iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

LINKING SUSTAINABLE BANKING PRACTICES AND BANK PERFORMANCE: A REVIEW OF LITERATURE

Faheema Mohammed Manu[1]
ORCID ID - 0009-0003-1213-4356
Research Scholar, Department of Commerce, Parks College, Chinnakarai, Tirupur-641605.
Affiliated to Bharathiar University
Correspondent mail id: faheemafahimz@gmail.com

Dr. N. Rajendran[2]
Associate Professor & Head, Department of Commerce, Rathinam College of Arts and Science (Autonomous), Coimbatore.
Affiliated to Bharathiar University
rajasstprofessor@gmail.com

ABSTRACT
Sustainable banking can be perceived as a critical paradigm that incorporates environmental, social, and governance principles into banking operations with the aim of augmenting long-term value, stakeholder trust, and societal well-being. This narrative literature review synthesizes research on sustainable banking practices, underlining environmental, social, governance, and stakeholder/operational dimensions, and examines key factors influencing banking performance. Particularly, Employee green behaviour (EGB), bank reputation, digital adoption, and top management environmental awareness are identified as pivotal drivers in translating sustainable practices into tangible performance outcomes. Consequently, the review underlines the interconnectedness of organizational practices, behavioral factors, and technological adoption, laying the groundwork for further empirical research and practical strategies that foster sustainability in banking.

Keywords:
Sustainable banking, Employee Green Behavior, Bank Reputation, Digital Adoption, Environmental Awareness, Banking Performance.

INTRODUCTION

Over the last ten years, sustainable banking has transformed from a niche idea into a key focus for financial institutions around the globe. Increasingly, banks are weaving Environmental, Social, and Governance (ESG) principles into their operational strategies to meet societal expectations, comply with regulations, and create long-term value (Jarin et al., 2014; Ahuja, 2015; Alexander, 2015). The performance of sustainable banking isn't just shaped by policies and operational efforts; it also hinges on employee behavior, the culture within the organization, how stakeholders engage, and the adoption of new technologies. Research indicates that to achieve real sustainability outcomes, a comprehensive approach is necessary—one that blends eco-friendly operations, ethical practices, governance structures, and internal behavioral influences (Shaumya & Arulrajah, 2017). This review takes a close look at the existing literature on sustainable banking practices and the various factors that impact bank performance, drawing insights from empirical studies in India as well as other emerging and developed economies. It offers a synthesis of environmental, social, governance, and operational practices while emphasizing the importance of mediating factors like Employee Green Behavior, bank reputation, digital adoption, and the environmental awareness of top management.

METHODOLOGY

This study takes a narrative literature review approach, carefully bringing together academic and empirical works that relate to sustainable banking and its performance. Databases like Scopus and Google Scholar were analyzed (2010 -2025) and the inclusion criteria focused on literature that discusses: -

- Sustainable or green banking practices.

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

- Performance outcomes, whether financial, operational, or reputational.

Studies that were unrelated to the banking sector or didn't focus on sustainability were excluded. The selected works were organized into categories like sustainable banking practices, influencing factors and performance outcomes. Each study was examined for its goals, findings, and contributions to understanding the connections between sustainability and performance. This synthesis offers a comprehensive view across different regions and research methods.

LITERATURE REVIEW

❖ Overview of Sustainable Banking

Sustainable banking has become a key focus around the world, blending environmental, social, and governance (ESG) principles to foster long-term value while meeting societal needs. Banks everywhere, including those in India, are reshaping their strategies to embrace sustainable practices, driven by regulatory guidelines, stakeholder expectations, and goals for operational efficiency. Studies show that sustainability plays a significant role in how banks perform, build relationships with stakeholders, and comply with international standards (Naranova-Nassauer, 2023). The existing literature on sustainable banking can broadly be divided into categories like environmental, social, governance, and stakeholder/operational practices.

- **Environmental Sustainability Practices**

Environmental sustainability in banking is all about reducing our ecological footprint through greener practices, funding eco-friendly projects, and encouraging sustainable consumption. Early research pointed out strategies like energy-efficient operations, going paperless, and offering green products (Jarin et al., 2014; Ahuja, 2015). In emerging markets like India, regulatory frameworks are pushing banks to embrace environmental audits, risk management protocols, and transparency measures (Alexander, 2015; Trehan, 2015). Banks that take on the Triple Bottom Line (TBL) approach are making operational changes, launching green financing initiatives, and setting SMART goals to cut down their carbon emissions (Williard, 2012). Involvement from employees, policy-driven green initiatives, and operational efficiency have all shown to positively impact environmental performance, although customer-facing green initiatives seem to have a lesser effect (Shaumya & Arulrajah, 2017; Zhixia, Hossen, Muzafary, & Begum, 2018; Gulzar et al., 2024). Comparative studies reveal that private banks often have more robust environmental sustainability frameworks compared to public sector banks, even though the methods for assessment aren't standardized (Kumar & Prakash, 2019; Zimmermann, 2019). Green financing has become a vital link between environmental initiatives and overall sustainability outcomes (Rath et al., 2024; Zhang et al., 2022). By supporting investments in renewable energy, energy efficiency, and eco-friendly projects, green financing allows banks to bring their sustainability vision to life while also achieving positive environmental and financial results.

- **Social Sustainability Practices**

Social sustainability focuses on ethical business practices, community development, and inclusive growth. Banks are stepping up with initiatives like promoting financial inclusion, backing small and medium enterprises (SMEs), supporting labour welfare programs, and protecting human rights (Ogola, 2012; Hassan & Hassan, 2023; Lyulyov et al., 2022; Boachie, 2020). At the heart of social sustainability are ethical practices, transparency, and accountability. By engaging in sustainability reporting, conducting social audits, and involving stakeholders, banks can boost the credibility of their social initiatives (Dicuonzo et al., 2022; Debnath et al., 2024; Buallay, 2019). Of course, there are challenges like inconsistent metrics, data gaps, and the risk of greenwashing. But by weaving ESG factors into their lending and product development, banks can create a real social impact (Chandran et al., 2024; Siddique et al., 2023; Putri & Darwanto, 2022). Increasingly, social sustainability is being seen as a key strategic focus for banks that want to build trust with stakeholders and ensure their long-term legitimacy (Kartawinata & Apriano, 2024).

- **Governance Practices**

Governance plays a crucial role in promoting sustainable banking by fostering ethical leadership, ensuring transparent decision-making, and integrating environmental, social, and governance (ESG) factors into strategic processes. Key governance mechanisms include having diverse boards, establishing sustainability committees, overseeing responsible lending practices, linking executive compensation to ESG performance, and following voluntary guidelines like the UN Principles for Responsible Banking (Adu et al., 2022; Manos et al., 2024; Citterio & King, 2022). Moreover, transparent disclosures, the integration of ESG principles, and the use of digital governance tools significantly boost institutional credibility and operational efficiency (Custodio & Martins, 2023; Evers et al., 2021; Cao et al., 2024). The effectiveness of governance can differ from one region

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

to another, influenced by factors such as institutional maturity, local regulations, and stakeholder expectations (Kumar & Prakash, 2019; Jaiwani & Gopalkrishnan, 2023). Strong governance not only aligns banks with sustainability objectives but also enhances risk management and strategic decision-making in today's complex financial landscape.

- **Stakeholder and Operational Practices**

Stakeholder sustainability is all about meeting the needs of employees, customers, shareholders, and communities in a meaningful way. By actively engaging with these groups, these promote transparency, accountability, and create lasting value (IFC, 2005; Gao & Zhang, 2006). Stakeholder theory highlights the importance of prioritizing relationships based on their influence, legitimacy, and urgency (Mitchell et al., 1997; Wall & Greiling, 2011). By embracing participatory management, maintaining open lines of communication, and aligning our goals, we can make better, more sustainable decisions (Strand, 2017; Schaltegger & Wagner, 2017). On the other hand, operational sustainability works hand in hand with stakeholder engagement by streamlining processes, adopting eco-friendly initiatives in lending and investment, and utilizing energy-efficient technologies (Boston Consulting Group, 2015; EY, 2013; Jain & Sharma, 2023). Improving operational efficiency not only boosts environmental performance but also cuts costs and supports sustainable financing, ultimately enhancing the combined impact of stakeholders and operational practices on a bank's long-term success (Kumar & Prakash, 2019).

❖ **Factors Influencing Sustainable Banking Performance**

Sustainable banking performance is increasingly influenced by a mix of organizational, technological, and behavioral elements. Recent research underscores that to achieve environmental, social, and economic sustainability in banking, coordinated efforts across various domains are crucial. This includes focusing on employee behavior, institutional reputation, digital adoption, and leadership awareness. The following sub-sections will review the current literature on these essential factors.

- **Employee Green Behavior (EGB)**

Employee green behavior refers to the actions taken in the workplace that promote environmental sustainability. This includes things like recycling, conserving resources, getting involved in environmental initiatives, and adopting eco-friendly practices voluntarily (Roscoe et al., 2019; De Roeck & Farooq, 2018). In banking organizations, EGB can show up in formal roles, like the duties of sustainability officers, or in informal ways, where employees take it upon themselves to engage in eco-friendly practices (Bissing-Olson et al., 2013; Boiral, 2009). EGB can be direct, where employees personally embrace sustainable habits, or indirect, where they inspire their colleagues and customers to follow suit (Smith & O'Sullivan, 2012). The level of these behaviors can range from simple actions, like turning off equipment that's not in use, to more ambitious efforts, such as suggesting organization-wide sustainability programs (Ciocirlan, 2017).

Factors that influence EGB include:

- *Individual aspects* like environmental awareness, confidence in green practices, and commitment to the organization (Li et al., 2022; Bodhi et al., 2024).
- *Organizational elements*, such as Green Human Resource Management (which covers training, recruitment, performance management, and rewards), a green culture, and visible support from management (Gupta & Kaur, 2024; Sivalingam & Arulrajah, 2022).
- *Leadership styles*, where transformational, ecocentric, and mindful approaches help cultivate a green identity and boost EGB (Rabea' Hadi et al., 2024; Zafar et al., 2023).

The results of EGB go beyond just improving environmental performance; they also encourage green innovation, enhance the bank's green brand image, and build trust with stakeholders (Meng & Imran, 2024; Ali et al., 2023). Research shows that EGB plays a crucial role in linking sustainable practices to organizational outcomes, underscoring its importance in turning green strategies into real sustainability achievements (Azad & Devi, 2025; Chowdhury et al., 2025).

- **Bank Reputation**

Bank Reputation is an essential intangible asset that showcases ethical behavior, dependability, and trustworthiness (Priya et al., 2024). A strong reputation builds trust, loyalty, and stability within an organization, whereas negative perceptions can result in employee turnover and increased regulatory attention (Oftafiana et al., 2024; Rao & Shukla, 2023).). Banks with a reputable image tend to attract more loyal clients, higher investor confidence, and greater market value (Kumar & Prakash, 2019; Mishra & Sant, 2024). When service quality is reliable, it builds credibility and encourages positive word-of-mouth, which in turn helps keep customers coming back (Carè et al., 2024; Biswas et al., 2022). Equally important

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

are ethical business practices, adherence to regulations, and strong engagement in corporate social responsibility (CSR), all of which play a vital role in shaping how the public perceives a company and how confident stakeholders feel (Biswas et al., 2021; Ramos & Casado-Molina, 2021; Kaur & Singh, 2023). Additionally, being transparent with financial disclosures and embracing environmental, social, and governance (ESG) principles can boost an institution's appeal by reducing uncertainty and demonstrating accountability (Kıymalıoğlu et al., 2023; Galletta et al., 2023). Financial stability and profitability also contribute to a strong reputation, as they foster perceptions of reliability and effective management (Aggarwal & Saxena, 2022; Suresh & Prasad, 2022).

As a result, reputation is becoming a key player that connects sustainable practices, ethical governance, and customer satisfaction to long-term success and loyalty (Osakwe et al., 2020; Karpuz et al., 2021). Research shows that banks with a solid reputation, backed by their commitment to corporate social responsibility (CSR) and transparency in environmental, social, and governance (ESG) matters, tend to perform better financially, gain stakeholder trust, and show resilience during tough economic times (Carè et al., 2024; Gutiérrez-Ponce & Wibowo, 2023). So, reputation isn't just a nice-to-have; it's a vital link between sustainable banking practices and the overall sustainability of the institution.

- **Digital Adoption**

Recent research emphasizes that the shift to digital in banking is a powerful catalyst for improving efficiency, enhancing customer experiences, and promoting sustainability. This transformation includes online and mobile banking, digital payments, and AI-powered services that not only streamline operations but also help the environment by cutting down on paper usage, energy consumption, and operational costs (Singh et al., 2025). Beyond the environmental perks, digital transformation also fosters social sustainability by increasing financial inclusion, providing access to underserved communities, and improving governance through secure, transparent, and regulation-compliant systems (Shah et al., 2025). Economically, digitalization boosts competitiveness, customer loyalty, and profitability. Additionally, experts suggest that embracing digital tools enhances the impact of green banking initiatives by facilitating sustainable finance, raising digital awareness, and driving innovation in eco-friendly financial solutions (Yan et al., 2022).

- **Top Management Environmental Awareness**

Environmental awareness means having a solid grasp of the ecological issues we face and the principles of sustainability. This knowledge helps organizations turn their intentions into real, actionable steps (Kokkinen, 2013; Gadenne et al., 2009). In the banking industry, when top management is aware of these environmental concerns, it leads to a greater adoption of green policies, better regulatory compliance, and fosters innovation in sustainable finance (Arocena et al., 2021). Leaders who prioritize environmental consciousness are more likely to incorporate sustainability goals into their strategic decisions, which can enhance both environmental and financial outcomes. Additionally, this awareness among leaders helps bridge the gap between stakeholder expectations, green strategies, and institutional results, ensuring that sustainability becomes a vital part of long-term competitiveness and reputation in the banking sector (Bukhari et al., 2022; Newton et al., 2024).

❖ **Impact of Sustainable Banking Practices on Performance**

Sustainability, in simple terms, is all about how well an organization can thrive over the long haul across environmental, social, and economic aspects (Kuhlman & Farrington, 2010). It goes beyond just protecting the environment; it's about creating overall value and building resilience in operations. When we talk about sustainability performance, we're looking at how effectively companies juggle these interconnected areas, steering their business strategies toward lasting growth (Schaltegger & Wagner, 2017).

In the banking sector, sustainability has become a key player in determining performance outcomes. A study by Nizam et al. (2019), which looked at 713 banks in 75 countries, revealed that access to environmental finance and green initiatives led to better financial results—particularly for smaller banks to improved loan growth and management efficiency. Likewise, Menicucci and Paolucci (2023) found that while the overall adoption of ESG practices can yield mixed results, focused environmental programs like emission and waste management have a clear positive impact on profitability, highlighting the need for strategic focus in sustainability efforts.

The profitability aspect of green banking gets a solid boost from Rabea' Hadi et al. (2023), who showed that integrating environmental practices can cut operational costs, build customer loyalty, and broaden market reach. On the flip side, Munjal and Malarvizhi (2021) discovered weak connections between environmental disclosure and financial performance in Indian banks, indicating that being transparent and thorough in reporting is essential for seeing real results. Adding to this, Singh et al. (2022) pointed out that green financing not only

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

improves profitability but also enhances reputation, while Sharma et al. (2024) warned that ignoring environmental risks could lead to higher default rates and erode customer trust.

Research consistently shows that environmentally responsible practices and effective corporate social responsibility (CSR) initiatives contribute not only to improved financial performance but also to reduced risk exposure for banks. While CSR reporting is often inconsistent, organizations that maintain strong CSR practices tend to enjoy enhanced stakeholder confidence, greater brand reputation, and long-term stability. Governance mechanisms, including transparency, accountability, board diversity, and risk management, play a crucial role in translating sustainability initiatives into tangible financial outcomes, influencing measures such as return on assets, return on equity, and overall investment performance. Evidence from different regions highlights that a diverse board composition, especially with independent and female directors, strengthens organizational decision-making and adaptability. Furthermore, integrating environmental, social, and governance (ESG) risk factors into strategic planning supports profitability while helping banks navigate changing regulatory and operational landscapes (Munjal & Sharma, 2019; Bhatia & Gulati, 2021; Tashtamirov, 2023).

Collectively, these findings highlight that sustainable banking practices—like environmental initiatives, corporate social responsibility (CSR) efforts, and strong governance—are all closely connected to both financial success and reputation. The environmental and governance aspects have the most direct impact, while social factors and transparency help build legitimacy and trust among stakeholders. This positions sustainability as a key strategy for achieving long-term competitiveness and stability in institutions.

DISCUSSION AND RESEARCH GAPS

The literature emphasizes that sustainable banking is multidimensional and that sustainable banking practices offer a variety of advantages—improving performance, minimizing risks, and enhancing resilience. However, the degree of these benefits can change based on different contexts and the mediating factors involved. Elements like environmental governance, reputation, and the embrace of digital tools are essential internal drivers that help translate sustainability ambitions into real-world outcomes.

Despite extensive research, several gaps remain:

1. **Integrated frameworks:** Most studies examine ESG practices or individual factors in isolation rather than in an integrated model.
2. **Context-specific evidence:** Evidence from Indian banks is limited; comparative studies across emerging and developed economies are scarce.
3. **Behavioral linkages:** The role of EGB and digital adoption in linking sustainable practices to performance needs further empirical testing.
4. **Longitudinal outcomes:** Research rarely captures the long-term impact of sustainable banking practices on financial performance and stakeholder trust.

Together, these factors illustrate the multi-dimensional nature of sustainable banking, emphasizing the interplay of organizational practices, technological adoption, employee behaviors, and leadership awareness. The research highlights the importance of taking an integrated approach to really understand how these elements work in harmony to improve sustainability outcomes in the banking sector. This synthesis serves as a steppingstone for further empirical research and provides useful insights for practitioners looking to boost sustainability performance in modern banking. Looking ahead, future research should aim to create comprehensive, context-sensitive models that delve into how organizational, behavioral, and technological factors collectively shape sustainable banking performance.

CONCLUSION

Sustainable banking practices are central to modern financial management, addressing environmental, social, and governance challenges while enhancing bank performance. Environmental initiatives, social responsibility, governance mechanisms, and stakeholder/operational practices form the structural foundation, while Employee Green Behavior, bank reputation, digital adoption, and top management environmental awareness act as critical drivers. Literature indicates that the interplay of these factors determines the effectiveness of sustainability initiatives. Future research integrating these multidimensional elements will provide deeper insights into how banks can achieve meaningful, long-term sustainable performance.

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

REFERENCES

[1] Ahuja, N. (2015). Green banking in India: A review of literature. *International Journal for research in management and pharmacy*, *4*(1), 11-16.
[2] Alexander, K. (2014). Stability and sustainability in banking reform: are environmental risks missing in Basel III?
[3] Jarin, A., & Rahat, M. (2014). Eco-Banking Strategies for Competitive Advantages. In *European Journal of Business and Management www.iiste.org ISSN* (Vol. 6, Issue 3). Online. www.montana.edu
[4] Shaumya, K., & Arulrajah.A.A. (2016). Measuring Green Banking Practices: Evidence from Sri Lanka. *13th International Conference on Business Management 2016*. https://ssrn.com/abstract=2909735
[5] Naranova-Nassauer, A. (2023). Stakeholder relations of sustainable banks: Community benefit above the common good. *Business Ethics, the Environment & Responsibility*, *32*, 96-110.
[6] Trehan, R. (2015). Green banking in India. *Journal of Poverty, Investment and Development*, *14*(2), 27-32.
[7] Willard, B. (2012). *The new sustainability advantage: seven business case benefits of a triple bottom line*. New Society Publishers.
[8] Zhixia, C., Hossen, M. M., Muzafary, S. S., & Begum, M. (2018). Green banking for environmental sustainability-present status and future agenda: Experience from Bangladesh. *Asian Economic and Financial Review*, *8*(5), 571-585.
[9] Gulzar, R., Bhat, A. A., Mir, A. A., Athari, S. A., & Al-Adwan, A. S. (2024). Green banking practices and environmental performance: navigating sustainability in banks. *Environmental Science and Pollution Research*, *31*(15), 23211-23226.
[10] Kumar, K., & Prakash, A. (2019). Developing a framework for assessing sustainable banking performance of the Indian banking sector. *Social Responsibility Journal*, *15*(5), 689–709. https://doi.org/10.1108/SRJ-07-2018-0162
[11] Zimmermann, S. (2019). Same same but different: How and why banks approach sustainability. Sustainability (Switzerland), 11(8). https://doi.org/10.3390/su11082267
[12] Zhang, X., Wang, Z., Zhong, X., Yang, S., & Siddik, A. B. (2022). Do Green Banking Activities Improve the Banks' Environmental Performance? The Mediating Effect of Green Financing. Sustainability (Switzerland), 14(2). https://doi.org/10.3390/su14020989
[13] Rath, S., Pradhan, B. B., & Mishra, U. S. (2024). Assessing the impact of sustainable banking practices on financial institutions: A global bibliometric analysis. *Multidisciplinary Science Journal*, *6*. https://doi.org/10.31893/multiscience.2024ss0432
[14] Ogola, F. O. (2012). Financial institutions' social responsibility in developing countries: A framework of analysis. *African Journal of Economic and Management Studies*, *3*(1), 116-136.
[15] Hassan, I., & Hassan Alhaji, T. (2023). Corporate Social Responsibility and Financial Performance of some Listed Firms: Evidence from developed and Developing Countries. *International Journal of Research and Innovation in Social Science*, *7*(6), 1171-1175.
[16] Boachie, C. (2020). Corporate social responsibility and financial performance in the banking industry in Ghana. *International Journal of Sustainable Entrepreneurship and Corporate Social Responsibility (IJSECSR)*, *5*(2), 86-104.
[17] Lyulyov, O., Pimonenko, T., Ziabina, Y., Owusu, O. E. K., & Owusu, E. (2022). Corporate social responsibility in human resource management. *Herald of Economics*, *4*, 102–115. https://doi.org/10.35774/visnyk2021.04.102
[18] Dicuonzo, G., Donofrio, F., Iannuzzi, A. P., & Dell'Atti, V. (2022). The integration of sustainability in corporate governance systems: an innovative framework applied to the European systematically important banks. *International Journal of Disclosure and Governance*, *19*(3), 249–263. https://doi.org/10.1057/s41310-021-00140-2
[19] Debnath, P., Das, K., Bhuyan, A. K., Saikia, B., Das, S., Kanoo, R., Saha, A., & Debi, H. (2024). CORPORATE SUSTAINABILITY REPORTING PRACTICES IN THE BANKING SECTOR: GOVERNANCE IMPLICATION. *Journal of Governance and Regulation*, *13*(4), 167–177. https://doi.org/10.22495/jgrv13i4art16
[20] Buallay, A. (2019). Is sustainability reporting (ESG) associated with performance? Evidence from the European banking sector. *Management of Environmental Quality: An International Journal*, *30*(1), 98–115. https://doi.org/10.1108/MEQ-12-2017-0149

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

[21] Chandran M. C., S., B., S., & Santhoshkumar, N. (2024). Sustainable Banking: A Literature Review and Bibliometric Analysis. *International Journal of Banking, Risk and Insurance*, *12*(1), 9–17. https://doi.org/10.21863/ijbri/2024.12.1.002
[22] Putri, W. A., & Darwanto. (2022). Corporate Social Responsibility Disclosure Analysis with Social Performance Indicators in Sharia Banking in Indonesia. *Jurnal Ekonomi Syariah Teori Dan Terapan*, *9*(6), 874–883.
[23] Siddique, M. N. E. A., Nor, S. M., Senik, Z. C., & Omar, N. A. (2023). Corporate Social Responsibility as the Pathway to Sustainable Banking: A Systematic Literature Review. In *Sustainability (Switzerland)* (Vol. 15, Issue 3). MDPI. https://doi.org/10.3390/su15031807
[24] Kartawinata, B. R., & Apriano, R. (2024). The Effect of Corporate Social Responsibility (CSR) on Financial Performance. *Almana: Jurnal Manajemen dan Bisnis*, *8*(2), 333-340.
[25] Adu, D. A., Al-Najjar, B., & Sitthipongpanich, T. (2022). Executive compensation, environmental performance, and sustainable banking: The moderating effect of governance mechanisms. *Business Strategy and the Environment*, *31*(4), 1439-1463.
[26] Citterio, A., & King, T. (2023). The role of Environmental, Social, and Governance (ESG) in predicting bank financial distress. *Finance Research Letters*, *51*, 103411. https://doi.org/10.1016/j.frl.2022.103411
[27] Manos, R., Finger, M., & Boukai, H. (2024). Self-regulation for responsible banking and ESG disclosure scores: Is there a link? *Journal of International Financial Markets, Institutions and Money*, *97*, 102079.
[28] Custodio, L. L. P., & Martins, M. de F. (2023). Governance and sustainable development goals (SDGs): a bibliographic review of the literature. *Caderno Pedagógico*, *20*(7), 2822–2850. https://doi.org/10.54033/cadpedv20n7-021
[29] Cao, Q., Zhu, T., & Yu, W. (2024). ESG investment and bank efficiency: Evidence from China. *Energy Economics*, *133*, 107516.
[30] Evers, D., Dignum, M., & Hamers, D. (2021). Illuminating the Black Box of the Government to Governance Transformation Thesis: The Case of Dutch City Deals. *International Journal of Public Administration*, *44*(15), 1355–1365. https://doi.org/10.1080/01900692.2020.1759629
[31] Jaiwani, M., & Gopalkrishnan, S. (2023). Do private and public sector banks respond to ESG in the same way? Some evidence from India. *Benchmarking: An International Journal*, *32*(1), 194–221. https://doi.org/10.1108/bij-05-2023-0340
[32] IFC (2005), Annual Report 2005, International Finance Corporation, Washington D.C,
[33] Gao, S. S., & Zhang, J. J. (2006). Stakeholder engagement, social auditing and corporate sustainability. *Business Process Management Journal*, *12*(6), 722–740. https://doi.org/10.1108/14637150610710891
[34] Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. In *Source: The Academy of Management Review* (Vol. 22, Issue 4).
[35] Wall, F., & Greiling, D. (2011). Accounting information for managerial decision-making in shareholder management versus stakeholder management. *Review of Managerial Science*, *5*, 91-135.
[36] Strand, R. (2017). The stakeholder dashboard. In *Consulting for business sustainability* (pp. 47-64). Routledge.
[37] Schaltegger, S., & Wagner, M. (2017). Managing and measuring the business case for sustainability: Capturing the relationship between sustainability performance, business competitiveness and economic performance. In *Managing the business case for sustainability* (pp. 1-27). Routledge.
[38] BCG, 2015. Operational Excellence in Retail Banking 2015
[39] EY, 2013. Excellence in Operations: helping banks regain customer trust.
[40] Jain, P., & Sharma, B. K. (2023). Impact of Green Banking Practices on Sustainable Environmental Performance and Profitability of Private Sector Banks. *International Journal of Social Ecology and Sustainable Development*, *14*(1), 1–19. https://doi.org/10.4018/IJSESD.330135
[41] De Roeck, K., & Farooq, O. (2018). Corporate social responsibility and ethical leadership: Investigating their interactive effect on employees' socially responsible behaviors. *Journal of Business Ethics*, *151*, 923-939.

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

[42] Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, *28*(5), 737-749.
[43] Bissing-Olson, M. J., Iyer, A., Fielding, K. S., & Zacher, H. (2013). Relationships between daily affect and pro-environmental behavior at work: The moderating role of pro-environmental attitude. *Journal of Organizational Behavior*, *34*(2), 156-175.
[44] Boiral, O. (2009). Greening the corporation through organizational citizenship behaviors. *Journal of business ethics*, *87*(2), 221-236.
[45] Smith, A. M., & O'Sullivan, T. (2012). Environmentally responsible behaviour in the workplace: An internal social marketing approach. *Journal of Marketing Management*, *28*(3-4), 469-493.
[46] Ciocirlan, C. E. (2017). Environmental workplace behaviors: Definition matters. *Organization & Environment*, *30*(1), 51-70.
[47] Bodhi, R., Chaturvedi, S., & Purohit, S. (2024). The influence of organizational commitment on employee green behavior: mediating role of work-related social media use. *International Journal of Manpower*.
[48] Li, Z., Yu, H., & Xing, L. (2023). The impact of green culture on employees' green behavior: The mediation role of environmental awareness. *Corporate Social Responsibility and Environmental Management*, *30*(3), 1325-1335.
[49] Sivalingam, N., & Arulrajah, A. A. (2022). The impact of organizational environmental support on organizational sustainable performance: The mediating role of employee green behaviour in selected commercial banks in Batticaloa region of Sri Lanka. *Journal of Business Research and Insights (former Vidyodaya Journal of Management)*, *8*(II).
[50] Gupta, R., & Kaur, S. (2024). A 2-1-1 multi-level perspective of understanding the relationship between green human resource management practices, green psychological climate, and green employee behavior. *Corporate Social Responsibility and Environmental Management*, *31*(5), 4068-4084.
[51] Rabea'Hadi, M., Hasan, M. F., Flayyih, H. H., & Hussein, M. K. (2023). Green banking: A literature review on profitability and sustainability implications. *Ishtar journal of economics and business studies*, *4*(2), 1-6.
[52] Zafar, H., Malik, A., Gugnani, R., Agarwal, R., & Nijjer, S. (2023). Green thumbs at work: Boosting employee eco-participation through ecocentric leadership, green crafting, and green human resource management. *Journal of Cleaner Production*, *432*, 139718.
[53] Ali, M. A., Khan, A. Z., Azeem, M. U., & Inam, U. H. (2023). How does environmental corporate social responsibility contribute to the development of a green corporate image? The sequential mediating roles of employees' environmental passion and pro-environmental behavior. *Business Ethics, the Environment & Responsibility*, *32*(3), 896-909.
[54] Meng, X., & Imran, M. (2024). The impact of corporate social responsibility on organizational performance with the mediating role of employee engagement and green innovation: evidence from the Malaysian banking sector. *Economic research-Ekonomska istraživanja*, *37*(1).
[55] Azad, S., & Devi, S. T. (2025). Sustainable Banking: Leveraging Employee Behavior for Environmental and Competitive Gains. *International Journal of Global Business and Competitiveness*, 1-12.
[56] Chowdhury, T., Karim, R. A., Rabiul, M. K., Alam, M. U., & Karim, D. N. (2025). Fostering Sustainable Environmental Performance Through Green Banking Practices: The Mediating Role of Employees' Green Motivation and Green Behavior. *Sustainability*, *17*(8), 3750.
[57] Priya, C. S., & Rao, P. V. (2024). Adoption of financial technology services for financial inclusion. In *MATEC Web of Conferences* (Vol. 392, p. 01048). EDP Sciences.
[58] Oftafiana, T., Subagiyo, R., & Asiyah, B. N. (2024). Reputational Risk Management Strategies for Islamic Banking: Comparison of Bank Victoria Syariah and Bank Syariah Indonesia. *International Journal of Islamic Economics*, *6*(02), 105-118.
[59] Rao, P. K., & Shukla, A. (2023). Strategic sustainability in Indian banking industry: a performance analysis. *International Journal of Productivity and Performance Management*, *73*(6), 2016–2034. https://doi.org/10.1108/ijppm-04-2023-0199

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

[60] Mishra, P., & Sant, T. G. (2024). Examine the level of environmental, social and governance disclosure in sustainability report–a study of the Indian banking sector. *International Journal of Innovation Science*, *16*(2), 420-442.
[61] Carè, R., Fatima, R., & Lèvy, N. (2024). Assessing the evolution of banking reputation literature: a bibliometric analysis. *International Journal of Bank Marketing*, *42*(5), 1059–1091. https://doi.org/10.1108/ijbm-07-2023-0417
[62] Biswas, A., Jaiswal, D., & Kant, R. (2022). Determinants and consequences of customer satisfaction in Indian retail banks: moderation of bank reputation. *Vision*, 09722629221108492.
[63] Biswas, A., Jaiswal, D., & Kant, R. (2021). Investigating service innovation, bank reputation and customer trust: evidence from Indian retail banking. *International Journal of Quality and Service Sciences*, *14*(1), 1–17. https://doi.org/10.1108/ijqss-03-2021-0042
[64] Kaur, J., & Singh, D. R. (2023). The Impact of Mergers and Acquisitions on the Financial Performance of Indian Banking Sector: An Analytical Study. *Asian Journal of Multidisciplinary Research & Review*, *4*(02), 36-48.
[65] Ramos, C. M., & Casado-Molina, A. M. (2021). Online corporate reputation: A panel data approach and a reputation index proposal applied to the banking sector. *Journal of Business Research*, *122*, 121-130.
[66] Kıymalıoğlu, A., Akıncı, S., & Alragig, A. (2023). Linking consumer compatibility and bank reputation to intention to use mobile banking. *Managerial Finance*, *50*(2), 417–433. https://doi.org/10.1108/mf-05-2023-0304
[67] Galletta, S., Goodell, J. W., Mazzù, S., & Paltrinieri, A. (2023). Bank reputation and operational risk: The impact of ESG. *Finance Research Letters*, *51*, 103494. https://doi.org/10.1016/j.frl.2022.103494
[68] Aggarwal, A., & Saxena, N. (2022). Examining the relationship between corporate social responsibility, corporate reputation and brand equity in Indian banking industry. *Journal of Public Affairs*, *23*(1). https://doi.org/10.1002/pa.2838
[69] Suresh, S., & Prasad, K. A (2022). A Study on Performance of Indian Bank. *International journal of health sciences*, *6*(S5), 6572-6577.
[70] Karpuz, F., Güryay, E., & Kirikkaleli, D. (2021). Sustainable-Performance Instrument Development and Validation in the Northern Cyprus Banking Sector. *Sustainability*, *13*(14), 7809. https://doi.org/10.3390/su13147809
[71] Osakwe, C. N., Ruiz, B., Amegbe, H., Chinje, N. B., Cheah, J.-H., & Ramayah, T. (2020). A multi-country study of bank reputation among customers in Africa: Key antecedents and consequences. *Journal of Retailing and Consumer Services*, *56*, 102182. https://doi.org/10.1016/j.jretconser.2020.102182
[72] Gutiérrez-Ponce, H., & Wibowo, S. A. (2023). Do Sustainability Activities Affect the Financial Performance of Banks? The Case of Indonesian Banks. *Sustainability (Switzerland)*, *15*(8). https://doi.org/10.3390/su15086892
[73] Carè, R., Fatima, R., & Lèvy, N. (2024). Assessing the evolution of banking reputation literature: a bibliometric analysis. *International Journal of Bank Marketing*, *42*(5), 1059–1091. https://doi.org/10.1108/ijbm-07-2023-0417
[74] Singh, R. K., Mishra, R., Kumar, S., & Bag, S. (2025). Applications of Artificial Intelligence for Optimizing Banking and Financial Operations: A Systematic Literature Review and Future Research Agenda. *Journal of Economic Surveys*.
[75] Shah, J. K., Sharma, M., Joshi, S., Mishra, A., & Sharma, R. (2025). Digital technologies: empowering sustainable development, conquering societal changes. In *Research Handbook on Information Systems and Technology* (pp. 181-190). Edward Elgar Publishing.
[76] Yan, C., Siddik, A. B., Yong, L., Dong, Q., Zheng, G. W., & Rahman, M. N. (2022). A two-staged SEM-artificial neural network approach to analyze the impact of FinTech adoption on the sustainability performance of banking firms: the mediating effect of green finance and innovation. *Systems*, *10*(5), 148.
[77] Gadenne, D. L., Kennedy, J., & McKeiver, C. (2009). An empirical study of environmental awareness and practices in SMEs. Journal of Business Ethics, 84(1), 45–63
[78] Kokkinen, E. (2013). *Measuring environmental awareness in the world* (Master's thesis, E. Kokkinen).

iJETRM
International Journal of Engineering Technology Research & Management
(IJETRM)
https://ijetrm.com/

[79] Arocena, P., Orcos, R., & Zouaghi, F. (2021). The impact of ISO 14001 on firm environmental and economic performance: The moderating role of size and environmental awareness. *Business Strategy and the Environment*, *30*(2), 955-967.
[80] Bukhari, S. A. A., Hashim, F., & Amran, A. (2022). Pathways towards Green Banking adoption: moderating role of top management commitment. *International Journal of Ethics and Systems*, *38*(2), 286-315.
[81] Newton, S., Susainathan, S., George, H. J., Quttainah, M., & Parayitam, S. (2024). Top management commitment as a moderator in the relationship between green banking adoption practices and performance: evidence from India. *Indian Journal of Corporate Governance*, *17*(1), 33-62.
[82] Kuhlman, T., & Farrington, J. (2010). What is sustainability? *Sustainability*, *2*(11), 3436-3448.
[83] Schaltegger, S., & Wagner, M. (2017). Managing and measuring the business case for sustainability: Capturing the relationship between sustainability performance, business competitiveness and economic performance. In *Managing the business case for sustainability* (pp. 1-27). Routledge.
[84] Nizam, E., Ng, A., Dewandaru, G., Nagayev, R., & Nkoba, M. A. (2019). The impact of social and environmental sustainability on financial performance: A global analysis of the banking sector. *Journal of Multinational Financial Management*, *49*, 35-53.
[85] Menicucci, E., & Paolucci, G. (2023). ESG dimensions and bank performance: an empirical investigation in Italy. *Corporate Governance: The International Journal of Business in Society*, *23*(3), 563-586.
[86] Munjal, P., & Malarvizhi, P. (2021). Impact of environmental performance on financial performance: empirical evidence from Indian banking sector. *Journal of Technology Management for Growing Economies*, *12*(1), 13-24.
[87] Singh, R. P., Nagdev, K., & Kishor, N. (2022). Do green banking initiatives lead to competitiveness and improved financial performance? An empirical analysis of Indian banks. *International Journal of Public Sector Performance Management*, *10*(1), 22-40.
[88] Sharma, S., Gupta, C., Malhotra, R. K., & Upreti, H. (2024). Sustainable Banking Practices: Impact, challenges and opportunities. In *E3S Web of Conferences* (Vol. 556, p. 01031). EDP Sciences.
[89] Munjal, P., & Sharma, D. (2019). Environmental performance reporting in commercial banks of India: exploring association with financial performance. *International Journal of Innovative Technology and Exploring Engineering*, *8*(12), 4390-4395.
[90] Bhatia, M., & Gulati, R. (2021). Board governance and bank performance: A meta-analysis. *Research in International Business and Finance*, *58*, 101425.
[91] Tashtamirov, M. (2023). The place of sustainable development in ESG risks formation in banking sector. In *E3S Web of Conferences* (Vol. 371, p. 03051). EDP Sciences.