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# Green Minds, Greener Banks: The Role of Sustainable Banking in Driving Success

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**Saba Shaikh (Ph.D)** (Corresponding Author)

Department of Management Sciences  
SZABIST University, Hyderabad Campus, Pakistan

 <https://orcid.org/0000-0002-8879-2334>

 [sabashaikh21n@gmail.com](mailto:sabashaikh21n@gmail.com)

**Mazhar Wali**

Department of Management Sciences  
SZABIST University, Hyderabad Campus, Pakistan

 [mazharagheem93@gmail.com](mailto:mazharagheem93@gmail.com)

**Nashrah Noor**

Department of Management Sciences  
SZABIST University, Hyderabad Campus, Pakistan

 [nashrahnnoor898@gmail.com](mailto:nashrahnnoor898@gmail.com)

**Munira Vallani**

Department of Management Sciences  
SZABIST University, Hyderabad Campus, Pakistan

 [muniravallani@gmail.com](mailto:muniravallani@gmail.com)

## Authors' Biography

**Saba Shaikh (Ph.D)** is an Assistant Professor at the Department of Management Sciences, SZABIST University, Hyderabad Campus, Pakistan. She obtained her Doctorate in Management Sciences from the University of Sindh in Jamshoro, Pakistan.

**Mazhar Wali** is a Research Scholar at the Department of Management Sciences, SZABIST University, Hyderabad Campus, Pakistan. He completed his Masters in Business Administration from SZABIST University, Hyderabad Campus in Hyderabad, Pakistan.

**Nashrah Noor** is a Research Scholar at the Department of Management Sciences, SZABIST University, Hyderabad Campus, Pakistan. She completed her Masters in Business Administration from SZABIST University, Hyderabad Campus in Hyderabad, Pakistan.

**Munira Vallani** is a Research Scholar at the Department of Management Sciences, SZABIST University, Hyderabad Campus, Pakistan. She completed her Masters in Business Administration from SZABIST University, Hyderabad Campus in Hyderabad, Pakistan.

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## ABSTRACT

Globalization, rapid technological improvements, customer expectations, and global economic instability have forced firms to actively pursue new methods to survive in a competitive business environment. Nowadays, businesses are putting more emphasis on intangible assets than tangible ones to improve performance. The present study examines the impact of Green Intellectual Capital (GIC), measured through Green Intellectual Capital (GIC), Green Relational Capital (GRC) and Green (GSC), on bank performance (BP). Further, sustainable banking (SB) is modelled as a mediator between GIC and BP in the banking sector. Cross-sectional data was collected from 109 employees associated with the banking sector of Pakistan. Smart PLS 4 was used to conduct statistical analysis and estimate the relationships. The empirical findings reveal that all three dimensions of GIC have a significant and positive effect on BP. The study found only one significant mediating effect of SB on the relationship between GSC and BP. Therefore, the findings suggest that SB plays a crucial role in leveraging GSC to enhance BP. Banks should prioritise investing in green IT systems and sustainable infrastructure to improve their performance. Moreover, the study recommends that banks should explore other strategies to leverage GIC and GRC to achieve better performance.

**Keywords:** *Bank performance, Green intellectual capital, Greener banks, Sustainable banking*

## INTRODUCTION

The contemporary period characterized by globalization, rapid technical advancements, customer demands, and global economic instability has compelled organizations to pursue novel strategies to ensure their survival and success within a fiercely competitive market (Tran et al., 2022). To attain and enduring competitive advantage, firms are obliged to optimize the utilization of their resources and cultivate innovative capabilities. According to Bombiak (2023), an organization's knowledge serves as the foundation for capitalizing on emerging possibilities and cultivating essential competencies. Extant literature contemplates IC as a considerable factor of innovation within an institutional context (Asiaei et al., 2023).

The concept of IC has become increasingly prevalent in the quest for strategies that enhance the ecological efficacy of corporations (Gharib et al., 2023). In this regard, ecological capacities and green resources, help businesses to reduce the focus of the fourth stage of IC study on the negative environmental effects that businesses have while conducting their activities (Yusliza et al., 2020). Intangible assets are widely recognized as strategic advantages that can effectively drive the attainment of enduring organizational objectives.

To put it another way, infrastructure that reduces industrial emissions and properly disposes of product waste is prioritized in corporate activities related to environmental strategy (Begum et al., 2023). Environmentally conscious businesses use green tactics and will probably see improvements in their financial and resource performance (Astuti & Datrini, 2021). The stature of financial showcasing's intangible assets is underscored by the imperative of firms to enhance performance, in conjunction with their level of environmental concern. Furthermore,

it's said that when completely implemented, green techniques improve business prospects and generate green jobs (Begum et al., 2023). Consequently, the rising interest in corporate ecological restoration has prompted researchers and industry professionals to spot the components that support the development of corporate greening plans at the company level (Begum et al., 2023).

The convergence of IC and environmental concern has emerged as a fundamental catalyst for the advancement of research and development at the Green Intellectual Capital (GIC). This approach will not only help to address environmental concerns but also help businesses attain a competitive advantage. According to Xu and Liu (2020), GIC is an organization's skill and ecological understanding combined to boost competitive advantage. Likewise, GIC was proposed by López-Gamero et al. (2011) as the general knowledge that supports green management practices to gain a competitive edge. As proposed by Chen (2008), this study used green relational capital (GRC), green structural capital (GSC), and green human capital (GHC) to explain GIC.

The company's environmental performance is enhanced by GIC practices, which uphold green ideals and principles. Multiple stakeholders will be more environmentally conscious and work to preserve sustainability as a result of the GIC practice which in turn can enhance the financial performance of the organizations. Research done by Renaldo and Augustine (2022) and Dwianika and Gunawan (2020) demonstrates GIC's beneficial impact on financial success. Almost all industries have adopted strategies for environmental management, and they have shown greater efficiency in resource optimization and efficient waste processing and the banking sector is no exception (Ali et al., 2023). Given the considerable significance of GIC within the present competitive landscape of

the banking sector, the underlying study is designed to investigate the connection between dimensions of GIC and the bank's performance with a particular focus on how sustainable green banking acts as a mediator and the internal resources to be sustainable need to be investigated.

## HYPOTHESES DEVELOPMENT

### Resource-Based View

The resource-based view (RBV) theory of the organization provides the basis of the present inquiry. First proposed in the 1980s, the RBV theory of the organization gained prominence during the 1990s (Barney & Arikan, 2005) significantly contributing to the justification of HRM's significance for strategy formulation (Morris et al., 2006). In the context of RBV, companies require possessions that are "valuable," "rare," "imperfectly imitable," and "non-substitutable." These resources can offer them a sustainable edge over other enterprises (Lubis, 2022).

RBV proposes that organizations may gain competitive power by utilizing their resources to fortify their internal positions and combat external challenges. A firm's performance level is based on how many of these resources it has and how well it manages them (Barney & Arikan, 2005). According to the RBV, a company's resources comprise physical, human, and organizational capital. Raw materials, equipment, and any other tangible assets owned by the company are considered physical capital.

The term "human capital" involves the experience, education, and intellect of individuals as well as of organizations. Organizational capital encompasses the reporting structure and procedures of the company, as well as the connections between groups within the groups and in its surroundings. According to Barney and Arikan (2005), resources are considered valuable when they facilitate a firm's ability to devise and execute plans that enhance its efficiency and effectiveness. A resource is considered rare and valuable if only a small number of competitors possess it. One resource alone may not always be sufficient, and a combination of organizational, human, and material capital is needed to carry out a plan and obtain a long-term competitive edge. Either way, an organization's resource set or resources allow it to advance and implement plans that others are unable to. This occurs as a result of the absence of comparable resources and the capacity to develop and implement comparable tactics, or both, on the part of the present or future rivals (Barney & Arikan, 2005). RBV highlights IC as the most significant intangible resource, although a firm's

resources can be varied. In this study, we see GIC as a significant intangible resource that can improve a firm's performance. GIC is an important organizational resource that supports sustainability, which in turn promotes better performance. RBV theory emphasizes that to attain exceptional performance, organizations should create and assimilate distinctive bundles of strategic resources effectively (Barney & Arikan, 2005).

### Green Human Capital and Bank Performance

GHC, according to Chen (2008), is the culmination of an employee's attitude, knowledge, inventiveness, abilities, dedication, wisdom, and experience in a sustainable environment. According to Shoab et al. (2021), GHC is a crucial part of GIC and plays a major role in GRC and GSC. Furthermore, these unique qualities are specific to people instead to organizations (Yong et al., 2020). In this regard, employees' overt knowledge is a critical resource for effective green human resource management (Akkas & Asutay, 2023). GHC is a crucial strategic resource for businesses to get a successful competitive edge in today's changing economy (Begum et al., 2023; Cheng et al., 2023). Thus, firms that prioritize investing in human resources and recognize the significance of their people are likely to have sustained success (Astuti & Datriani, 2021). To achieve better performance over an extended period, it is suggested that organizational competencies, resources, and human capital work in harmony (Carballo-Penela et al., 2022). A reproofing component of GIC, GHC imparts knowledge, wisdom, competence, information, and experience about environmental protection and safety to employees (Sukirman & Dianawati, 2023). This aspect of IC acknowledges that to solve environmental issues and generate revenue, employees must apply green solutions. In light of the foregoing reasoning, the study draws the hypothesis below:

H<sub>1</sub>: GHC significantly and positively affects bank performance.

### Green Relational Capital and Bank Performance

An organization's whole interaction relationships with partners, suppliers, consumers, environmental management organizations, and network members are referred to as GRC to gain a sustainable competitive advantage (Chen, 2008). According to Bimawan et al. (2024), GRC is a crucial intangible asset of a firm that must be maintained via the development, evolution, and nurturing of high-quality connections with people and organizations to position itself favourably in the marketplace. To be competitive and thrive in the

markets in this environment, organizations must pay close attention to developing long-lasting connections with their stakeholders (Bimawan et al., 2024). For stakeholders and companies alike, becoming green in business is a novel idea. Successful green relations require the backing of key players, the government, suppliers, buyers, and organizations. Organizations are therefore under pressure to adopt green practices to improve their relationship capital. GRC was therefore determined to be the most significant green HRM element by Yong et al. (2020). In the context of environmental sustainability, GRC emphasizes the value of relationships and information exchange with external stakeholders, extending the concept of relational capital into the green domain (Matos et al., 2022). Building fit relationships with suppliers, customers, financiers, and shareholders who share an environmental ethos is a strategic advantage for organizations. Collaboration and information exchanges are essential for promoting sustainable knowledge and encouraging environmental awareness among stakeholders which in turn can reflect their financial and non-financial performance. Therefore, the subsequent hypothesis is postulated:

H<sub>2</sub>: GRC significantly and positively affects bank performance.

### Green Structural Capital and Bank Performance

Another essential component of GIC is GSC, which consists of the frameworks, information, designs, databases, composition, policies, and innovations that push businesses to adopt eco-friendly practices (Begum et al., 2023). In addition, Nawangsari (2022) defined GSC as the amalgamation of an organization's culture, policies, structure, technology, expertise, and general procedures. Organizational environmental cultures are closely linked to a company's emblems, sustainable principles, and values (Yusliza et al., 2020). As stated by Yong et al. (2020), there is a favourable correlation between GSC and green human resource management. It was also discovered that e-HRM, the second GSC dimension that incorporates information technology, supports green HRM (Amores-Salvadó et al., 2021). Organizations with strong GSC are better positioned to apply sustainable initiatives and react to environmental challenges productively. They leverage GSC to support and drive green strategies that put up to their competitive advantage (Sepahvand et al., 2021). To put it briefly, this study also employed GSC as a potential predictor of BP. As a result, the research makes the succeeding hypothesis:

H<sub>3</sub>: GSC significantly and positively affects bank

performance.

### Sustainable Banking and Bank Performance

Numerous pieces of research conducted outside of banks have examined the connections between GIC and business sustainability (Bombiak, 2023; Gharib et al., 2023; Sukirman & Dianawati, 2023). While the context differs across different industries and regions, the uniform finding is that GIC accords positively to sustainability (Shoaib et al., 2021). Organizations with a strong focus on GIC are well-fitted out to steer the trials of environmental responsibility and to leverage their knowledge and resources for sustainable practices. From knowledge exchange to social capital, GIC has been linked to improving business sustainability and increasing efficiency. This relationship expands over conventional business sectors and has been observed in diverse contexts, further highlighting the importance of GIC in driving favourable financial outcomes.

H<sub>4</sub>: SB significantly and positively affects BP.

### Green Intellectual Capital, Sustainable Banking, and Bank Performance

Banking is a link between the GIC of an organization with its operational excellence and overall performance. Sustainable Green Banking goes beyond just implementation with environmental regulations; it leads to dynamic commitment to sustainable practices and environmental stewardship. Sustainable banking acts as a catalyst, amplifying the impact of GIC and organizational performance, and vice versa, creating a positive loop that drives sustainability and success. In a Sri Lankan Study conducted by Zahra and Ayub (2022), they examined the relationship among GBP, EGP, and SPB in which EGP was hypothesized as a mediator among GBP and SPB. The results demonstrated that EGP had a considerable mediation effect on the link between SPB and GBP. Sustainable business practices fuelled by GIC can enhance financial performance through efficient resource utilization, generating revenue from innovative sustainable products and services, improving risk management, and reducing environmental liabilities. Hence, GIC fuels SB, which in turn enhances financial performance, creating a virtuous cycle that supports long-term success and environmental responsibility. Therefore, we propose:

H<sub>5a</sub> : Sustainable banking significantly mediates between GIC and bank performance.

H<sub>5b</sub> : Sustainable banking significantly mediates between GSC and bank performance.

H<sub>5c</sub> : Sustainable banking significantly mediates between GRC and bank performance

## Research Model

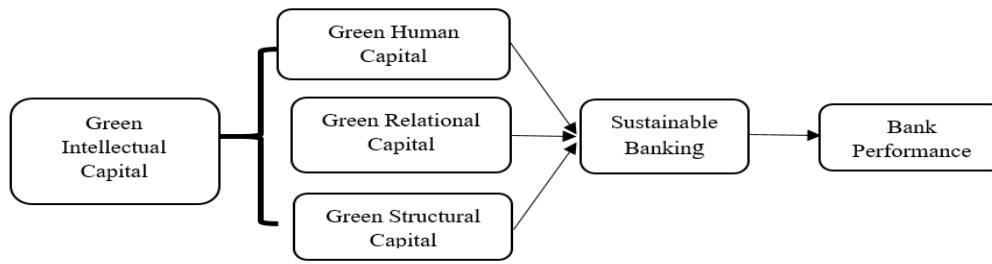


Fig. 1. Research Model

## METHODOLOGY

A quantitative approach and primary data have been used as a research method. Questionnaire were administered among study participants to collect their responses. This quantitative study used a Likert scale with seven aspects. A survey has been conducted in which questionnaires were distributed to banks of Sindh Pakistan to collect data and know the extent of GIC's contribution to the banks to its competitors and find the level at which the targeted population is better than the competitors in terms of GRC.

### Data Collection Techniques and Procedures

Table 1  
Constructs' Summary

Constructs	No: of Items	Source
GHC	05	Chen (2008)
GRC	05	Chen (2008)
GSC	08	Chen (2008)
SB	14	Chow & Chen (2012)
BP	03	Dess & Robinson (1984)

Following this study, the data of employees of the selected banks in Sindh, Pakistan form the basis for the sample study. Therefore, the data was gathered all at once as the study is cross-sectional. Selecting a suitable sample size is crucial for concluding the population (Hair et al., 2023). Therefore, G\*power software was used to determine the sample size of this study. The purposive sampling technique was incorporated to select the targeted respondents. For data collection, a total of 109 respondents/ employees were selected from various banks operating in Sindh, Pakistan. Construct-related information is summarized in Table 1.

### Common Method Bias

The Harman single factor (HSF) test, which was developed by Harman in 1976, was used in this investigation to conclude whether common method bias (CMB) affected the research findings. The likelihood of CMB is rather in elevation in the cross-sectional design since data are obtained from the similar respondents for all constructs. CMB is a systematic mistake that is mostly depending on the data-collecting technique (Podsakoff & Organ, 1986). Moreover, the validity of the empirical results is also negatively impacted by the CMB. According to Podsakoff and Organ (1986), CMB is specifically quantified as the proportion of variation recovered using a single component; a number greater than 0.5 (or 50%) denotes the occurrence of CMB.

### Respondents' Profile

Using an online survey based on Google Forms, the study obtained 109 complete responses. Table 2 reports the respondents' demographic breakdown. According to the data, Female respondents made up 33.7% of the total, while male respondents accounted for 66.3%. In addition, 48.5% respondents were in the age bracket of 31 and 40, and 30.2% were between the ages of 20 and 30. Additionally, the data show that 61.4% of respondents have a master's degree, while 27.5% have a bachelor's degree. Furthermore, the majority of workers (25.6%) had four to six years of work experience, while 23.8% had one to three years of experience. Out of 109 employees, only 11 (10.1%) had more than 15 years of employment experience.

**Table 2**  
Respondents' Profile

Variable	Category	Frequency	Percent
<b>Marital Status</b>	Married	75	75.8
	Single	24	24.2
	Net	99	100
<b>Gender</b>	Female	31	33.7
	Male	78	66.3
	Net	109	100
<b>Age</b>	Between 20-30	33	30.2
	Between 31-40	48	48.5
	Between 41-50	23	23.2
	Between 51-60	5	5.1
	Net	109	100
<b>Experience in years</b>	1-3	26	23.8
	4-5	28	25.6
	6-10	21	19.2
	11-15	23	23.2
	More than 15	11	10.1
	<b>Net</b>	<b>109</b>	<b>100</b>
<b>Position</b>	Managerial	62	62.5
	Accountant	5	5.1
	Cashier	5	5.1
	Clerk	5	5.1
	Auditor	5	4
	Others	22	18.2
	<b>Net</b>	<b>109</b>	<b>100</b>
<b>Education</b>	Bachelor	30	27.5
	Masters	67	61.4
	Others	12	11.1
	<b>Net</b>	<b>109</b>	<b>100</b>
<b>Department</b>	Finance	52	52.5
	Marketing	26	26.2
	HR	5	5.05
	SCM	10	10.01
	Others	9	9.01
	<b>Net</b>	<b>109</b>	<b>100</b>

## RESULTS & FINDINGS

The present study's PLS-SEM results were estimated and showcased using a two-step procedure. The two-stage procedure, which comprises the following steps, was also suggested by Hair et al. (2013) as mostly suitable for evaluating and showcasing the PLS-SEM path outcomes.

### Measurement Model Assessment

A review of the measurement model stands as the first step according to PLS-SEM guidelines. Research showed that the maximum suitable loading scores between individual items must be above 0.70 for an

acceptable internal consistency (Hair et al., 2023). The variable loadings within this model varied between 0.734 and 0.898. The model discarded items that received loadings of less than 0.60 from its analysis. The Cronbach alpha, together with composite reliability results, produced values superior to 0.70, which confirmed internal consistency according to Chin et al. (2003). According to Hair et al. (2013), the assessment of convergent validity needs to verify the average variance extracted (AVE). Every construct exceeded 0.5 in values, which supported concurrent validity according to analysis results found in Table 3.

**Table 3**  
Measurement Model Assessment

Construct	Loadings	Alpha	CR	AVE
GHC	0.774-0.882	0.862	0.90	0.646
GRC	0.734-0.871	0.926	0.936	0.517
GSC	0.777-0.837	0.919	0.934	0.637
SB	0.745-0.82	0.926	0.933	0.517
BP	0.869-0.898	0.86	0.914	0.680

Recent literature proposed HTMT to determine discriminant validity (Henseler et al., 2009). The results showcased satisfactory scores as all the report values

fell below the recommended 0.90 threshold. Hence, observed discriminant validity (Table 4).

**Table 4**  
Discriminant Validity

	BP	GHC	GRC	GSC	SB
BP					
GHC	0.556				
GRC	0.56	0.823			
GSC	0.396	0.793	0.896		
SB	0.456	0.679	0.709	0.794	

**Structural Model Assessment**

The assessment of PLS-SEM structural models takes place during the later evaluation phase so we focused on reporting path coefficient significance. 5000 bootstrap subsamples were used for this assessment based on Hair et al. (2013). The research prediction indicated GHC would generate a positive relationship with BP. The findings ( $\beta=0.127, t=2.74, p<0.05$ ) validates hypothesis H1. Research findings established that GRC shows a positive correlation with BP ( $\beta=0.188$ ) based on the statistical significance of  $t=2.032$  at the  $\alpha < 0.05$  level. The tested relationship between GSC and BP ( $\beta=0.169, t=2.358, p < 0.05$ ) verified H3. The research demonstrated a positive relationship between SB and BP meeting the proposed hypothesis ( $\beta=0.241, t=1.799, p < 0.05$ ).

The assessment of mediation takes place through examining indirect effects according to (Cheah et al., 2018). Statistical significance of the indirect effect establishes that mediation successfully occurs. The analysis establishes that mediation did not take place when the indirect effect remained insignificant. The hypothesis stated that SB serves as a linking factor between GHC and BP. The analysis used bootstrapping methodology for calculating indirect effects. Results

showed an insignificant link. Therefore, H5 was rejected. The research predicted SB to function as a mediator for the connection between GSC and BP through Hypothesis 6. The study adopted bootstrapping as its approach to calculate indirect effects. The results demonstrated a major role of service blueprinting in explaining the relationship between GSC and BP. According to Preacher and Hayes 2008 the presence of a zero value in the middle area of an indirect effect evaluation is contra-indicated. The mediation analysis demonstrates that this effect exists between low and high values of 0.012 and 0.290. Therefore, H6 was accepted. The research hypothesis stated that SB functions as the intermediary factor that links GRC with BP. The obtained results did not confirm the hypothesis. Therefore, H7 was rejected.

The proposed model reflects its explanatory force through the R-squared value referred to as “coefficient of determination” (Hair et al., 2013). The analysis of the present model showed that the model explains 58% of SB variance along with 33% variance for BP. The research team found the model values to be sufficiently high above the 0.1 threshold which marks minimum relevance in social science research according to Hair et al. (2023).

**Table 5**  
Results of Path Coefficient and Mediation Analysis

Hypothesis	Relationship	SD	T Statistics	P-values	Results
H1	GGHC->BP	0.127	2.74	0.006	Accepted
H2	GSC->BP	0.188	2.032	0.042	Accepted
H3	GRC->BP	0.169	2.358	0.018	Accepted
H4	SB->BP	0.241	1.799	0.101	Accepted
H5:a	GGHC->SB	0.102	1.494	0.135	Rejected
H5:b	GSC->SB	0.12	4.931	0.000	Accepted
H5:c	GRC->SB	0.114	0.543	0.587	Rejected

## Discussion

Studies show that pro-environmental behaviours create substantial positive work results (Akhtar et al., 2023). Research data from 109 Pakistani banking sector employees allowed for an analysis of GIC, SB, and BP relationships. Drawing upon the RBV (Resource-based View) theory, this study concludes that fostering GIC can reap positive outcomes. Results also showed the mediating role of sustainable banking in the association, thus concluding that GIC can enhance a bank's performance in the presence of sustainable banking.

The results are consistent with the extant literature that reported that the financial performance is positively impacted by GIC. This implies that improved financial performance will result from the wise use of GIC. The results of this investigation are consistent with the studies conducted by Dwianika and Gunawan (2020) and Renaldo and Augustine (2022). There is evidence that shows how a company's bottom line can benefit from investing in GHC, GSC, and GRC. These dimensions measure things like employee productivity and contributions, environmental innovation, and collaborative partnerships. Furthermore, the effect size shows that GSC has the greatest influence on monetary success.

## CONCLUSION

According to the study, bank performance is positively impacted by sustainable banking. This implies that financial success will be enhanced by strong environmental performance. Effective waste management coupled with a decrease in environmental effect will lower expenses for the business, allowing profits to rise. This also shows how well the business uses its resources and disposes of its waste materials. The study's findings are consistent with resource-based theory as a company's financial performance may be enhanced by employing effective environmental performance. The firm can sustain its sustainability as

long as the current resources are used. Moreover, the SB showed a significant mediating effect on GSC and BP relationship. According to the findings, banks in Pakistan had included an environmental culture into their management framework. This can be the result of banks adhering to environmental management organizations' regulations to guarantee that they are socially accountable for promoting a sustainable environment through green HRM.

## Theoretical Implications

Concerning its theoretical impact, the present study offers some valuable additions to the existing body of literature. First, there is a surge in the need to incorporate green practices to handle environmental degradation. Therefore, this study aims to expand the current body of work on green organizational practices by investigating the interplay between Green Intellectual Capital (GIC), Sustainable Banking (SB), and Bank performance (BP). Second, extant literature suggests that research on GIC in the banking sector is scarce and has to be expanded. Therefore, the current study highlights how GIC could be substantially significant towards the desirable outcomes in the banking sector. Some studies investigated the relationship in different industries like manufacturing companies. Third, this paper enhances the existing literature by exploring the mediating effect of SB in the relationship between GIC and BP. Lastly, it is evident from earlier research that most of GIC-related studies have focused on developed countries. In developing countries such as Pakistan, very few empirical studies have been carried out. It is arguable whether earlier conclusions could be expanded, particularly in Pakistan, where there is a restricted flow of capital, a less developed market, a greater emphasis on labour-intensive production, and a complete lack of resources in the areas of education and the workforce.

## Practical Implications

The study's results provide managers and executives

with valuable insights on how to promote GIC practices and use them to outperform competitors in terms of sustainability and performance. First, the study makes the case that investing in GIC is advantageous and essential to a company's attainment to financial outcomes, since this has become more demanding and is pressuring businesses to go green in all their processes, goods, and services. GIC has the paramount effect on financial performance therefore, organizations must pay attention to and evaluate each dimension of these factors to maintain sustainability and financial performance.

Second, despite the results of this study found an insignificant mediating effect of SB on GIC and BP, this finding does not imply that organizations need to neglect GIC. The most significant resource that supports sustainability is human capital. Businesses should consider GIC as an edge over competitors and invest in them if they want to use human capacity in their environmental management initiatives. GIC is a crucial component in accomplishing sustainable development. A shift in motivation and thought patterns can lead to improved performance. As a result, organizations need to educate their workforce on sustainability issues to enhance their human resource.

Third, the present data validates the importance of GIC for BP via SB. To safeguard their GIC, managers of banks must make the necessary investments in the development of reliable information systems. The necessity of the GIC function is further highlighted by the need to appropriately retain the environmental information that they have acquired from their stakeholders, including their workers. Employee-held green knowledge will not be considered organizational property unless it is codified and preserved for further use. Managers must thus keep all their knowledge in appropriate information systems. Furthermore, technology plays a major role in modern business. In addition to displacing the conventional way of working, technology has made it possible to provide new services that were not before feasible. To promote sustainability, managers should also think about making investments in environmental systems and processes.

Fourth, this study found an insignificant mediating relationship of SB between GIC and BP. However, according to previous investigations, achieving environmental goals might be facilitated by close collaboration with other organizations. Previous academics have also noted that close networking is necessary for an organization to prosper. Working together is advantageous because it inspires partners

to seize chances that they could not have taken on separately. Rich network connections are thought to be necessary to improve and expedite sustainability. The company might implement environmental efforts through information exchange to boost labour efficiency, lower wasteful manufacturing costs, and raise profit margins.

### Limitations & Future Research

Despite potential strengths, this study possesses certain limitations too. First, it looks into how employees respond to GIC only on an individual basis. Therefore, to have a deeper insight, future research would look into the firm and team level. Second, the results of this study presented that SB does not act as a mediator between GIC, GRC, and BP. This suggests that GIC may influence bank performance through other mechanisms that need to be further explored. Third, because this study was conducted in a developing nation, future research might compare GIC practices between developed and developing nations to better understand cultural variations.

### Competing Interest

The authors had no competing interests.

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