



The Role of Green HRM in Enhancing Work-Life Balance and Reducing Burnout in the Banking Sector

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Abstract: With the increasing awareness of the impacts of workplace stress and environmental sustainability, the study aims to examine the role of Green Human Resource Management (GHRM) in improving work-life balance and employee burnout among the public sector banks that have high job demands, regulatory pressures and long working hours as some of the contributors to the problem. The study was conducted as a systematic review of peer-reviewed publications published between 2015 and 2025 on the topic of GHRM, work-life balance, and employee burnout in the scope of public sector banks - omitting publications older than 2015, non-open access articles, and those that considered only strategic HRM but not green aspects - to create a narrow corpus of studies. These were reviewed using frequency analysis to represent associations between practices of GHRM and outcomes, which were supplemented by thematic content analysis based on hybrid deductive-inductive coding based on Job Demands-Resources theory, which identified flexible working arrangements, digital documentation and paperless transactions, appropriate workplace design with natural lighting systems and energy efficient systems, green training and development, green recruitment, and employee participation in environmental programs as frequently related to burnout reduction through stress mitigation, autonomy and well-being, as well as enhancement of work-life balance dimension such as work interference and enhancement of personal life. Thematic mechanisms also emerged, such as flexibility and autonomy via telecommuting that creates balance and stress elimination, digital efficacy that eliminates administrative overhead, sustainable designs that create cognitive clarity and remove fatigue, green training that leads to resilience, self-efficacy and green work-life interface, and employee participation that promotes psychological ownership, purpose and counters cynicism. Placing the GHRM practices in a strategic job resources role in the JD-R theory - with the support of the Resource-Based View, Ability-Motivation-Opportunity, and Social Exchange theories - the present study fills a substantial research gap on how green HR balances environmental sustainability and psychological outcomes in the public banking contexts, while allowing policymakers to gain theoretical and empirical evidence on the matter, finding a way to bridge the gaps in the unexplored literature on green rewards.

Keywords: Human Resource Management, Environmental

Sustainability, Employee Burnout, Digital Documentation, Green Leadership

Nomenclature:

GHRM: Green Human Resource Management
HR: Human Resources
HRM: Human Resource Management
JD-R: Job Demands-Resources
RBV: Resource-Based View
AMO: Ability-Motivation-Opportunity
SET: Social Exchange Theory
SHRM: Strategic Human Resource Management
CSR: Corporate Social Responsibility
GRS: Green Recruitment & Selection
GTD: Green Training & Development
GRC: Green Reward & Compensation
GIP: Green Employee Involvement/Participation
GC: Green Culture/Climate
FWA: Flexible Work Arrangements
WLB: Work-Life Balance
WIPL: Work Interference with Personal Life
PLIW: Personal Life Interference with Work
WEPL: Work Enhancement of Personal Life
PLEW: Personal Life Enhancement of Work
EB: Employee Burnout
SDT: Self-Determination Theory
PSB: Public Sector Banks
EGB: Employee Green Behaviour
GWLB: Green Work-Life Balance

I. INTRODUCTION

Environmental sustainability has been linked to human resource management, and this convergence has received increasing academic and managerial attention over the past few years, especially given growing concerns about workplace pressures, organisational sustainability, and environmental accountability. GHRM can be described as a strategic alignment of ecological sustainability practices incorporated into the core functions of human resource management, targeted not only at creating environmental stewardship but also at improving employee welfare. The shift in the role of GHRM in the current organisational setting has moved from being a compliance metric to a holistic paradigm that inculcates a sense of “green” across recruitment, training, performance management, employee engagement, and organisational culture [1]. This kind of an approach is especially applicable in the banking industry, where workplace pressure is urgent and chronic, and where EB and poor quality of WLB are significant issues that not only deteriorate individual employee performance but also render the organisations unsustainable.

The PSB, especially in developing economies, is characterised by rigorous

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bureaucratic systems, excessive regulatory demands, and long-term pressure on service efficiency. These institutional pressures lead to high workloads and long working hours, as well as a lack of flexibility, thereby causing psychological stress among employees and contributing to the EB. The COVID-19 pandemic introduced additional stressors, prompting a reconsideration of more traditional HR practices and accelerating the demand for sustainable and adaptive workplaces [2]. As a reaction to this, organizations have increasingly resorted to digitalization of their administrative processes, remote and hybrid work arrangements, and eco-friendly workplace designs as means not only of ensuring operational efficiency of such organizations, but also of facilitating more balanced and health-conscious organizational functioning of employees, thereby enhancing job satisfaction, mental health, and work-life integration among employees.

Despite the proven applicability of GHRM in theoretical and practical research across different industries, the possibility of simultaneously pursuing environmental and psychosocial work results has not been thoroughly studied in the banking sector. Generally, both ecological and human resource issues have been treated as distinct areas of organisational management. Nevertheless, there has been an increasing body of literature on the interdependence between an organisation's environmental practices and employees' perceptions of well-being, managerial support, and meaningful engagement [3]. The psychological benefits of a green organisational climate include employees who perceive their organisation as environmentally responsible reporting greater organisational commitment, intrinsic motivation, and lower stress levels, among other things. In this sense, GHRM practices not only help achieve external ecological objectives but also serve as internal processes for improving employee experiences and alleviating burnout.

The applicability of GHRM in the banking industry is especially pronounced because it relies heavily on clerical and cognitive labour. The traditional office-based model of work, its hierarchical management, and time-limited schedule frequently leave little room for individual freedom or even rest, which is highly important for psychological health. On the contrary, flexible working hours, telecommuting, and digital documentation, as GHRM-oriented practices, provide opportunities for decentralisation, self-management, and efficiency in task performance. These correspond to sustainability objectives, as they minimise paper and energy use and help employees balance their personal and professional commitments [4]. Also, programs such as green training and green leadership development instil a sense of meaning and direction in employees and, at the same time, increase their competence in effectively participating and contributing to the organisation's sustainability efforts, which has been associated with reduced emotional exhaustion and high morale [5].

Regardless of these trends, the use of GHRM in the PSB's functioning remains at an initial level, with little empirical

research on the effects of GHRM on final employee performance in terms of EB and WLB. Most existing studies on GHRM have focused on manufacturing, healthcare, and multinational corporate environments, where performance measures are readily available. On the contrary, banking has a service-based nature that poses both special challenges and opportunities for the operationalisation of GHRM. Bureaucratic sluggishness, limited resources, and a culture of policy compliance that defines the PSB tend to curtail innovation and responsiveness to employees' needs. Nevertheless, these very traits underscore the need for strategic interventions to make organisations more adaptable and to help them maintain their workforce's well-being.

This paper is based on the need to conduct a specific investigation into the role of GHRM in reducing employee burnout and improving work-life balance in the public banking sector. The study aims to conduct a systematic review of the effectiveness of GHRM practices in the banking sector by analysing peer-reviewed articles published over the past 10 years (2015-2025). This is quite appropriate considering the multidimensionality and complexity of GHRM, which involves a vast number of practices - from recruitment strategies, which focus on environmental values as part of performance management systems that aim at stimulating and rewarding sustainable behaviour. Content analysis enables the identification of patterns, thematic similarities, and contextual differences in the conceptualisation and implementation of GHRM across various banking institutions, further developing the theoretical framework and providing practical input for implementation.

Although the existing research on GHRM has broadly analysed its impact in manufacturing industries and multinational companies, with a primary emphasis on quantifiable environmental performance, the current research can help move toward the micro-level human experiences that lie at the heart of sustainable HR practices. The novelty of the present study lies in positioning GHRM as a multidimensional concept that promotes ecological agendas and alleviates psychosocial issues in the PSB. This concept is not frequently discussed conceptually or empirically. Moreover, by focusing on the PSB, which is traditionally associated with rigidity and a lack of adaptability to change, the study provides unprecedented insights into how HR practices focused on sustainability can drive organisational change even under limited institutional conditions. The methodological instrument adopted in this study, namely content analysis, also contributes to its uniqueness, as it provides a systematic, evidence-based summary of recent academic work, enabling a rigorous analysis of the theoretical and practical implications of GHRM for banking.

Thus, the research problem of the current study is well-defined and under-explored: "how GHRM practices function as integrative mechanisms for achieving both environmental sustainability and employee

psychological well-being – specifically by reducing burnout and improving work-life balance – within the bureaucratic, service-intensive framework of public sector banks.” This double-contextual issue prefigures a critical research gap in the existing HRM literature, namely the lack of theorisation and empirical testing of the psychosocial meaning of green practices in highly regulated and stressful institutional environments. Against this, the following research objectives need to be explored in the paper:

- A. To explore the contribution of GHRM towards establishing WLB.
- B. To determine the influence of GHRM on the EB.
- C. To derive the thematic underlying themes in the background of GHRM, WLB, and EB in PSB.

II. THEORETICAL FRAMEWORKS

Studies on GHRM tend to draw on diverse theoretical frameworks to explain the impact of eco-friendly HR practices on organisational and employee performance. The present research suggests applying the JD-R Theory [6] as a general framework to bring these views together and use it as the basis for explaining the dual impact of GHRM on environmental sustainability and employee welfare.

The JD-R theory assumes that each occupation has certain risk factors of job stress that are broadly classified into “job demands” (physical, psychological, social, or organizational factors that demand persistent effort) and “job resources” (physical, psychological, social, or organizational factors which facilitate the accomplishment of work objectives and alleviate job demands). Burnout is perceived as a negative consequence arising from high job demands that are poorly matched to available resources. On the contrary, high job resources enhance health and employee participation, including work-life balance.

Within the GHRM framework at PSB, green HR practices, including environmentally friendly office design, green training, flexible working, and employee involvement, can be characterised as job resources. These resources alleviate traditional job demands (such as regulatory pressure, workload, and long hours) and increase intrinsic motivation and psychological resilience, thereby reducing EB and promoting WLB. The approach combines the psychological contribution of green practices with organisational sustainability objectives.

Some of the complementary theories related to GHRM practices and their role in WLB and EB in the public sector banks are discussed as follows:

- A. RBV Theory:** This theory holds that organizations can attain sustainable competitive advantage through effective using of internal resources that are valuable, rare, inimitable and non-substitutable. The mediation factors in the GHRM context are green innovation and green culture, which act as strategic capabilities. Such internal resources are consistent with the RBV, as they enhance green competencies and behaviours that provide an ecological advantage. GHRM, therefore, is a

strategic instrument of converting environmental issues into competitive sustainability results [7].

- B. AMO Theory:** It describes how the pro-environmental behaviour of employees can be reached when they have the required skills (ability), are motivated by particular factors (motivation) and have organizational support (opportunity). GHRM improves environmental competencies, aligns motivation with green values, and fosters a supportive environment [8]. This theory provides a theoretical foundation for understanding how GHRM influences sustainability-focused employee behaviour.
- C. SET:** It is based on the normative “principle of reciprocity,” in which employees are favorably reacting to equitable and supportive organizational culture. When GHRM demonstrates commitment to employees’ well-being and environmental protection, employees reciprocate by engaging, participating, and adopting eco-friendly behaviours [9]. SET, therefore, describes the relational dynamics that support the effectiveness of GHRM in promoting green organisational citizenship.

With this combined theoretical focus, the research develops its empirical objectives to investigate how specific GHRM practices can serve as resources in the bureaucratic banking industry to foster ecological and human sustainability, thereby contributing to the existing literature.

III. METHODOLOGY

A. Data Source

Data collection has been conducted through the academic literature available in Google Scholar and the Scopus database, published between 2015 and 2025, to conduct a systematic review.

- i. Inclusion Criteria:* Academic literature covering GHRM, work-life balance and employee burnout in a workplace, specifically in the PSB, has been utilised. The literature comprises peer-reviewed journal articles, conference papers, and dissertations related to the chosen field. Furthermore, it was ensured that the selected publications were in English.
- ii. Exclusion Criteria:* The articles that were published earlier than 2015 or did not have open access were excluded. It was also observed that various articles failed to address the concept of GHRM but focused on SHRM activities, EB, and WLB. Such articles were also not accepted in the screening process.

B. Screening Process

Firstly, research articles and academic papers were scraped and then filtered on keywords such as “green initiatives,” “green practices,” “employee burnout,” “work-life balance,” and “public sector banks” to generate original codes. To cross-check that each article aligns strictly with the title, various parts of the articles, such as the abstract, phrases, paragraphs, and sections, were highlighted.

C. Core Concepts and Dimensions

i. GHRM Practices

GHRM encompasses a set of strategic human resource practices that aim to incorporate environmental goals into essential organisational operations. Organizations use it as an important aspect of their CSR initiatives, which are aimed to achieve the sustainability, conserve environment, and encourage the compliance of the workplace activities with the broader ecological objectives, thereby helping protect the natural resources and preserving environmental balance [10].

The main principles of GHRM are:

- **GRS** is the attraction and selection of candidates based on their environmental awareness and professional qualifications, with the support of green factors and evaluation of eco-consciousness in the course of recruitment.
- **GTD** is an approach to improving environmental awareness, skills and knowledge of employees using specific programs to address sustainability challenges.
- **GPM** involves comparing the performance of employees with set environmental standards through the introduction of green targets and behaviours in appraisal systems.
- **GRC** uses incentives, bonuses, and recognition to motivate and reward the contributions of employees to environmental sustainability and new green innovative practices.
- **GIP** describes the process of engaging the employees in the process of environmental decision-making and setting goals by using the suggestions mechanism and creating eco-oriented teams.
- **GC** refers to a workplace atmosphere that supports the sustainability ideals and the development of pro-environmental attitudes and behaviours in the employees.
- **FWA** include practices like telecommuting and work-flexible scheduling, which reduce carbon emissions and simultaneously support employee well-being to enable better work-life balance.

ii. Dimensions of WLB

WLB may be described as the ratio of the time an employee spends at work in the organisation to the time spent in social life with family and friends, and in leisure or recreational activities. It is a multi-dimensional concept that encompasses WIPL, PLIW, WEPL, and PLEW.

iii. Dimensions of EB

EB dimensions are primarily three: "emotional exhaustion," "depersonalization/cynicism," and "reduced personal accomplishment."

D. Data Analysis

The gathered data were analysed both quantitatively and qualitatively using frequency analysis and thematic analysis, respectively.

i. Frequency Analysis

The frequency analysis was conducted to assess the prevalence of certain GHRM practices with respect to EB and WLB. It also recorded instances in which the topic of WLB was clearly put in context, with references to EB. The corresponding codes and related unifying concepts were provided in the frequency table, within quotes, to maintain consistency and clarify their interpretation.

ii. Thematic Content Analysis Methodology

Thematic content analysis is the primary qualitative research method used in the study to systematically examine the selected scholarly literature on GHRM, WLB, and EB within PSB. It has been selected as an analysis technique because it reveals subtle information and identifies common patterns and constructs that explain the multicultural contributions of GHRM practices to employee well-being and organisational sustainability. This analysis used a hybrid coding method that combined deductive and inductive processes. First, a deductive model was developed, with the primary theoretical constructs identified from JD-R theory and the associated literature on sustainability and organisational behaviour. Secondly, an inductive open coding process was applied to the existing literature, enabling the emergence of primary themes beyond theoretical expectations. This repetitive approach helped achieve depth and breadth, yielding both expected and new insights.

Two independent coders were used to carry out the initial stages of coding to improve rigour and minimize bias of subjective interpretation. The discrepancies were eliminated through frequent consensus discussions to ensure intercoder reliability. The final themes and sub-themes were redefined through repeated cross-validation against the source texts.

All the identified themes were directly connected to either one or more research objectives. As an example, the themes regarding flexible work practices and digital innovations addressed the implications of GHRM for WLB. In contrast, the themes covering stress reduction mechanisms and organisational support addressed burnout reduction. The thematic exploration thus helped identify the contextual, cultural, and institutional factors shaping the outcomes of GHRM implementation.

Following these conventions, the research study provides a strong analytical framework in which data synthesis is not only descriptive but also systematically oriented toward the research questions, thereby increasing theoretical input and practical significance.

IV. RESULTS AND FINDINGS

Frequency and thematic analyses have been applied to the interrelationships among GHRM, EB, and WLB, based on coding and categorisation.



A. Frequency Analysis

The number of times each code appeared in relation to EB and WLB is presented in the following tables.

Table I: Frequencies of GHRM Practices in Relation to EB

HRM Practice Category	Codes for Practice Mentioned	Type of Association	Frequency Count (n=45)
Green HRM (General)	"Mitigate work-related stress and diminish burnout"	Direct Link	2
Green Recruitment	Green recruitment ("alleviates workplace stress/burnout")	Direct Link	3
Green Training	Green training ("alleviates workplace stress/burnout")	Direct Link	1
Green Performance Management	Sustainable performance management ("alleviates workplace stress/burnout")	Direct Link	1
Engaging Work Design	"Jobs designed for autonomy/challenge" (low burnout)	Direct Link	2
Flexible Work Arrangements	Flexible work arrangements (indirect burnout reduction)	Indirect Link via Well-being/Stress Reduction	2
Job Security	Employment security (reduces stress)	Direct Link	1

Table 1 demonstrates a frequency analysis of GHRM practices in the context of EB, based on 45 retrieved papers on how specific HRM interventions relate to the mitigation of stress and burnout. The highest frequency is observed for "Green Recruitment" (n = 3), suggesting that integrating environmental awareness into hiring practices is associated with reduced stress and lower burnout rates. There are two direct associations between "Green HRM (General)" and "Engaging Work Design" (each occurring twice), indicating that environmentally focused HR strategies and autonomy-based job design are recognised as effective strategies for reducing work-related stress. Other practices - "Green Training," "Green Performance Management," and "Job Security" - have one mention each, meaning that a small but relevant amount of empirical interest exists in the discourse of burnout.

Further, the "Flexible Work Arrangements" appear twice in the indirect relationship with higher well-being and lower stress, which underscores the significance of adjusting schedules to create a psychologically sustainable work environment. Although direct associations are dominant, the inclusion of indirect pathways underscores the importance of mediating variables such as autonomy and emotional well-being. The fact that several practices have relatively low frequencies implies that, despite growing perceptions of GHRM as a means of reducing burnout, it still requires more empirical research to better understand its mechanisms and effectiveness across various organisational settings.

Table II: WLB Frequency of GHRM Practices

HRM Practice Category	Codes for the Mentioned Practice	Type of Association	Frequency Count (n=45)
Green HRM (General)	Green HRM (general impact)	Direct Link	8
Green HRM (General)	"Balanced and inspired work culture"	Indirect Link	4
Green HRM (General)	"Fostering better work-life balance via EGB"	Indirect Link via Employee Green Behaviour	3
Green Work-Life Balance	"Green Work to Life Interface"	Conceptual Link - GWLB	2
Green Recruitment	Green recruitment (as part of GWLB)	Direct Link	3
Green Rewards & Compensation	Green rewards and compensation (as part of GWLB)	Direct Link	1
Green Training & Development	Green training and development (as part of GWLB)	Direct Link	2
Flexible Work Arrangements	"Flexible work schedule/arrangements"	Direct Link	2
Telecommuting Options	Telecommuting options	Direct Link	2
Managing Work-Family Conflict	Managing work-family conflict	Direct Link	1

As revealed by the frequency analysis of 45 papers provided in Table 2, the relationships between different GHRM practices and WLB are extensive. The frequency of general references to GHRM is the highest, with eight direct connections, indicating a strong empirical relationship between overall green HR initiatives and positive WLB outcomes. Indirect association - like the "fostering a balanced work culture" (n = 4) and "fostering better work-life balance by means of EGB" (n = 3) further indicates that the green practices have a structural, behavioural, and cultural impact on employee well-being. The presence of conceptual links, such as the "Green Work to Life Interface" (n = 2), indicates that research continues to develop theory across the literature.

Categories specific to practice, including "Green Recruitment" (n = 3), "Green Training and Development" (n = 2), and "Green Rewards and Compensation" (n = 1), are emerging but show uneven empirical interest. On a similar note, work arrangement-related practices, such as "Flexible Work Arrangements" and "Telecommuting options," are both found twice as directly connected to WLB, due to their dual advantages of minimising environmental impact and maximising work-life integration. The comparatively lower prevalence of some practices suggests untapped areas in the existing literature, emphasising the significance of further empirical studies on how targeted GHRM practices may affect employees' well-being through sustainable and flexible workplace design.

B. Thematic Analysis

Using the results of the frequency analysis, some themes emerged regarding how the specific GHRM practices affect EB and WLB, as shown in Table 3.

Table III: GHRM Practices in Particular and their Effect on EB and WLB

GHRM Practice	Description	Impact on WLB	Impact on EB
Flexible Work Environment (Telecommuting)	Remote work, flexible work hours and compressed workweeks	Ability to manage professional and personal responsibilities, reduced work time, and reduced stress of commute	Reduced work stress and increased overall well-being
Paperless transactions /Digital Banking	Online banking services, e-statements, and electronic filing of documents	Reduced visiting the bank, reduced paperwork, and administrative tasks made easy and well-documented.	NA
Sustainable Workplace Design	Natural ambient light, noise control, workplace design, and energy-efficient workplace system.	Contributes to a favourable and healthier work environment.	Reduced stress in the workplace, improved cognitive clarity, and reduced physical fatigue.
Green Training	Awareness programs for environmental knowledge and the development of green skills in employees.	Facilitates employee empowerment to extend their green values into their personal lives ("green work to life interface").	Fosters mental resilience to stress, reduces feelings of helplessness, and boosts self-efficacy in the workplace.
Employee Involvement in Environmental Initiatives	Allows space for employee green engagement and provides mental space for green innovation and decision-making.	A "sense of autonomy", "responsibility", and "sense of purpose and meaning" beyond workplace objectives were developed.	Active participation led to green creativity and countered cynicism and de-personalisation in the workplace. Promoted higher job satisfaction.

Theme 1: Flexibility and Autonomy as the Drivers of Work-Life Balance and Reduction of Stress

Telecommuting, condensed working hours, and distance working are all forms of FWA that have become increasingly popular within the framework of GHRM as a helpful tool to encourage not only environmental sustainability but also employee well-being [11]. Applying it to the PSB with a rigid schedule and a classical hierarchy, the incorporation of the flexible work practices makes the paradigm shift towards the more humanistic and sustainable organizational culture. These practices give employees freedom in time, space, and the performance of their duties, allowing them to improve their WLB.

The literature supports the importance of FWA in enhancing WLB and decreasing occupational stress. Flexible time and place of work enhance job satisfaction and mental well-being, and promote greater organisational commitment. Employees who work flexible schedules experience lower levels of emotional exhaustion and are more psychologically resilient. Much of this can be attributed to their control over work-related duties. As stated in [12], flexible work policies enable employees to participate in active boundary management, thereby minimising work-life conflict and enhancing role integration.

Additionally, the correlation between flexibility and lower burnout may be explained by JD-R theory, in which autonomy and the ability to control time are job resources that may mitigate or counteract the pernicious impact of high job demands [13]—discovered that the autonomy about time is positively related to decreased emotional fatigue and cognitive load, especially in the high-stress sectors such as finance. Such arrangements are a great advantage to public sector employees, who are often forced to endure a certain degree of bureaucracy and monotony in their work, as they can balance their professional and personal lives and engagements.

Flexibility, in the context of the GHRM, is not solely an environmentally friendly practice – minimising emissions from commuting and reducing energy use in the workplace – but also a psychosocial intervention that supports sustainable employment. When implemented strategically, flexible work environments improve personal well-being, the sustainability of an organisation, and overall performance. Thus,

telecommuting and other forms of FWA must be considered the most essential elements of GHRM, offering dual benefits: achieving ecological objectives and substantially reducing EB while enhancing WLB.

Theme 2: Digitally Enabled Efficiency for Administrative Relief

The adoption of digital banking and paperless services by PSB is a significant innovation in GHRM that can improve administrative efficiency and, indirectly, employees' well-being. Electronic filing, online document processing, e-statements, and automated banking services are among the practices that help in eliminating paper-based transactions [14]. It is an environmentally friendly digitisation with a sustainability goal that reduces employees' cognitive and administrative load, simplifying routine operations and reducing manual intervention.

The digitalisation of operations at financial institutions contributes to shorter processing times, fewer documentation errors, and greater transparency in tasks. Such operational gains improve the working environment, thereby limiting the probability of administrative overload and job-related exhaustion. Digital tools can be viewed as valuable job resources within the JD-R model, helping reduce time pressure and increase procedural clarity [15]. Such efficiency is crucial in a rigidly structured setting, such as PSB, because it helps avoid burnout symptoms resulting from repetitive and bureaucratic workload.

Further, the internal processes of leave management, performance monitoring, and payroll enquiry are simplified with the introduction of e-HRM systems, thereby increasing employee satisfaction [16]. Argue that the transparency and accessibility provided by e-HRM portals reduce uncertainty and increase a sense of control over job duties, thereby reducing emotional stress. Digitisation may not have an overt, direct link to EB, but by lowering administrative friction, minimising redundancy, and giving employees more meaningful work, it supports psychological well-being.

Therefore, digital innovations have a dual purpose in the GHRM framework – fostering ecological responsibility by reducing paper consumption and improving the employee experience by eliminating stress-causing processes. Although

empirical research examining a direct relationship between digitisation and burnout remains insufficient, the collective evidence indicates that digital administrative relief is a key determinant of WLB and the creation of mentally sustainable workplaces in the PSB.

Theme 3: Sustainable Work Environments and Physical Well-being

The design and physical setting of the workplace greatly affect employees' well-being, especially in PSB, where employees tend to work long hours in confined spaces. A healthier and more supportive work environment is made possible by sustainable workplace design, which includes natural lighting, ambient temperature, acoustic insulation, ergonomic furniture, and energy-efficient systems. Such physical characteristics have gained growing importance in the GHRM literature for their role in reducing physical fatigue, improving concentration, and reducing workplace stress.

Empirical research suggests that natural light and a peaceful work environment improve mental clarity and reduce cortisol levels, thereby lowering stress levels among office employees overall. Similarly, [17] found that sustainable design elements can reduce employee absenteeism, mental exhaustion, and workplace dissatisfaction. Such results justify considering sustainable infrastructure as part of GHRM, an essential factor in employee welfare, especially in organisations such as the PSB, where their conventional infrastructure could be ergonomically and environmentally unfriendly.

The psychological advantages of a well-designed physical environment align with the ideals of environmental psychology and the WELL Building Standard [18], which state that the built environment can either support or impair cognitive performance and emotional balance. Banks can create a sense of relaxation and participation through biophilic design, helping to mitigate stress disorders and make the work-life experience more fulfilling.

The sustainable workplace design is a tactical well-being process within the overall GHRM framework. It enhances employee productivity, reduces the risk of burnout, and signals the organisation's interest in not only environmental-related matters but also people-based development. Eco-friendly design is one of the high-impact, multi-dimensional strategies that PSB can use to modernise its activities and enhance employee interactions, thereby connecting ecological principles with the multi-dimensional needs of employees, including psychosocial needs.

Theme 4: Green Training as a Tool for Empowerment and Emotional Resilience

Green training comprises awareness programs, skill development, and environmental education, making it an inseparable aspect of GHRM, as it equips employees with the skills and resources to participate in ecological activities effectively and efficiently [19]. Beyond the transfer of technical skills, green training also helps build emotional resilience, strengthen psychological empowerment, and align employees' personal values with the organisation's environmental objectives. Internalising sustainability values significantly reduces workplace stress and burnout and fosters a sense of purpose and balance.

The results of [20] indicate that green training interventions positively influence employees' self-efficacy and intrinsic motivation. With green training, employees feel they have an individual duty to support environmentally oriented programs, thereby enhancing their resilience to workplace pressures. This can be aligned with the JD-R theory, in which job and personal resources – knowledge, confidence, and environmental awareness – act as buffers against high job demands and emotional exhaustion [21].

Besides, green training strengthens the “green work-to-life interface,” in which employees can transfer their environmental behaviours and attitudes from the workplace to their personal lives [22]. This form of integration encourages role coherence and improves work-life balance. According to psychological empowerment theory, individuals are more likely to experience less stress, feel healthier, and adhere long-term when they perceive their job as purposeful and aligned with society's overall objectives [23].

Intellectual and emotional revitalisation is achieved through green training in the PSB, where work patterns are repetitive and bureaucratic. It transforms the passive job roles into an enjoyable, worthwhile experience, thereby enhancing environmental sustainability and psychological value [24]. Therefore, green training can be considered a capacity-building practice and a strategic GHRM intervention that promotes personal resilience, resistance to burnout, and holistic development among employees.

Theme 5: Psychological Ownership and Engagement through Green Participation

Employee involvement in green practices is a strong GHRM practice that fosters greater employee identification, stronger internal direction, and perceived organisational freedom. The processes that make staff feel they are significant actors in promoting the sustainability agenda of the organisation under consideration include policy development, eco-innovation, and green decision-making when staff are actively involved. This psychological ownership enhances intrinsic motivation and emotional involvement, which are critical to minimising burnout and improving work-life balance.

As stated in [25], the engagement of the employees in the sustainability programs improves the job satisfaction and reduces the degree of depersonalization and cynicism - the principal symptoms of EB. The reason is that green participation allows employees to step away from the routine of their jobs and engage in creative, value-adding activities. Engagement in such programs also creates a support system in society, fosters teamwork, and enhances relationships between employees and the organisation. These results align with SDT, which holds that the satisfaction of key psychological needs, such as autonomy, competence, and relatedness, is relevant to individuals' well-being and to the mitigation of stress [26].

Environmental engagement is another form of self-expression and creative input among the workers at the PSB, which is highly hierarchical and standardised in its job structure. Employees involved in green practices such as waste-reduction campaigns, environmental audits, or green

committees report a greater sense of personal and organisational purpose, leading to higher emotional well-being. It is this engagement that researchers mean by a sense of “green meaningfulness” - a feeling that their work contributes more than work has done in other respects, thereby easing the psychological burden of daily routine and enhancing work-life integration [27].

Thus, employee involvement in green activities is a high-impact GHRM strategy that improves organisational commitment, reduces burnout, and fosters a culture of shared responsibility and sustainability. It not only offers the advantage of being environmentally-friendly but also aids the mental tranquillity of employees who are forced to work in stressful environments.

V. DISCUSSION

This paper reveals the significance of GHRM in reducing EB and facilitating WLB in the PSB operating environment. These institutions, in most instances with rigid bureaucracies and a high adherence to regulations and legal administrative models, are under pressure to transform to fulfil the requirements of environmental sustainability and human capital challenges [28]. The integration of GHRM in the frameworks of this type is a repositioning strategic move - the transformation of the classical transactional HR systems to the synergy of ecological HR and the employees' well-being.

The frequency analysis showed that flexible work arrangements and green training were the key themes in the existing literature on GHRM, and they are becoming increasingly crucial in WLB and burnout reduction strategies. These findings were complemented by a thematic analysis that examined the mechanisms and contextual factors underlying these relationships. The fact that GHRM is increasingly being linked to the WLB and the minimisation of EB makes it clear that the concept has been developing as a strategic resource. Its efforts appear to promote organisational culture change, procedural adaptation, and green employee behaviour widely. This aligns with earlier literature suggesting that environmentally conscious workplace programs yield psychosocial gains, such as reduced job stress and emotional exhaustion [29].

Among the most important findings is the perceived impact of FWA, which provides employees with more freedom and control over work hours, despite the otherwise inflexibility of PSB. This relationship is very much in line with the JD-R theoretical model, in which the expression of such job-related resources buffers against burnout by reducing overly high job demands through increased flexibility. Empirical literature also supports this, implying that flexibility plays a significant role in the WLB in structured, bureaucratic organisations [30].

Beyond the flexibility, the research also sheds light on digital advancements, such as electronic documentation, internet banking systems, and paperless transaction systems. Such technological changes make a considerable contribution to ecological goals and, at the same time, reduce both administrative and cognitive load – two aspects that are hardly considered. The finding resonates with the e-HRM literature, which underscores the role of digital transformation in reducing procedural inefficiencies and

work burnout in highly controlled manual environments [31]. It is implied that technological enhancement is a necessary employment-related tool for maintaining organisational efficiency and employees' psychological health.

Thematic analysis also demonstrates that a lot of attention is paid to physical aspects in the workplace, particularly the introduction of sustainable office designs with a strong emphasis on natural light, ergonomic workplaces, and quiet spaces. Since the banking workplace is cognitively challenging due to the high degree of procedural control, such setups lead to less stress and better cognitive performance, thereby improving employees' mood. These findings could be contrasted with the growing body of interdisciplinary research that seeks to illuminate the positive effects of green infrastructure on employee welfare and organisational culture [32].

Further, green training programs also empower employees by increasing their environmental awareness and fostering a sense of sustainability in their work processes. A sense of agency and purpose is also enhanced by training that accompanies knowledge transfer, which helps cushion against burnout and build emotional resilience. Additionally, the fact that these trainings have a positive spillover effect on employees' personal lives implies intense psychological involvement and value congruence. This empowerment revolution is consistent with the SDT model, highlighting the role of intrinsic motivation through meaningful work in achieving long-term engagement and well-being.

Moreover, participative green programs arouse the psychological ownership and satisfy the fundamental SDT needs - competence, autonomy and relatedness - thus mitigating the depersonalisation common in PSB. This aspect of workplace democracy seems to be at the centre of improving organisational commitment, intrinsic motivation, and responsibility for sustainability outcomes.

In the context of extensive conclusions, the green HR practices of green rewards, green performance appraisals, and green recruitment are underdeveloped within the HR frameworks of PSB, suggesting fresh avenues for improving policies and research in the future [33]. These could be institutionalised to promote the normative status and buy-in from employees in green processes.

Therefore, the results form a strong argument that GHRM is a human and ecological strategic instrument in the PSB. Even in pilot or incremental applications, its implementation helps to achieve significant changes in employee psychological outcomes. GHRM is the mediator between the institutional sustainability objectives and the immediate need to overcome EB and reestablish WLB in the employees - a significant undertaking in the context of PSB, where the service intensity and job monotony are widespread, along with the bureaucratic stagnation. The convergence of environmental responsibility and human resource wellness not only meets the internal requirement to care for employees but also enhances institutional legitimacy in the eyes of stakeholders, regulators, and the public.

By implementing GHRM via flexible work models, digitalization, eco-training, participative government, and eco-focused infrastructure, PSB can establish a more responsive,



resilient, and value-driven workforce. These findings support the concept of GHRM as a multidimensional facilitator of human sustainability.

The study, further, supports the GHRM conceptualization on the JD-R theoretical framework. Specifically, the GHRM practices identified are among the most critical job resources for effectively mitigating the high level of job demands inherent in the PSB environment. Digital solutions and FWA help reduce regulatory/administrative workloads, which, in turn, lead to lower levels of emotional exhaustion and improved WLB. Moreover, green training and other forms of participation address some of the most important psychological needs that comprise competence and relatedness, thereby satisfying the SDT principles of intrinsic motivation and long-term environmentally friendly behaviours among employees [34]. This JD-R and SDT interaction offers a keen understanding of how the GHRM may be critical to enhancing both environmental and psychological well-being, even as it improves the theory and practice of sustainable human resource management within the bureaucratic organisational environment.

A. Theoretical and Practical Implications

The research offers both theoretical and practical implications for policymakers based on the results, facilitating the development of strategies to enhance WLB and alleviate EB.

i. Theoretical Contributions

The research contributes to the theoretical framework by integrating the JD-R model and SDT within the GHRM framework. While JD-R proposes that organisational resources buffer burnout, this research indicates that GHRM serves as a specific job resource that moderates emotional exhaustion and WLB in the PSB. The presence of SDT clarifies the motivational processes through which green training and participative projects can address employees' needs for autonomy, competence, and relatedness, and contribute to sustainable pro-environmental behaviours and well-being.

Moreover, the study situates these models within a bureaucratic banking context, which can be theoretically applied to institutions in the public sector, where little research has been conducted in earlier GHRM literature.

ii. Practical Implications

GHRM strategies that include flexible working hours and arrangements, digital innovations, and green training focus on both environmental and psychosocial results, and are encouraged by practitioners and policymakers in the banking sector. Flexible working patterns reduce burnout and promote WLB, which is highly important in the high-pressure public sector setting. Supportive leadership encourages employee involvement in the green initiative, increasing motivation and commitment to the organisation and strengthening sustainability objectives.

Investment in digital documentation and environmentally friendly workplace design also helps further reduce operational costs, in line with environmental stewardship and employee well-being.

VI. CONCLUSION

The paper examined the contribution of GHRM to enhancing WLB and reducing EB, as applied to the PSB. It

was guided by the increasing demand among organisations, particularly in the PSB, to achieve environmental objectives in addition to promoting employees' health and well-being. The findings further reveal that GHRM is not merely interested in environmental conservation but also plays a pivotal role in promoting a more conducive, harmonious, and healthy workplace environment.

In the present research, familiar theories, such as the RBV, the AMO theory, and the SET, were used to provide theoretical explanations of how internal resources, in the form of green HR practices, can positively influence an organisation's performance. The theories were also helpful in explaining the significance of GHRM to the environmental and employee-related targets.

The study used frequency and thematic analyses to examine patterns in published research. The frequency analysis illustrated the correlation between different GHRM practices and both WLB and EB, and the thematic analysis was applied to identify more notable meanings and trends in these relationships. The combination of these approaches was used to display the association between GHRM practices and employee well-being.

The result revealed that several GHRM practices are closely related to improved WLB and reduced burnout. These include flexible working hours, electronic systems that minimize paperwork, green training, eco-friendly workplace design, and employee involvement in green activities. Through these practices, employees feel more aligned with the organisation's objectives and have greater capacity to manage work stress. For instance, flexible working schedules reduce commuting stress and help employees manage work and personal life. Green training enhances awareness and self-confidence, and sustainable workplace designs promote comfort and ease tension.

These findings are significant for PSB, whose structure is often fixed and formalised and whose workload is high, making it difficult for employees to achieve work-life balance and prevent burnout. The study indicates that some of these challenges can be overcome with the assistance of GHRM, as the workplace is more responsive to employees' needs. It promotes better organizational culture in which the employees are driven and motivated.

The paper also contributes to the broader debate on sustainable organisations. It shows that caring for the environment and employees go hand in hand. Proper implementation of GHRM can help achieve environmental policies and improve employee welfare. This renders it a very effective instrument for organisations seeking long-term success, particularly in industries where both service to citizens and ecological sustainability are paramount.

In addition, the research provides HR policy and planning. Adoption of GHRM can also help public sector banks and other such organisations achieve environmental goals, in addition to serving their employees. Employees are satisfied, motivated, and psychologically healthy when they are accorded greater flexibility, incorporated into decision-making, and trained in green practices.

Therefore, this study highlights that GHRM can help prevent burnout and enhance work-life balance, particularly for the PSB.



It can help organisations improve their sustainability not only in their environmental practices but also in how they treat people. Through GHRM as a strategy within their overall HR, public institutions can develop work environments that are environmentally friendly and conducive to employees' well-being.

A. Recommendations

According to the recommendations, the PSB should consider phased, integrated GHRM interventions to gradually adopt sustainable, people-focused HR approaches aligned with institutional objectives.

- i. The possibility of flexible time schedules, like telecommuting or flex-time, can be tested in a series of selected branches to evaluate their viability in handling the workloads and offering service quality. This pilot project would allow assessment of key indicators, such as employee productivity, absenteeism, and satisfaction, and would enable more informed decisions on how to scale such practices.
- ii. By extending the application of digital tools into the routine of the administration process, specifically in the customer service and back-office operations, it is possible to simplify the work and decrease the amount of paperwork. Moreover, the transition contributes to environmental goals not only by using paperless systems but also by reducing the number of tasks employees must perform, thereby lowering burnout rates.
- iii. The green training programs should be implemented through easy e-learning systems that allow all employees equal access, resulting in increased participation. Meanwhile, the establishment of employee-based green committees is highly likely to ease participatory rule and promote psychological ownership of the green initiatives.
- iv. Physical enrichment of the banks, such as improving the lighting systems, reducing the noise level, and planting indoor plants, can be added to the work environment to make it healthier and more stimulating. This retrofitting can then also be examined to study its impact on employees' cognitive performance, job satisfaction, and stress levels.
- v. For holding accountability, each intervention should be accompanied by an evaluation framework that should identify the degree of employee well-being, alleviation of burnout, and environmental outcomes. The inclusion of such metrics in future studies or internal audits will help monitor performance in the long term and inform policy changes.

B. Limitations and Future Research

Although the research has significant information about the GHRM-WLB-EB correlation in the PSB, it has certain limitations that need to be addressed. First, conducting a content analysis using secondary data, regardless of the potential application of methodological rigour, may not fully capture the changes and contextualization of employees' on-the-ground experience. Second, institutional and cultural

peculiarities can limit the results, and it is challenging to extrapolate them to other organizational and national contexts.

Future studies must also use primary data, through interviews or longitudinal surveys, to not only support but also elaborate on the conceptual connections discovered in this paper. Comparative research on the two banking sectors, i.e., the public and private sectors, might offer insights into differences in the implementation and realization of GHRM. Also, subsequent studies can be enhanced by applying gender, age, and role-specific variables to examine how GHRM practices improve work-life balance and alleviate employee burnout.

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