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EVALUATING BANKERS' PERCEPTIONS OF GREEN BANKING INITIATIVES: AN EMPIRICAL STUDY IN AHMEDABAD

Ms. Priyanka Seth

Research Scholar,
S.D. School of Commerce, Gujarat University, Ahmedabad 380009, Gujarat, India.
Email: piyaseth2913@gmail.com
ORCID ID: https://orcid.org/0009-0008-7428-9632

Prof. (Dr.) Dharmendra Mistry

Professor and Principal,
C C Sheth College of Commerce, Gujarat University Ahmedabad 380009, Gujarat, India.
Email: dsmistry76@yahoo.co.in
ORCID ID: https://orcid.org/0000-0002-8027-2035

Abstract

Green banking is increasingly recognized as an effective approach to bring environmental sustainability into the banking and financial sector. Banks, as key drivers of economic activity, are in a strong position to support sustainable development by encouraging practices such as digital transactions, reducing paper usage, and offering environmentally friendly financial products. This study focuses on understanding how bank employees in Ahmedabad perceive green banking initiatives, along with their level of awareness, attitudes, and the challenges they experience in implementing such practices. The research is based on primary data collected from 230 bank employees through a well-structured questionnaire. The results show that most employees have a fair to high understanding of green banking concepts. It was found that employees' perceptions and the challenges they face play an important role in shaping their attitudes toward green banking. A strong positive link was observed between awareness and perception, but awareness on its own does not significantly influence attitude. Among demographic factors, work experience appears to positively affect awareness levels, while other factors show limited impact. The findings suggest that practical exposure and positive perceptions are key factors in encouraging employees to support green banking initiatives. The study highlights the importance of providing better training, promoting digital banking solutions, and addressing operational challenges to improve adoption. Overall, this research contributes valuable insights into sustainable banking practices and offers useful guidance for banks and policymakers aiming to strengthen environmentally responsible banking systems.

Keywords: *Green Banking, Sustainable Banking, Environmental Sustainability, Bank Employees' Perception, Digital Banking, Banking Sector*

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INTRODUCTION

Environmental sustainability is no longer just a global agenda—it has become an urgent priority for governments, businesses, and financial institutions as they confront challenges such as climate change, depletion of natural resources, and environmental degradation. As a result, many industries are rethinking their operations and gradually incorporating sustainable practices into their long-term strategies. In this transition, the banking sector plays a particularly important role because of its ability to influence investment patterns and economic activities. By supporting environmentally responsible projects and adopting greener internal processes, banks can contribute meaningfully to sustainable economic development (Bansal, Kumar, & Soni, 2020; Scholtens, 2009).

Green banking can be understood as an approach that focuses on reducing the environmental impact of banking operations while encouraging sustainable investments. In practice, this involves measures such as promoting digital banking to limit paper use, adopting energy-efficient technologies in branches, and financing projects that are environmentally and socially responsible. These initiatives not only benefit the environment but also help banks operate more efficiently, lower costs, and build a positive public image (Jain, 2020; Chen et al., 2022; Jeucken, 2001).

In recent years, sustainability has increasingly become part of mainstream banking strategies across the world. The growing use of internet banking, mobile applications, and electronic statements has reduced reliance on physical resources and contributed to lowering carbon emissions. At the same time, banks are offering green financial products, including environmentally focused loans and investment options, in line with broader sustainability goals (Soni & Patel, 2018; Weber, 2017). Beyond environmental benefits, these efforts are also seen as a way to strengthen customer trust, improve competitiveness, and enhance long-term financial performance (Gulzar et al., 2024; Kumar & Prakash, 2019).

Research in this area consistently highlights the important role of employees in successfully implementing green banking practices. Employees' awareness, perceptions, and attitudes significantly influence how effectively such initiatives are carried out within organizations. For example, Alshebami (2021) observed that employees' environmentally responsible behavior plays a key role in improving a bank's sustainability performance and overall image. Similarly, Masukujjaman et al. (2015) emphasized that positive employee attitudes and perceptions are essential for the successful adoption of green banking. Other studies also point out that proper training, organizational support, and employee involvement are crucial in encouraging green practices within banks (Renwick et al., 2013; Mishra & Suar, 2010).

In India, green banking has been gaining gradual importance as banks strive to align their operations with sustainability objectives. Efforts such as encouraging digital transactions, reducing paper-based work, and supporting eco-friendly lending are becoming more common, supported by both banks and regulatory bodies. However, the success of these initiatives largely depends on how well employees understand and accept them, as well as the challenges they face during implementation (Chaudhary & Agarwal, 2019; Sharma & Choubey, 2022; Reserve Bank of India, 2021).

Even though green banking is receiving increasing attention in India, there is still limited understanding of how bank employees perceive these initiatives and what barriers they encounter in practice. Developing a clearer understanding of their awareness, attitudes, and experiences can help improve current policies and guide future strategies. Therefore, this study focuses on examining awareness, perception, attitude, and challenges related to green banking among bank employees in Ahmedabad city. The findings are expected to offer practical insights for banks and policymakers aiming to strengthen sustainable banking practices and promote environmentally responsible growth within the financial sector.

Green Banking Initiatives in India

Figure: 1 Green Banking Initiatives in India
Source: Developed by the researcher

Green Banking Initiatives in India

In recent years, green banking in India has shifted from being a theoretical idea to a practical approach adopted by many financial institutions. Both public and private sector banks are increasingly recognizing their role in supporting environmental sustainability. By introducing eco-friendly financial products and improving their internal processes, banks are contributing to sustainable development while also enhancing their efficiency and reputation (Jain, 2020; Kumar & Prakash, 2019; Reserve Bank of India, 2021).

Green Loans and Financing: One of the key areas where banks are making progress is in financing environmentally responsible projects. The State Bank of India (SBI), for example, has been actively funding renewable energy projects, especially in solar and wind energy, acknowledging the growing need for clean energy solutions. Similarly, ICICI Bank encourages sustainable living by offering home loans designed for energy-efficient housing. Punjab National Bank (PNB) also supports green initiatives by providing loans for solar installations and other eco-friendly projects. These efforts show a clear shift in the banking sector toward responsible and sustainable financing practices (Bansal et al., 2020; Soni & Patel, 2018; RBI, 2022).

Green Deposits and Accounts: Banks also involving customers in sustainability efforts through innovative deposit schemes. HDFC Bank has introduced green fixed deposits that direct funds toward renewable energy and sustainable infrastructure projects. IndusInd Bank has followed a similar path by offering deposit schemes aligned with its environmental goals. In addition, Kotak Mahindra Bank has introduced ESG-linked deposits, ensuring that customer investments support environmentally responsible activities. Such initiatives allow customers to contribute to sustainability while managing their savings (Weber, 2017; Chen et al., 2022; RBI, 2023).

Green Investments: The investment segment has also witnessed significant developments. Yes Bank was among the early institutions in India to issue green bonds, raising funds specifically for renewable energy projects. Axis Bank has expanded opportunities for individuals by offering ESG-based mutual funds, enabling them to invest in sustainable portfolios. Moreover, SBI Capital Markets provides advisory services that help businesses explore and invest in green opportunities. These initiatives collectively contribute to building a stronger framework for sustainable finance in India (Gulzar et al., 2024; Kumar & Prakash, 2019; RBI, 2021).

Digital and Paperless Banking: The increasing adoption of digital banking has played an important role in reducing the environmental impact of banking activities. HDFC Bank's "Go Digital" initiative encourages customers to switch to online banking and electronic statements, thereby minimizing paper usage. ICICI Bank has further simplified processes by enabling fully digital account opening, eliminating the need for physical documents. These steps not only make banking more convenient but also support resource conservation and reduce carbon emissions (Chaudhary & Agarwal, 2019; RBI, 2022).

Green Credit Cards: Banks are also exploring new ways to promote environmentally responsible behavior among customers. SBI Card is developing green credit card options that reward eco-friendly spending habits. Similarly, Axis Bank has proposed ESG-linked credit cards that allow users to track their carbon footprint based on their spending patterns. These initiatives reflect how sustainability is gradually becoming part of everyday financial decisions (Chen et al., 2022; RBI, 2023).

Sustainable Banking Operations: In addition to customer-focused initiatives, banks are making efforts to improve the sustainability of their own operations. Yes Bank has committed to achieving carbon neutrality by 2030 and has already implemented solar energy solutions in several of its offices. The State Bank of India has also installed solar panels across many of its branches to improve energy efficiency. These measures demonstrate that banks are not only financing green initiatives but are also adopting sustainable practices internally (RBI, 2021; RBI, 2023).

Overall, green banking initiatives in India highlight a growing commitment within the financial sector to support environmental sustainability. While notable progress has been made, continuous innovation, regulatory support, and effective implementation will be essential for banks to play an even stronger role in achieving long-term sustainable development goals (RBI, 2022; Government of India, 2023).

NEED FOR THE STUDY

Green banking is increasingly being recognized as a meaningful approach for making the financial sector more environmentally responsible. By supporting sustainable projects and adopting eco-friendly practices within their operations, banks can contribute to long-term economic and environmental well-being. However, the success of these initiatives depends not just on strategies or policies, but largely on the people who implement them as bank employees. Understanding how employees view green banking is therefore essential. Their level of awareness, their attitudes, and the challenges they face in applying these practices in real work situations can significantly influence the effectiveness of green initiatives. This study focuses on examining how well employees understand green banking concepts, the difficulties they encounter, and how everyday practices like digital banking can help reduce environmental impact. Another important purpose of this study is to suggest practical ways to improve the adoption of green banking in India. Earlier studies indicate that green banking practices not only reduce environmental damage but also strengthen a bank's image and overall performance (Chen et al., 2022; Gulzar et al., 2024). At the same time, with India aiming to achieve net-zero emissions by 2070, the banking sector has a key role in directing financial resources toward sustainable development (Government of India, 2023).

This study is important because it brings attention to the human side of green banking. By understanding employees' perspectives, it becomes easier to identify gaps between policy and actual practice, and to design more effective strategies that encourage the successful implementation of sustainable banking initiatives.

OBJECTIVE OF THE STUDY

- To assess the level of awareness among bank employees in Ahmedabad City towards Green Banking initiatives.
- To analyze the perceptions and attitudes of bankers in Ahmedabad regarding the implementation of Green Banking practices.

- To examine the challenges faced by bank employees during the adoption of Green Banking practices.
- To suggest appropriate measures to strengthen and expand the effectiveness of Green Banking practices in banks based on the study findings.

LITERATURE REVIEW

Research on green banking consistently shows that employees are not just participants but key drivers in turning sustainability ideas into real-world banking practices. Vineela and Prakash (n.d.) observed that when employees have a positive outlook toward green finance, they are more likely to actively support and apply such practices in their daily work. This highlights that awareness and understanding are not optional they are fundamental to successful implementation. Similarly, Masukujjaman et al. (2015) pointed out that employees' perceptions and attitudes play a decisive role in determining whether green banking initiatives are accepted or overlooked. When employees view these practices as practical and meaningful, they are far more likely to adopt them in their routine activities.

To understand this better, green banking can be seen as a set of environmentally responsible practices, including digital banking, paperless operations, and financing eco-friendly projects. These efforts aim to reduce environmental harm while supporting sustainable development (Jain, 2020; Seth, 2024). However, simply introducing such initiatives is not enough their success largely depends on how employees perceive and engage with them. Alshebami (2021) found that employees who act in environmentally responsible ways help strengthen a bank's green image, showing that their role extends beyond following guidelines. In the same direction, Renwick et al. (2013) emphasized the need for proper training and organizational support to encourage such behavior, while Mishra and Suar (2010) highlighted that employee engagement and commitment are essential for achieving sustainability goals. Together, these studies underline that employee perception directly influences both behavior and organizational outcomes.

When looking at the Indian banking sector, it becomes clear that employee perception is often shaped by practical challenges. Sharma and Choubey (2022) noted that although many banks have introduced green initiatives, employees frequently face issues such as lack of awareness, limited training, and inadequate infrastructure. These barriers can negatively influence how employees perceive green banking and may reduce their willingness to adopt such practices. Supporting this view, Chaudhary and Agarwal (2019) emphasized that the success of green banking in India largely depends on employees' understanding and acceptance. This suggests that perception is closely linked to the support systems provided by the organization.

Recent studies further reinforce the importance of employee perception in ensuring the effectiveness of green banking practices. Seth and Mistry (2024) found that bankers' awareness and positive attitudes directly impact how successfully eco-friendly initiatives such as digital transactions and green financing are implemented. At the same time, the study pointed out that insufficient training and weak policy frameworks can limit adoption, which in turn affects employees' confidence and perception.

Insights from digital banking studies also add an important dimension to this discussion. Thakkar and Mistry (2022), focusing on Ahmedabad, found that both customers and banking professionals are increasingly moving toward digital payment systems because of their convenience and efficiency. This shift supports paperless banking, a core element of green banking. However, concerns about security and the ability to adapt to new technologies still exist. The study also highlights that bankers play a crucial role in guiding customers, and their own perception of digital systems can significantly influence how these practices are promoted.

External factors have also played a role in shaping employee perception. Mistry and Thakkar (2022) showed that the COVID-19 pandemic accelerated the adoption of digital and contactless banking services. This forced employees to quickly adapt to new technologies, which generally led to a more positive perception of sustainable, tech-driven practices. However, the study also identified ongoing challenges such as limited technical knowledge, lack of awareness, and resistance to change, pointing to the need for continuous training and organizational support.

Taken together, these studies indicate that although green banking initiatives are expanding, their success largely depends on employees' awareness, perception, and willingness to embrace change. In a growing urban area like Ahmedabad, where digital adoption is steadily increasing, bankers play a central role in driving green banking forward. However, gaps in training, policy clarity, and alignment of employee perceptions continue to limit the full potential of these initiatives.

Beyond implementation, employee perception also influences broader organizational outcomes. Chen et al. (2022) found that green banking practices can improve environmental performance and support sustainable financing, but only when employees effectively carry them out. Similarly, Gulzar et al. (2024) explained that banks can encourage customers to adopt environmentally responsible behavior, but this again depends on employees' active involvement. Kumar and Prakash (2019) further noted that employee participation in green initiatives can enhance customer trust and give banks a competitive edge.

Finally, the role of awareness and organizational culture cannot be ignored. Bihari (2011) argued that green banking can only succeed when employees are properly informed and motivated. Jeucken (2001) emphasized that sustainability requires a shift in organizational culture, where employees are at the center of change. Likewise, Weber (2017) highlighted that aligning banking practices with sustainability goals depends heavily on employee understanding and cooperation.

In conclusion, the literature clearly shows that employee perception lies at the heart of green banking success. Their awareness, attitudes, and level of engagement not only determine how effectively green initiatives are implemented but also shape the overall sustainability performance of the banking sector.

RESEARCH GAP

Although existing studies have explored green banking initiatives, environmental performance, and digital transformation, there is still limited research focusing specifically on bank employees' perceptions and experiences. Most studies are either conceptual or conducted at a broader level, with less attention given to region-specific analysis, particularly in cities like Ahmedabad. Additionally, variables such as awareness, perception, and challenges are often studied separately rather than in an integrated manner. There is also a lack of empirical research examining how these factors collectively influence employee attitudes and the actual implementation of green banking practices. Hence, this study aims to bridge these gaps by providing a more focused and practical understanding of bankers' perceptions and challenges in adopting green banking initiatives.

Following hypotheses have been created based on the literature review.

H1: There is a significant association between demographic factors awareness of Green Banking initiatives

H2: There is a significant relationship between the level of awareness of Green Banking initiatives and the perception of bank employees towards Green Banking practices.

H3: Awareness of Green Banking initiatives significantly influences the attitude of bank employees toward the implementation of Green Banking practices.

H4: Challenges faced by bank employees significantly affect the adoption of Green Banking practices in banks.

H5: Perception of bank employees significantly influences the implementation of Green Banking practices.

RESEARCH METHODOLOGY

This study adopts a systematic approach to examine bankers' perceptions of green banking initiatives and sustainable practices in Ahmedabad. It mainly focuses on understanding how bank employees view these practices, their level of awareness, their attitudes, and the challenges they face while implementing them in their work environment.

Research Design

The study is based on a combination of exploratory and descriptive research design. The exploratory aspect helps in gaining a better understanding of the concept of green banking and how it is perceived by employees. It allows the researcher to look deeper into their experiences and viewpoints. On the other hand, the descriptive design helps in organizing and analyzing these views in a structured manner, making it possible to identify patterns related to awareness, attitudes, and challenges.

Data Collection

For a comprehensive understanding of the topic, both primary and secondary data were used in this study.

Primary Data: Primary data was collected with the help of a structured questionnaire designed specifically for bank employees. The questionnaire included mostly closed-ended questions, along with a section to collect basic demographic details. To measure employees' opinions and attitudes towards green banking practices, a five-point Likert scale was used, ranging from strong disagreement to strong agreement. This approach made it easier to quantify responses and analyze them effectively.

Secondary Data : Secondary data was collected to support the primary findings and provide background information. Sources included research articles, bank annual reports, official websites, and other relevant publications. These sources helped in understanding the broader context and development of green banking practices in the banking sector.

Sampling Technique and Sample Size

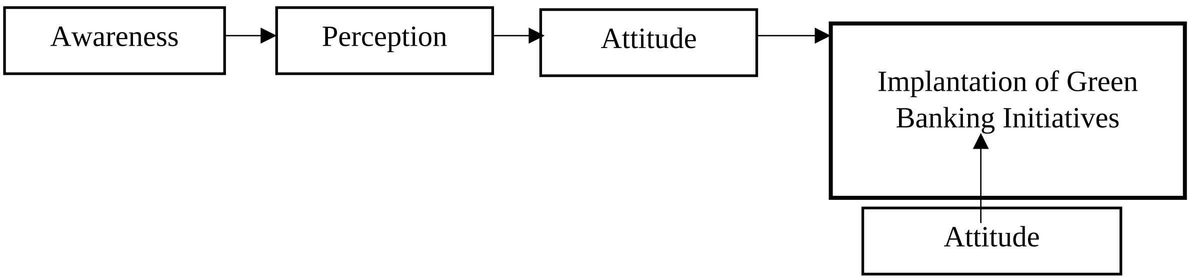
The study used a convenience sampling method, where bank employees in Ahmedabad were selected based on their availability and willingness to participate. This method was chosen mainly because it was practical and time-efficient for the purpose of this research.

Data was collected through an online questionnaire using Google Forms, which made participation easy and helped in reaching a larger number of respondents. A total of 230 valid responses were collected and used for the analysis.

The sample size of 230 respondents is considered adequate for this type of study. In social science research, a sample size exceeding 100 is generally regarded as sufficient for conducting statistical analysis and drawing meaningful conclusions (Research Methods for Business, 2016). Furthermore, several studies in the banking sector have employed similar or even smaller sample sizes while applying statistical techniques such as correlation and regression analysis. Therefore, the sample size used in this study is appropriate and supports the reliability and validity of the findings.

Research Framework

In light of this, the following study framework is created:



Source: Model Developed by the researcher
Figure: 2 *Conceptual Framework for Green Banking Adoption*

Figure 2 presents the conceptual framework guiding this study. At its core, the framework maps a logical progression beginning with employee awareness of green banking initiatives. As employees become more informed about green banking products, policies, and goals, their perception of these practices is shaped accordingly. This perception, in turn, influences their overall attitude toward adopting and promoting green banking within their institutions. Employees who develop a favorable attitude are more likely to support and actively participate in the implementation of green banking practices. Alongside this chain, the framework also acknowledges that challenges encountered by employees whether informational, organizational, or motivational can directly interfere with the smooth implementation of green banking practices, independent of awareness or attitude levels.

TABLE: 1
Reliability Analysis

Construct	Number of Items	Cronbach's Alpha
Awareness	5	.888
Perception	5	.885
Attitude	5	.864
Challenges	5	.842

The internal consistency of all four constructs was evaluated using Cronbach's Alpha, and the results are highly encouraging. The Awareness construct, comprising five items, recorded the highest alpha value of 0.888, indicating excellent reliability. Similarly, the Perception scale returned to an alpha of 0.885, reflecting strong consistency among its five items. The Attitude construct also demonstrated good reliability with an alpha of 0.864, while the Challenges scale, though slightly lower, still achieved a robust alpha of 0.842. Since all values comfortably exceed the widely accepted threshold of 0.70 (Nunnally, 1978), the measurement scales for all four constructs are considered reliable and suitable for further statistical analysis. These results confirm that the respondents interpreted and answered the survey items in a consistent and coherent manner across all dimensions of the study

TABLE -2

Demographic Characteristics *N=230*

Demographic Variables	Category	N	Frequency
Gender	Male	138	60
	Female	92	40
Age	Upto 35	122	53
	36-45	67	29
	46-55	32	14
	Above 55	9	4
Years of Experience in Banking	Upto 10	169	74
	11-15	38	16
	16 - 20	17	7
	Above 20	6	3
Type of Bank (Public / Private)	Public Sector Bank	104	45
	Private Sector Bank	126	55
Awareness of Green Banking	Yes	212	92
	No	18	8

Source: Primary Data

The study collected responses from a total of 230 bank employees, providing a clear picture of their demographic characteristics. In terms of gender, the sample is slightly male dominated, with 60% male respondents (138) and 40% female respondents (92), indicating a fairly balanced representation of both groups.Looking at the age distribution, a large proportion of respondents (53%) fall in the up to 35 years category, showing that the sample mainly consists of younger employees. The 36–45 age group accounts for 29%, followed by 14% in the 46–55 category, while only 4% are above 55 years, suggesting limited participation from older employees nearing retirement.

With respect to work experience, the majority of respondents (74%) have up to 10 years of experience, indicating that most participants are in the early or mid-stages of their careers. Employees with 11–15 years of experience make up 16%, while 7% have 16–20 years of experience, and only a small portion (3%) have more than 20 years of experience in banking.

In terms of the type of bank, 55% of respondents belong to private sector banks, while 45% are from public sector banks, providing a balanced view from both segments of the banking industry.

Most importantly, the findings show a very high level of awareness regarding green banking initiatives. About 92% of respondents reported being aware, while only 8% indicated that they were not aware. This highlights that green banking concepts are widely recognized among bank employees, creating a strong base for further analysis in the study.

TABLE -3 *Association between Demographic Factors and Awareness of Green Banking*

Demographic Factor	**F-value**	**Sig. (p-value)**	**Result**
Gender	1.243	0.286	Not Significant
Age	3.521	0.027	Significant
Service Year (Experience)	5.871	0.011	Significant
Type of Bank	0.429	0.733	Not Significant
Significance Level: $p < 0.05$ Sample Size: N = 230			

To examine whether demographic factors influence employees' awareness of green banking initiatives, a one-way ANOVA test was conducted using data from 230 respondents at a 5% level of significance.

The results suggest that work experience plays an important role in shaping awareness. Employees who have spent more years in the banking sector appear to be more informed about green banking practices, likely due to greater exposure over time. Similarly, age also shows an influence, indicating that awareness levels vary across different age groups.

In contrast, gender does not appear to affect awareness, as both male and female employees demonstrate similar levels of understanding. Likewise, the type of bank, whether public or private, does not create any noticeable difference in awareness levels, suggesting that knowledge of green banking is fairly consistent across banking institutions.

Overall, the findings indicate that awareness is influenced by certain factors such as age and experience, while others have little to no impact. This shows that the connection between demographic characteristics and awareness is selective rather than uniform

TABLE 4: *Descriptive Statistics of Awareness, Perception, Attitude and Challenges toward Green Banking*

Variable	**Mean**	**Standard Deviation**
Awareness	4.3512	.69965
Perception	3.7047	.78167
Attitude	3.3219	.73725
Challenges	3.6797	.91723

The descriptive statistics for the four key constructs reveal several meaningful patterns in how bank employees relate to green banking. Attitude recorded the highest mean score of 3.67 (SD = 0.917), suggesting that employees generally hold a strongly favorable disposition toward green banking practices. This is closely followed by Awareness (M = 4.35, SD = 0.66965) and Perception (M = 3.70, SD = 0.782), both of which reflect that respondents are not only well-informed about green banking initiatives but also view them positively. The relatively low standard deviation values across these three constructs further indicate that employee responses were consistent and clustered around agreement, with little variation in opinion. The Challenges construct, however, presented a noticeably lower mean of 3.67 (SD = 0.917), which, while still above the midpoint of the scale, signals that employees do experience moderate difficulties in the adoption and implementation of green banking practices. The slightly higher standard deviation here also suggests greater variability in how employees perceive and experience these barriers, likely reflecting differences in branch infrastructure, training exposure, or institutional support across the organizations surveyed. Overall, the findings paint an optimistic picture bank employees are aware of and receptive to green banking, but targeted efforts are needed to address the implementation challenges that continue to slow its full integration into everyday banking operations.

TABLE 5: *Regression Analysis Showing the Influence of Awareness, Perception and Challenges on Attitude toward Green Banking Practices*

Variables	Unstandardized Coefficient (B)	Standardized Coefficient (β)	t-value	Sig.
(Constant)	1.286	—	3.728	0.000
Awareness	0.057	0.129	1.148	0.262
Perception	0.567	0.657	5.854	0.000
Challenges	-0.359	-0.385	-3.089	0.000
Dependent Variable: Attitude				
Sample Size (N): 230				

Regression analysis was conducted to examine the influence of awareness, perception, and challenges on the attitude of respondents toward green banking practices.

The results indicate that perception has a significant positive influence on attitude toward green banking practices ($\beta = 0.657$, $p < 0.001$). This suggests that individuals who hold favourable perceptions of green banking initiatives are more likely to develop positive attitudes toward their adoption.In contrast, challenges show a significant negative effect on attitude ($\beta = -0.385$, $p < 0.001$). This implies that higher perceived barriers or difficulties associated with green banking practices tend to reduce individuals' positive attitudes toward these initiatives.

However, awareness does not show a statistically significant effect on attitude ($\beta = 0.129$, $p = 0.262$), indicating that awareness alone may not directly influence individuals' attitudes toward green banking practices.

FINDINGS & SUGGESTION

TABLE 6 *Summary of Hypothesis Testing*

Hypothesis	Statement	Result
H1	Demographic factors have no significant association with green banking awareness	Partially Accepted
H2	Awareness has no significant relationship with employee perception	Accepted
H3	Awareness does not significantly influence employee attitude	Accepted
H4	Challenges do not significantly affect adoption attitude	Rejected
H5	Perception does not significantly influence implementation of attitude	Rejected

The study examined the role of demographic factors, awareness, perception, and challenges in shaping attitudes toward green banking practices. The findings indicate that demographic factors have a partial influence on green banking awareness, suggesting that certain variables such as work experience may contribute to differences in awareness levels, while others do not show significant effects. The results further reveal that awareness does not have a significant relationship with employee perception, indicating that increased awareness alone does not necessarily lead to more favourable perceptions of green banking practices. Similarly, awareness is found to have no significant influence on employee attitude, suggesting that knowledge about green banking initiatives does not directly translate into positive attitudes. The analysis also highlights that challenges faced by individuals significantly affect their attitude toward the adoption of green banking practices, implying that perceived barriers play an important role in shaping acceptance levels. In addition, perception is found to have a significant influence on the implementation of attitude, indicating that individuals with more positive perceptions are more likely to support and adopt green banking initiatives. Overall, the findings emphasize that while awareness is important, perception and challenges are the key determinants influencing attitudes toward green banking practices.

EMPLOYEE SUGGESTIONS FOR ENHANCING GREEN BANKING INITIATIVES AND SUSTAINABLE PRACTICES

- Implement awareness initiatives for both employees and customers to maximize the impact of green banking.
- Increasing education efforts as knowledge is the key driver for adopting digital and green banking practices.
- Introduce rewards and incentives to encourage both employees and customers to actively participate in green banking.
- Promote paperless banking across all levels within the organization.
- Appoint a dedicated officer responsible for educating customers about green banking solutions at branch levels.

- Advertise digital initiatives and green banking products in vernacular languages to reach a wider audience.
- Provide more detailed and accessible information on green banking to employees.

LIMITATIONS OF THE STUDY

No study is without its limitations, and this research is no exception. The focus on bank employees in Ahmedabad means the findings may not represent situations in other parts of India. Since the data comes from a self-administered questionnaire, the responses are based on personal opinions and may carry some bias. Moreover, with a sample size of 230, it may not fully capture the wide range of experiences across the banking sector.

The study is also limited to four areas awareness, perception, attitude, and challenges while other important factors like organizational culture, regulatory environment, and incentive systems have not been considered. In addition, the cross-sectional design provides insights from a single point in time, making it difficult to understand how views and awareness might change as green banking practices continue to evolve.

SCOPE OF THE STUDY

This study focuses on how bank employees in Ahmedabad perceive and respond to green banking initiatives, especially in terms of their awareness, attitudes, and the challenges they face in implementing such practices. Previous research has highlighted the importance of green banking in promoting environmental sustainability and responsible financial behavior (Soni & Patel, 2018; Jain, 2020). Using a structured questionnaire along with correlation and regression analysis, the study examines employee perspectives to identify key factors that support or hinder the adoption of green banking. Although the research is limited to selected banks in Ahmedabad, its findings offer useful insights for bank management and policymakers aiming to strengthen sustainable banking practices across India.

CONCLUSION

This research looks at how bank employees in Ahmedabad understand and respond to green banking, while also examining the hurdles that affect its implementation. The findings show that most employees are fairly aware of green banking concepts and generally view them in a positive light, suggesting an openness toward sustainable practices in the banking sector. A key insight, however, is that awareness on its own does not directly shape employees' attitudes. What really matters is how employees interpret and connect with these ideas their perception plays a stronger role in building a supportive mindset. In addition, the challenges faced during actual implementation also influence attitudes, highlighting the importance of addressing practical difficulties. The study also finds that employees with more work experience tend to have higher levels of awareness, indicating that exposure over time contributes to better understanding.

Taken together, these findings suggest that raising awareness alone is not enough. Banks and policymakers should focus on helping employees develop a deeper understanding through targeted training and clear communication. At the same time, reducing operational barriers and creating a supportive work environment will be essential. As India moves forward with its sustainability goals, empowering bank employees to actively engage with green banking can help turn intentions into meaningful action.

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