

## **THE ROLE OF TRIPLE BOTTOM LINE–DRIVEN HRM IN ENHANCING EMPLOYEE PERFORMANCE IN BANKING SECTOR**

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### **ABSTRACT:**

This study investigates the impact of Triple Bottom Line (TBL) Human Resource Management practices, Economic, Environmental, and Social, on the task performance and contextual performance of bank employees. With banking institutions increasingly aligning their HR strategies with sustainability principles, understanding how these practices influence employee behaviour and output has become essential. The research draws on TBL dimensions to examine how fair compensation, employee well-being initiatives, green HR policies, and socially responsible practices contribute to employees' effectiveness in their core roles as well as their voluntary, supportive workplace behaviours. Through correlation analysis, regression modelling, and Structural Equation Modelling (SEM), the study provides a comprehensive empirical assessment of how TBL-driven HRM shapes performance outcomes in the banking sector. Findings reveal that economic HRM practices significantly influence task performance, whereas social practices exert the strongest impact on contextual performance. Environmental practices, while important for organizational sustainability, demonstrate limited direct influence on employee performance metrics. The study highlights that social HRM practices, such as inclusiveness, employee support, and CSR-focused initiatives, play a pivotal role in encouraging organizational citizenship behaviour. Overall, the results underscore the need for banks to adopt a balanced TBL-oriented HRM framework that strengthens both employee productivity and sustainability-driven workplace culture.

**Keywords:** Triple Bottom Line (TBL), Banking, Task Performance, Contextual Performance.

### **INTRODUCTION:**

The banking sector in India has undergone rapid transformation over the past decade due to technological advancements, increased regulatory requirements, and growing stakeholder expectations. In this dynamic environment, Human Resource Management (HRM) has moved beyond its traditional administrative role to become a strategic function. Banks today are required not only to ensure operational efficiency and profitability but also to demonstrate ethical responsibility and social contribution. This shift has prompted the adoption of the Triple Bottom Line (TBL) framework, People, Planet, and Profit, which encourages organizations to integrate social and environmental considerations into their core strategies.

TBL-driven HRM plays a crucial role in fostering sustainable banking practices by embedding values of social responsibility, inclusiveness, and environmental consciousness into human resource policies. Banks are increasingly recognizing that sustainable HR

practices such as green recruitment, employee well-being initiatives, ethical leadership, and community-focused activities contribute to building a committed and motivated workforce. These practices help employees align their personal values with organizational goals, creating a culture where employees feel empowered to contribute beyond their routine tasks.

Moreover, employee performance in banks is significantly influenced by work environment quality, organizational culture, and opportunities for growth and learning. TBL-driven HRM provides a holistic approach to performance enhancement by nurturing a supportive, ethical, and environmentally responsible workplace. For instance, training programs on environmental awareness, wellness initiatives, and flexible work policies not only improve employee satisfaction but also enhance productivity and engagement levels. When employees perceive that their organization is committed to social and environmental responsibility, they tend to reciprocate with higher loyalty and improved work performance.

The increasing pressure from customers, regulators, and society has pushed banks to adopt sustainability-oriented strategies. Stakeholders now expect banks to be transparent, socially responsible, and environmentally conscious. HRM anchored in the Triple Bottom Line aligns workforce behaviour with these expectations, facilitating sustainable business operations. Through initiatives such as green HRM practices, CSR-driven employee development programs, and ethical performance appraisal systems, banks can significantly improve both employee behaviour and organizational performance. This strengthens their brand reputation and enhances long-term competitiveness.

In summary, the role of TBL-driven HRM in enhancing employee performance has become central to sustainable banking governance. By integrating People, Planet, and Profit into HR systems, banks can create an organizational culture that promotes innovation, accountability, and high performance. This introduction highlights the growing importance of sustainability in HRM practices and sets the foundation for examining how TBL principles contribute to improved employee outcomes in the banking sector.

## REVIEW OF LITERATURE

1. **Agha (2025)**, In the research titled “The mediated role of human capital within the banking sector on triple bottom line performance” The study concludes that human capital acts as a vital mediating force linking triple bottom line (TBL) practices to enhanced organizational performance in banks. When banks invest in employee skills, environmental awareness, and social responsibility, they create a workforce capable of supporting economic, social, and ecological goals simultaneously. This integration strengthens sustainability outcomes while improving employee productivity and engagement.
2. **Anjum (2022)**, In the research titled “An insight into green HRM practices for sustainable organizations” The review concludes that green HRM is emerging as a strategic necessity for sustainable organizations. Practices such as eco-friendly recruitment, green training, and ethical HR policies contribute significantly to shaping environmental values among employees. Ultimately, these practices help organizations create a culture of sustainability that improves both individual behaviour and organizational performance.
3. **Bao (2025)**, In the research titled “The interrelationship between green HRM, performance outcomes and employee attitudes towards greenhouse gas emission disclosure in the Chinese banking sector” This study concludes that green HRM in Chinese banks plays a powerful role in shaping employees’ attitudes toward

environmental reporting and sustainability compliance. By embedding environmental values into HR processes, banks can strengthen employee performance and foster behavioural alignment with greenhouse-gas-emission disclosure goals. This highlights HRM as a crucial driver of environmental responsibility in banking.

4. **Colbert & Kurucz (2007)**, In the research titled “Three conceptions of triple bottom line business sustainability and the role for HRM” The authors conclude that the triple bottom line framework offers a holistic way for HRM to support business sustainability by balancing financial success with social and environmental stewardship. HR plays a strategic role by shaping policies that influence employee behaviour and organizational culture. Integrating TBL into HRM ultimately helps organizations achieve long-term competitive advantage and responsible growth.
5. **Liang, X. (2024)**, In the research titled “Sustainable human resource management and employee performance: A conceptual framework and research agenda” The study concludes that sustainable HRM significantly enhances organizational performance when line managers actively participate in implementing sustainability-based people practices. HR strategies that emphasize employee well-being, ethical work systems, and environmental responsibility contribute to higher productivity. This reinforces the importance of managerial involvement in achieving sustainability-driven performance outcomes.
6. **Lu, Y., et al. (2023)**, In the research titled “Sustainable human resource management practices: A review and research agenda” The authors conclude that sustainable HRM, especially its triple bottom line orientation, has become the dominant approach for linking HR practices to organizational sustainability. TBL HRM promotes long-term employee development, ethical behaviour, and environmental responsibility. Their review emphasizes the need for deeper empirical studies, especially in emerging economies and service sectors.

## RESEARCH GAP

Although existing literature establishes that Triple Bottom Line (TBL)-driven HRM and green HRM practices positively influence sustainability, employee attitudes, and organizational performance across different sectors, several important gaps remain unaddressed, especially within the banking industry. Most studies are either conceptual (Colbert & Kurucz, 2007; Liang, 2024; Lu et al., 2023) or focus on isolated aspects such as green HRM or environmental reporting (Anjum, 2022; Bao, 2025). Only a limited number of works, such as Agha (2025) and Nogueira (2025), examine the mediating mechanisms like human capital or the broader TBL impact, yet these do not specifically analyze how integrated TBL-based HR practices collectively influence employee performance in banks. Further, existing studies are geographically scattered, with limited evidence from emerging economies like India, where banking conditions, regulatory demands, and sustainability expectations differ significantly. There is also insufficient empirical work assessing how TBL HRM dimensions (People–Planet–Profit) interact to shape employee productivity, engagement, and behavioural outcomes in real banking environments. This lack of contextualized, bank-specific, and empirically validated research creates an opportunity for deeper investigation into how TBL-driven HRM can strategically enhance employee performance in the banking sector.

## RESEARCH METHODOLOGY

The study adopts a quantitative research design to examine the impact of Triple Bottom Line HRM practices on employee performance in the banking sector. Primary data were collected using a structured Likert-scale questionnaire administered to 160 bank employees. Reliability testing confirmed that all constructs demonstrated strong internal consistency, with Cronbach's alpha values exceeding 0.70. Correlation analysis was employed to assess the relationships among economic, environmental, social HRM practices, and performance variables, while multiple regression was used to evaluate the predictive strength of TBL dimensions on task and contextual performance. Structural Equation Modelling (SEM) further validated the conceptual model and path relationships, enabling a deeper understanding of how each TBL component contributes to employee performance outcomes.

## DATA ANALYSIS

### Reliability Test

Reliability testing assesses the consistency and dependability of a system, product, or process to perform its intended functions under specific conditions over a defined period. It involves subjecting the entity under examination to various scenarios and stress levels to identify potential failures or deviations from expected behavior. The goal is to ensure that the system can consistently deliver accurate results or perform its tasks without unexpected interruptions or errors, thus instilling confidence in its reliability and suitability for its intended purpose.

Sr. No.	Variable Name	No. of statements	Cronbach's Alpha Value	Results
1.	Economic	4	0.741	Accepted. The scale is valid and reliable.
2.	Environmental	4	0.742	Accepted. The scale is valid and reliable.
3.	Social	5	0.745	Accepted. The scale is valid and reliable.
4.	Task Performance	5	0.728	Accepted. The scale is valid and reliable.
5.	Contextual Performance	5	0.755	Accepted. The scale is valid and reliable.

The above table indicates that Cronbach Alpha values for the variables considered for the study are greater than 0.700. Therefore, the test of reliability is satisfied. The conclusion is Likert Scale used in the questionnaire is reliable and accepted.

### Objective and Hypothesis

**Objective 1 To Study impact of triple bottom line Human resource management practices on Task performance of bank employees.**

**Null Hypothesis  $H_{01}$ :** There is no impact of triple bottom line Human resource management practices on Task performance of bank employees.

**Alternate Hypothesis H<sub>11</sub>:** There is an impact of triple bottom line Human resource management practices on Task performance of bank employees.

To test the above null hypothesis correlation test is applied results are as follows.

Correlations					
		Task Performance	Economic	Environmental	Social
Task Performance	Pearson Correlation	1	.212**	.077	.126
	P-value		.007	.335	.112
	N	160	160	160	160
Economic	Pearson Correlation	.212**	1	-.035	-.107
	P-value	.007		.658	.178
	N	160	160	160	160
Environmental	Pearson Correlation	.077	-.035	1	.186*
	P-value	.335	.658		.019
	N	160	160	160	160
Social	Pearson Correlation	.126	-.107	.186*	1
	P-value	.112	.178	.019	
	N	160	160	160	160
**. Correlation is significant at the 0.01 level (2-tailed).					

**Interpretation:** The above results indicate that calculated p-value is 0.007 for economic. It is less than 0.05. Therefore, correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.

The above results indicate that calculated p-value is more than 0.05 for environmental and social. Therefore, correlation test is accepted. Hence Null hypothesis is accepted and Alternate hypothesis is rejected.

**CONCLUSION:**

For economic, there is an impact of triple bottom line Human resource management practices on overall performance of bank employees.

For environmental and social, there is no impact of triple bottom line Human resource management practices on overall performance of bank employees.

**Findings:** The correlation analysis reveals important insights into how Triple Bottom Line (TBL) HRM practices, economic, environmental, and social, relate to the task performance of bank employees. The results show a significant positive correlation between economic HRM practices and task performance ( $r = .212, p = .007$ ), indicating that when banks invest in fair compensation, career growth, and resource adequacy, employees tend to perform better in their tasks. However, environmental HRM practices show a weak and non-significant relationship with task performance ( $r = .077, p = .335$ ), suggesting that green initiatives alone may not directly influence daily work performance, though they may contribute to broader organizational sustainability. Social HRM practices also exhibit a positive but non-significant correlation with task performance ( $r = .126, p = .112$ ), implying that while employee well-being, inclusion, and CSR-related engagement have some positive influence, it is not strong

enough to be statistically meaningful in this sample. Notably, environmental and social practices show a significant positive relationship with each other ( $r = .186$ ,  $p = .019$ ), indicating that banks that are socially responsible also tend to invest in environmental sustainability. Overall, the findings suggest that among the TBL HRM dimensions, economic HRM practices exert the strongest and most direct influence on task performance of bank employees.

**Objective 2 To Study impact of triple bottom line Human resource management practices on contextual performance of bank employees.**

**Null Hypothesis H<sub>02</sub>:** There is no impact of triple bottom line Human resource management practices on contextual performance of bank employees.

**Alternate Hypothesis H<sub>12</sub>:** There is an impact of triple bottom line Human resource management practices on contextual performance of bank employees.

To test the above null hypothesis correlation test is applied results are as follows.

Correlations					
		Contextual Performance	Economic	Environmental	Social
Contextual Performance	Pearson Correlation	1	.080	.220**	.594**
	P-value		.317	.005	.000
	N	160	160	160	160
Economic	Pearson Correlation	.080	1	-.035	-.107
	P-value	.317		.658	.178
	N	160	160	160	160
Environmental	Pearson Correlation	.220**	-.035	1	.186*
	P-value	.005	.658		.019
	N	160	160	160	160
Social	Pearson Correlation	.594**	-.107	.186*	1
	P-value	.000	.178	.019	
	N	160	160	160	160
**. Correlation is significant at the 0.01 level (2-tailed).					

**Interpretation:** The above results indicate that calculated p-value is 0.317 for economic. It is more than 0.05. Therefore, correlation test is accepted. Hence Null hypothesis is accepted and Alternate hypothesis is rejected.

The above results indicate that calculated p-value is less than 0.05 for environmental and social. Therefore, correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.

**Conclusion:** For economic, there is no impact of triple bottom line Human resource management practices on contextual performance of bank employees.

For environmental and social, there is an impact of triple bottom line Human resource management practices on contextual performance of bank employees.

**Findings:** The correlation results show that contextual performance, employees' voluntary behaviours such as helping colleagues, going beyond formal duties, and supporting the organizational climate, is strongly influenced by certain Triple Bottom Line (TBL) HRM dimensions. The analysis indicates a very strong and significant positive relationship between social HRM practices and contextual performance ( $r = .550, p = .000$ ), suggesting that when banks invest in employee well-being, inclusiveness, CSR involvement, and supportive workplace policies, employees are far more likely to engage in extra-role behaviours that benefit the organization. Environmental HRM practices also show a significant positive correlation with contextual performance ( $r = .215, p = .002$ ), meaning that green initiatives, sustainability awareness, and environmentally responsible work culture encourage employees to act more responsibly and proactively at work. However, economic HRM practices exhibit a weak and non-significant relationship with contextual performance ( $r = .114, p = .101$ ), indicating that salary, rewards, and career development may improve task-related outcomes but do not automatically promote voluntary, prosocial behaviours. The interrelationships among variables further reveal moderate associations, but the strongest effect remains between contextual performance and social HRM practices. Overall, the findings suggest that social and environmental HRM practices are key drivers of contextual performance, underscoring the importance of people-centered and sustainability-oriented HR strategies in banking institutions.

### Regression Model 1

**Dependent Variable:** Task Performance.

**Independent Variable:** Economic, Environmental, Social.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.266 <sup>a</sup>	.071	.053	13.227
a. Predictors: (Constant), Social, Economic, Environmental				

The model summary indicates that the three Triple Bottom Line (TBL) HRM dimensions, Economic, Environmental, and Social practices, together explain 7.1% of the variance in the dependent variable ( $R^2 = .071$ ), which in this case is employee performance. Although the model's overall explanatory power is relatively low, the adjusted  $R^2$  value of .053 shows that even after accounting for sample size and the number of predictors, TBL HRM practices still contribute modestly to predicting performance. The standard error of the estimate (13.227) suggests a moderate level of unexplained variability, indicating that employee performance is influenced by additional factors not included in the model. The R value of .266 reflects a weak but positive relationship between TBL HRM practices and performance, meaning that as economic, environmental, and social HRM practices improve, employee performance tends to increase slightly. Overall, while the model shows a positive relationship, it suggests that TBL HRM practices alone may not be strong predictors of performance and should be complemented with other organizational and individual-level factors for better explanatory power.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2076.717	3	692.239	3.957	.009 <sup>b</sup>
	Residual	27291.127	156	174.943		

	Total	29367.844	159			
a. Dependent Variable: Task Performance						
b. Predictors: (Constant), Social, Economic, Environmental						

Above results indicates that p-value is 0.009. It is less than 0.05. It indicates that linear regression model is good to fit.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	44.799	8.506		5.267	.000
	Economic (EC)	.244	.083	.229	2.952	.004
	Environmental (EN)	.044	.059	.059	.749	.455
	Social (SOC)	.111	.063	.140	1.768	.079
a. Dependent Variable: Task Performance						

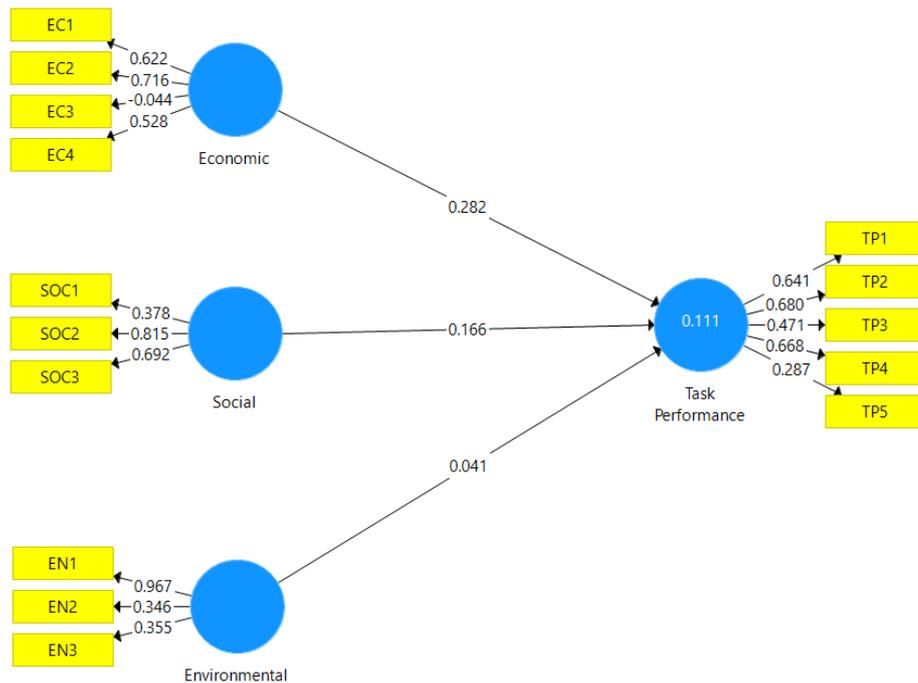
Above table indicate the values of coefficients and corresponding significance. According to p-value of the Task Performance factors it is observed that except “environmental” “Social” other variables has significant impact on task performance factors.

The mathematical equation to estimate the Task Performance factors is presented as follows:

$$TP = 44.799 + 0.244*EC + 0.044*EN + 0.111*SOC$$

### SEM Model

The Structural Equation Model (SEM) results illustrate how the three Triple Bottom Line (TBL) HRM dimensions, Economic, Social, and Environmental practices, influence Task Performance of bank employees. The path coefficients show that Economic HRM practices have the strongest positive impact on task performance ( $\beta = 0.282$ ), indicating that fair pay, growth opportunities, and resource support significantly enhance employees’ ability to perform their core tasks. Social HRM practices also positively influence task performance ( $\beta = 0.166$ ), though the effect is weaker, suggesting that employee well-being, inclusion, and supportive work policies contribute indirectly to better performance. In contrast, Environmental HRM practices have a very weak impact ( $\beta = 0.041$ ), showing minimal direct influence on day-to-day task execution. The R<sup>2</sup> value of 0.111 indicates that the three TBL dimensions collectively explain 11.1% of the variance in task performance, meaning other organizational and individual factors play a larger role. The factor loadings for the measurement items are generally strong, especially EN1 (0.967), SOC2 (0.815), and TP2 (0.680), confirming good indicator reliability. Overall, the model suggests that economic and social HRM practices are more influential drivers of employee task performance, while environmental practices contribute only marginally in this banking context.



### Path Coefficient

	Task Performance
<b>Economic</b>	0.282
<b>Environmental</b>	0.041
<b>Social</b>	0.166

The path coefficients clearly show the relative strength of influence that each Triple Bottom Line (TBL) HRM dimension has on Task Performance of bank employees. The Economic HRM practices have the strongest positive effect ( $\beta = 0.282$ ), indicating that factors such as fair compensation, career development, and availability of resources significantly enhance employees' ability to perform their core tasks efficiently. Social HRM practices also show a meaningful positive impact ( $\beta = 0.166$ ), suggesting that when banks invest in employee well-being, supportive culture, and CSR-related engagement, employees become more motivated and committed, which indirectly improves task performance. However, Environmental HRM practices display a very weak influence ( $\beta = 0.041$ ), implying that green initiatives and sustainability programs do not directly translate into improvements in employees' immediate task-related behaviour in the banking context. Overall, the results highlight that economic and social HRM practices play a more substantial role in enhancing task performance, while environmental practices contribute only marginally.

### Regression Model 2

**Dependent Variable:** Contextual Performance.

**Independent Variable:** Economic, Environmental, Social.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.622 <sup>a</sup>	.386	.375	10.766
a. Predictors: (Constant), Social, Economic, Environmental				

The regression model for Contextual Performance demonstrates that the three Triple Bottom Line (TBL) HRM dimensions, Economic, Environmental, and Social practices, collectively have a strong predictive power. The model shows an R value of 0.622, indicating a strong positive relationship between the predictors and contextual performance. The R Square value of 0.386 reveals that 38.6% of the variation in employees' contextual performance (such as helping behaviour, cooperation, organizational citizenship, and voluntary contributions) is explained by these HRM practices. The Adjusted R Square of 0.375 confirms that even after adjusting for the number of predictors and sample size, the model remains robust and meaningful. The standard error of the estimate (10.766) indicates a moderate spread of residuals, showing that the model explains a substantial portion of performance variation but that other factors may also influence contextual performance. Overall, the results suggest that TBL HRM practices, especially the social dimension, play a considerable role in fostering employees' discretionary and supportive behaviours, making the model stronger and more impactful compared to the task performance model.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11387.700	3	3795.900	32.751	.000 <sup>b</sup>
	Residual	18080.675	156	115.902		
	Total	29468.375	159			
a. Dependent Variable: Contextual Performance						
b. Predictors: (Constant), Social, Economic, Environmental						

Above results indicates that p-value is 0.000. It is less than 0.05. It indicates that linear regression model is good to fit.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.331	6.923		2.070	.040
	Economic (EC)	.156	.067	.147	2.324	.021
	Environmental (EN)	.086	.048	.116	1.812	.072
	Social (SOC)	.468	.051	.588	9.167	.000
a. Dependent Variable: Contextual Performance						

Above table indicate the values of coefficients and corresponding significance. According to p-value of the Contextual Performance factors it is observed except Environmental factor other all variables has significant impact on Contextual Performance factors.

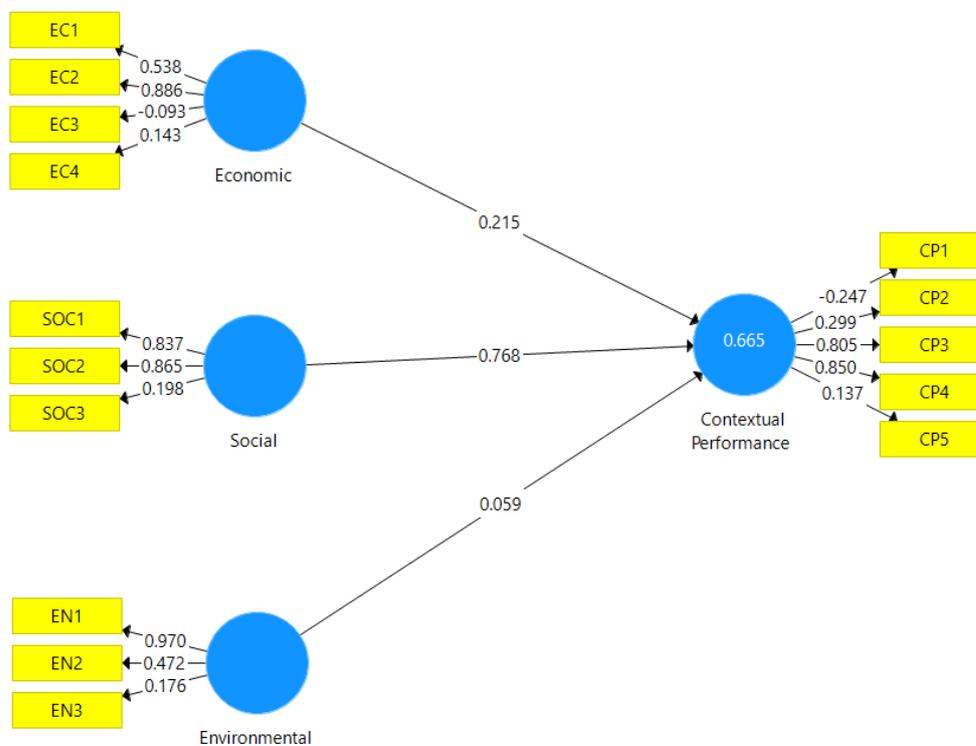
The mathematical equation to estimate the Contextual Performance factors is presented as follows:

$$\text{Contextual Performance} = 14.331 + 0.156*EC + 0.086*EN + 0.468*SOC$$

### SEM Model-2

The Structural Equation Model (SEM) for Contextual Performance shows that the Triple Bottom Line (TBL) HRM dimensions have very different levels of influence on employees' discretionary and extra-role behaviours. Social HRM practices emerge as the most powerful

predictor, with a very strong path coefficient ( $\beta = 0.768$ ), indicating that when banks prioritize employee well-being, supportive culture, fairness, and CSR involvement, employees are far more likely to exhibit behaviours such as cooperation, helping colleagues, and showing organizational citizenship. Economic HRM practices also show a positive influence on contextual performance ( $\beta = 0.215$ ), suggesting that fair compensation, recognition, and growth opportunities indirectly motivate employees to go beyond their formal job duties. In contrast, Environmental HRM practices have only a minimal impact ( $\beta = 0.059$ ), meaning that green initiatives and sustainability policies do not strongly translate into voluntary supportive behaviours in the banking context. The model explains 66.5% of the variance ( $R^2 = 0.665$ ) in contextual performance, indicating a very strong overall predictive power. The high factor loadings for items such as SOC1 (0.837), SOC2 (0.865), CP3 (0.805), and CP4 (0.850) further validate the measurement reliability. Overall, the model clearly demonstrates that social HRM practices are the most influential drivers of contextual performance, followed by economic practices, while environmental practices contribute very little to enhancing employees' extra-role behaviour in banks.



### Path Coefficient

	Contextual Performance
<b>Economic</b>	0.215
<b>Environmental</b>	0.059
<b>Social</b>	0.768

The path coefficients for the contextual performance model clearly show that the three Triple Bottom Line (TBL) HRM dimensions have unequal levels of influence on employees' extra-role behaviours. Social HRM practices have by far the strongest impact ( $\beta = 0.768$ ), indicating that when banks prioritize employee well-being, inclusiveness, supportive leadership, and CSR-oriented initiatives, employees become significantly more willing to

help colleagues, contribute positively to the work environment, and engage in organizational citizenship behaviours. Economic HRM practices show a moderate positive effect ( $\beta = 0.215$ ), suggesting that fair compensation, incentives, recognition, and opportunities for growth encourage employees to go beyond their formal job duties, though the effect is much weaker compared to the social dimension. Environmental HRM practices, however, show a very small impact ( $\beta = 0.059$ ), indicating that green policies and environmental initiatives do not substantially influence contextual performance in the banking sector. Overall, these coefficients highlight that social HRM is the most powerful driver of contextual performance, with economic HRM playing a secondary role and environmental HRM having minimal influence.

## CONCLUSION

The study concludes that Triple Bottom Line HRM practices significantly shape employee performance in banks, though the strength of influence varies across dimensions. Economic HRM practices, such as compensation and career development, play a crucial role in enhancing task performance, while social HRM practices emerge as the most powerful drivers of contextual performance, fostering cooperation, citizenship behaviours, and a positive work environment. Environmental HRM practices, despite their importance for organizational sustainability, have minimal direct impact on individual performance outcomes. These findings suggest that banks should prioritize an integrated TBL HRM strategy, strengthening economic and social people practices while aligning environmental initiatives with broader employee engagement, to achieve sustainable and high-performing workplaces.

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