices may have favorable correlations with both individual and group OCBE based on the COR theory perspective and empirical evidence, and the current study will fill this void by incorporating this new environmental research into environmental management research and investigating the interactions between green HR functions and collective green crafting as mediation effects. Take advantage of efficient public transportation, purchase organic foods, effectively utilize natural light, when possible, use fewer lights, when possible, turn off lights, air conditioners, and other electronic devices before leaving rooms or offices, and reuse objects like bags, bottles, cans, and jugs rather than throwing them away. These are all possibilities for voluntary green activities. Tambe.S, (2014) categorized OCBE into six areas. In order to be a good sportsman, one must be willing to volunteer to take on more duties, give the time they need, and put up with any environmental issues that may arise. Contributing to the

organization's environmental activities, encouraging such environmental citizenship behavior, and promoting its environmental initiatives in public relations are all examples of loyalty to the organization. Organizational compliance includes observing all of the organization's rules and regulations, as well as its clear and confusing policies, environmental values, and other directives. Individual initiatives include internal participation and involvement in environmental activities, knowledge sharing, and reducing waste for the organization as a whole. Self-development consists of the creation of tailored understanding in order to enhance and minimize environmental challenges within the banking sector.

The study's research problem is presented as follows as a consequence of the aforementioned discussion: In order to accomplish effective OCBE, this study will be able to provide some recommendations to increase employee willingness to contribute and implement behavior above and beyond their regular employment duties and responsibilities. Although this research Explores "whether there is a significant relationship between green HRM practices and OCBE in selected banking sector in Sri Lanka."

Research Objectives of the Study

In relation to the purpose and the research question of the study, based on the research questions identified, researcher then developed research objectives for each research question and examine how Green HR practices influence of OCBE with the mediation effects of collective green crafting and specific objectives of the study is presented as follows:

i.   To examine the relationship between GHRM and Collective Green Crafting in the Banking sector in Sri Lanka
ii. To examine the relationship between Collective Green Crafting and OCBE in the Banking sector in in Sri Lanka.
iii. To examine the relationship between GHRM and OCBE in the Banking sector in Sri Lanka.
iv. To examine the impact of GHRM and OCBE in the Banking sector in in Sri Lanka

III.   METHODOLOGY

The theoretical framework shows the relationship between Green HR practices (independent variables), Collective Green Crafting (Mediation effect), and OCBE (dependent variables). According to the literature review, the researcher focused on more Green HR practices. Such as Green recruitment, Green Selection, Green Induction, Green Training, Green Compensation, etc. Researchers assume that these HR Practices have more links with OCBE than the other modern approach to evaluating OCBE. According to Lather, A. S., & Goyal, S. (2017) Mirroring an employee's willingness to contribute to his or her organization and its members by enacting behaviors above and beyond his or her job roles that benefit the natural environment.

Hypothesis of the study

H1: There is a positive relationship between GHRM and Collective Green Crafting

H2: There is a positive relationship between Collective Green Crafting and OCBE
H3: There is a positive relationship between GHRM Functions and OCBE
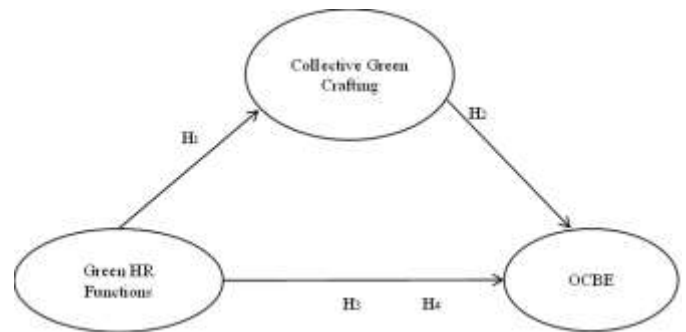H4: There is a significant impact of GHRM Functions on OCBE

Figure 3.1: Theoretical framework of the study
Source: Research model (Trong Tuan Luu, 2019)

Research can be done in the natural environment where events normally occur (in non-contrived settings) or in artificial, contrived settings. Here, this research was done in the natural environment where work proceeds normally, which is in a non-contrived setting. This research studied the relationship between Green HR practices and OCBE in the Banking sector. Moreover, it is a field study. The extent of researcher interference was minimal since the study was carried out as a field study. The study is described as a correlational study when the researcher is interested in identifying the significant variable connected to the problem Sekaran, (2016). A correlational study is the appropriate method of investigation for this subject. This study is cross-sectional as it investigates a specific phenomenon at a specific time. Sekaran and Bougie, (2016) state that data is gathered only once, possibly over a period of days, weeks, or months, in order to address a research question. Ebert, R. J., & Piehl, D. (1973). state that a cross-sectional study is used to address a range of research questions where the focus is on the current state of the phenomenon of interest. The individual permanent employee who is employed in the banking sector sector in the Sri Lanka is the analytical component of this study. According to Burns and Bush (2009), the population is the entire group under study as specified by the research objectives. Thus, the study population comprised all the individual permanent employees of selected commercial banks in the Sri Lanka. Moreover, the respondents are classified based on their position grade, such as branch manager, assistance manager, credit officer, and senior executive. Further, employees of selected banks are generally referred to as systematically important banks in Sri Lanka (Commercial Bank Annual Report, 2022); Commercial Bank PLC, Hatton National Bank PLC, Sanasa Development Bank, Sampath Bank PLC, Seylan Bank PLC, and Regional Development Bank were selected for the study. Therefore, the target population of the study was all the permanent employees who were working in selected banks in the Sri Lanka.

According to Burns and Bush (2009), a sample is the subset of a population that suitably represents the entire group. Based

on the population of employees at each bank, a sample was selected, and the data were collected from 200 respondents. The structured questionnaires were issued to the selected bank respondents who represented the Sri Lanka on a proportionate basis.

This research will use two survey waves to collect data. It will be intended for the interval between survey waves to establish the temporal separation between the grouping of independent, mediator, and dependent variables.

Employee feedback on green HR Functions and OCBE that prioritizes the environment was gathered in the first wave of the survey (T1). Employees who took part in the first wave of the survey (T1) were asked about their thoughts on collective green crafts in the second wave (T2), which was performed two months later. Also, we compiled information on each employee's OCBE and the group's OCBE from their direct managers for the second wave survey. Supervisory evaluation of collective OCBE further mitigates the concern about common method bias that would develop if employees reported on both collective green crafting and collective OCBE Anand, Vidyarthi, Liden, & Rousseau, (2010). The study totally depends on primary data, as well as secondary data which will be collected through a structured questionnaire from 200 respondents at selected banking sector firms in the Sri Lanka.

The study depends on primary data as well as secondary data, which will be collected through a structured questionnaire from 200 respondents at selected banks in Sri Lanka. This study will implement ordinal measures with a "Five-Point Likert Scale" to assess the level of employee perception of the study variables. Further, the study has intended to collect personal information from every respondent in terms of gender, age, educational qualifications, organizational tenure, ability to impact team outcomes, team size, and employee-supervisor relationship length. The questionnaire will be prepared in English. Prior to the main data collection, the pilot test will have been conducted among 40 employees and two managers in selected banks in Sri Lanka, different from the participating ones, to ensure the relevancy, suitability, and clarity of the research measures. Primary data are collected through structured questionnaires with closed statements measured with Likert's scale based on six banks, in the Sri Lanka. A closed-ended questionnaire has been prepared based on the web software "Google Drive" to collect data.

The questionnaire consisted of two sections: Part I: demographic information, and Part II: research information that included items based on green HR functions, Collective green crafting and OCBE. All questions in Part I on the demographic information of the questionnaire were developed by the researcher. Questionnaire items for Part II were developed by the researcher, as well as a few items derived from already-developed research. The researcher had used a 5-point Likert scale.

The survey instruments acquired excellent ratings of validity and reliability as a result of the pilot study. As a result, the researcher continued to use all of the survey instrument's questions in order to conduct the primary analysis.

Summary of Cronbatch Alpha of the Variables

Variable	Cronbatch alpha
Green HR Functions	.959
Collective green crafting	.934
OCBE	.933

IV. DATA ANALYSIS TECHNIQUES

Survey questionnaire data was effectively coded, checked for consistency, and input into the SPSS spreadsheet. SPSS was used for the analysis. Data were analyzed using descriptive statistics, and the significance of the findings was assessed using both parametric and non-parametric tests. Furthermore, the results of the questionnaire survey were analyzed by applying measures of central tendency (mean and standard deviation). SPSS was used to conduct the documentary analysis, and Pearson's correlation between the independent and dependent factors was determined. In order to analyze the variables, measures of central tendency (mean and standard deviation) were also used.

V. ETHICAL CONSIDERATIONS

The study's ethical analysis revealed that,
- All respondents provided their consent to be protected from privacy-related concerns due to the sensitivity of the research topic.
- The research's findings had been laid out in a way that was entirely consistent with the way the research's results turned out.
- Respondents had the option of voluntarily providing the information needed for the study or, if they preferred not to, withdrawing at any moment.
- The researcher has given full acknowledgment to all sources consulted throughout the entire research process.

VI. RESULTS AND DISCUSSIONS

Using SPSS version 27.0, the research variables of green HR practices, collective green crafting, and OCBE were examined for mean and standard deviation. The minimum value, maximum value, mean, and standard deviation of each variable have been demonstrated in below table. The mean values for all three variables—green HR functions, collective green crafts, and OCBE—showed moderate and higher mean values.

Descriptive Statistics of Research Variables

Variables	N	Minimum	Maximum	Mean	Standard deviation
Green HR Functions	200	4	5	4.26	0.770
Collective green crafting	200	3	5	4.14	0.837
OCBE	200	4	5	4.14	0.836

(Source: Survey Data, 2023)

However, by examining the mean values of the variables, it cannot be concluded that there is a significant relationship among the variables of GHRM, Collective green crafting and

OCBE. Therefore, in order to identify a significant relationship among the variables, the researcher used Pearson's correlation test method. This test was also conducted to find out how much one variable influenced the other variable Moeschberger, M. L. (2003).

Relationship between Green Human Resource Management and Collective Green Crafting

GHRM functions will be positively correlated with Collective green crafting. In order to find out the relationship between GHRM functions and collective green crafting the summary results of H1 reported in below and it shows that the strength of association between GHRM functions and Collective green crafting is moderate (r = 0.887) and that the correlation coefficient is statistically significant different from zero ($P < 0.001$). Also, 0.887 of the variation in Collective green crafting is explained by GHRM functions.

Correlations		Green HR Functions	Collective Green Crafting
Green HR Functions	Pearson Correlation	1	.887**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	14.520	6.519
	Covariance	.073	.033
	N	200	200
Collective Green Crafting	Pearson Correlation	.887**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	6.519	3.721
	Covariance	.033	.019
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed). (Source: Survey Data,2023)			

This correlation chart shows that the P value is 0.000. Here, the P value is less than 0.005. Therefore, GHRM functions and collective green crafting results were highly significant. Therefore, H1 is accepted.

Relationship between Collective Green Crafting and OCBE

Collective green crafting will be positively correlated with OCBE. In order to find out the relationship between Collective green crafting and OCBE the summary results of H2 reported in below Table and it shows that the strength of association between Collective green crafting and OCBE is strong (r = 0.879) and that the correlation coefficient is statistically significant different from zero ($P < 0.001$). Also, 0.879 of the variation in Collective green crafting is explained by GHRM functions.

Correlations		Collective Green Crafting	Organization citizenship behaviour for the environment
Collective Green Crafting	Pearson Correlation	1	.879**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	3.721	3.251
	Covariance	.019	.016
	N	200	200
Organization citizenship behaviour for the environment	Pearson Correlation	.879**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	3.251	3.679
	Covariance	.016	.018
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed). (Source: Survey Data,2023)			

This correlation chart shows that the P value is 0.000. Here, the P value is less than 0.005. Therefore, Collective green crafting and OCBE results were highly significant. Therefore, H2 is accepted.

Relationship between GHRM and OCBE

GHRM functions will be positively correlated with OCBE. In order to find out the relationship between GHRM functions and OCBE the summary results of H3 reported in below and it shows that the strength of association between GHRM functions and OCBE is strong (r = 0.897) and that the correlation coefficient is statistically significant different from zero ($P < 0.001$). Also, 0.897 of the variation in OCBE is explained by GHRM functions.

Correlations		Green HR Functions	Organization citizenship behaviour for the environment
Green HR Functions	Pearson Correlation	1	.897**
	Sig. (2-tailed)		.000
	Sum of Squares and Cross-products	14.520	6.554
	Covariance	.073	.033
	N	200	200
Organization citizenship behaviour for the environment	Pearson Correlation	.897**	1
	Sig. (2-tailed)	.000	
	Sum of Squares and Cross-products	6.554	3.679
	Covariance	.033	.018
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed). (Source: Survey Data,2023)			

This correlation chart shows that the P value is 0.000. Here, the P value is less than 0.005. Therefore, GHRM functions and OCBE results were highly significant. Therefore, H3 is accepted.

The impact of GHRM on OCBE

To examine the impact of GHRM on OCBE. In order to find out the impact of GHRM functions and OCBE the summary results of H4 reported in below table and it shows that the strength of impact of the GHRM functions and OCBE.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.897[a]	.804	.803	.060

a. Predictors: (Constant), Green HR Functions
b. Dependent Variable: Organization citizenship behaviour for the environment
(Source: Survey Data,2023)

The results suggest that the predictor variable (Green HR Functions) explain 80.4% of the variance in Job satisfaction. Moreover, the adjusted R=.897

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.958	1	2.958	812.460	.000[a]
	Residual	.721	198	.004		
	Total	3.679	199			

a. Predictors: (Constant), Green HR Functions
b. Dependent Variable: Organization citizenship behaviour for the environment
(Source: Survey Data,2023)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.119	.036		3.303	.001
	Green HR Functions	.451	.016	.897	28.504	.000

a. Dependent Variable: Organization citizenship behaviour for the environment
(Source: Survey Data,2023)

This Coefficients chart shows that P value is 0.000. Here P value is less than 0.005. Therefore, GHRM functions significantly impact on OCBE. Therefore, H4 is accepted.

VII. DISCUSSIONS AND CONCLUSIONS

The chapter examined the data concentrating procedures and response rates among the respondents. The descriptive measures of the research variables and the respondent's demographic information were reported. Analyses of demographic information provided that the majority of the employees were females and were in the age group of 26 to 35 years. Further, the majority of the respondents were credit officers, and they had diploma-level qualifications. In the conceptual model, all three variables showed moderate levels of mean values. Further, the measurement model analysis established internal consistency and reliability. The Pearson correlation test and regression analysis method were used to test the hypotheses. According to the analysis, all four hypotheses showed significant positive relationships. Finally, multiple regression analysis was tested according to the GHRM Functions on OCBE. It reflected 80% of the variance in the three variables.

VIII. LIMITATION OF THE STUDY

This research investigation, we have only encountered a few limitations. The sample size is the first restriction because we had to collect data from 200 respondents which presents the first limitation. The second limitation is that we only selected banking sector for the purposes of this research. In order to determine the effectiveness of sustainability, the study is limited to green HRM practices, such as green performance management, green training and development, green incentives and compensation, green employee empowerment, and green recruitment and selection. The reliability of the information provided by the respondents determines the third limitation of this study's findings. The respondent's reasoning state and sentiments are mostly what will confound the response, comprehension, and interpretation of the subject by the person. The fourth limitation is that the data is only obtained via a quantitative approach. The research information acquired may occasionally be overly general, and the conclusions may not be in-depth. Additionally, research findings could be biased since the researcher is confirming his or her predetermined theories and hypotheses rather than developing them based on the research results. The use of the questionnaire survey method to gather data for this study is the fifth limitation. In this instance, it is unknown who answered the questionnaire and under what circumstances. Therefore, it is uncertain whether the questions were answered correctly or not. Additionally, questionnaires do not offer a chance to gather more data.

IX. DIRECTION FOR FUTURE RESEARCH

Finally, this study can identify determinants of the relationship between GHRM functions and OCBE, with special reference to the private bank in Sri Lanka. There are some limitations when examining this study, and some recommendations are made for future researchers. This study considers only 36 questionnaires. And also, the sample size is 200. Future researchers can get more questionnaires from them. And can take more than 200 samples of people. Some important information may not be disclosed to the respondents due to issues of confidentiality. Future researchers can get more information. A financial problem would arise since the researcher would not have sufficient money to meet the cost of the study. If the future researcher has a sufficient amount of money, they can do more than this. This study will be carried out for a short period to follow the deadline of the academic calendar. The study covered only reference to banking employees in Sri Lanka. Hence, the findings of the study are applicable to this bank only. Future researchers can do this research with more banks.

Despite the fact that the conceptual model implemented in this study served as the foundation for the current study findings, it nonetheless provides suggestions for future research. In the beginning, the objective of the current study was to investigate the relationship between GHRM function variables and OCBE among bank employees in the Sri Lanka. As a result, not all Sri Lankan banks were covered. Further research into a wider spectrum of employees at various Sri Lankan organizations may be beneficial. Future studies could

examine the connection between the factors that contribute to OCBE in non-profit organizations.

Further, the scope of the current study is restricted to three variables and their consequences. When examining the proposed model, many other characteristics that are also relevant to GHRM functions were disregarded. Future research may therefore take into consideration other elements that have implications for GHRM functions and OCBE in the context of mutually beneficial collective green crafting.

Additionally, it would be beneficial to initiate another investigation that contrasts the findings of the current study with those from studies that are utilized as alternative acceptable measures of OCBE. Finally, data should be gathered from a larger number of respondents from the organizations to improve external validity and broaden the applicability of the findings. Additionally, the current study exclusively included workers in the private banking sector.

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