

Article

Leveraging Green Organizational Excellence Strategies to Improve the Quality of Banking Services

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Abstract: As the significance of the concept of sustainability as well as service excellence continues, banks are under growing pressure to integrate green management practices into their organizational systems while maintaining high levels of customer satisfaction and competitive performance. The current study explores green organizational excellence through three strategies (green training, green empowerment, as well as green motivation) and how these strategies affect the quality of banking services. The research population was comprised of employees of four commercial banks in Oman (Oman Arab Bank, National Bank of Oman, Bank Dhofar, and Bank Muscat). A convenient sample of these employees of these banks was obtained and data was gathered through an electronic questionnaire to 400 employees and analyzed using structural equation modeling (SEM) using WarpPLS software. The results show that the quality of banking services is positively impacted by green training, green empowerment, and green motivation strategies. These strategies enhance employee skills, responsiveness, proactivity, and customer-focused service provision, which results in increased reliability of their services and customer satisfaction. This research paper adds to the literature by connecting Green Human Resource Management (GHRM) practices to the quality of banking services and also offers empirical data of the Omani banking industry. It also provides the practical implications to bank managers who would want to achieve sustainable competitive advantage by being green in their organizational excellence.

Keywords: Green Organizational Excellence Strategies; Green Training Strategy; Green Empowerment Strategy; Green Motivation Strategy; Banking Services Quality; Oman

1. Introduction

In today's banking sector, sustainability and service excellence are critical strategic concerns for banks to enhance long-term performance, operational efficiency and customer confidence (Porter & Kramer, 2007). Financial institutions are no longer judged purely by their financial bottom line, but by how they incorporate environmental, social and governance (ESG) considerations into their strategies, operations and service models (Jeucken, 2001). Global focus on sustainable development has created a need for banks to implement green management practices in order to minimize environmental impacts, while enhancing institutional, customer and service quality (Weber, 2017; UNEP FI, 2021). The latest research confirms that green banking practices enhance banks' sustainability performance, efficiency, quality,

and green brand image, thus bolstering their competitiveness in the banking industry (Gazi et al., 2024; Lalon et al., 2025).

For this reason, the practice of Green Organizational Excellence (GOE) is a critical strategy for banks to enhance sustainability performance and quality of service. GOE is the ability of an organization to deliver superior and sustainable performance through the integration of environmental sustainability notions into the strategic management, processes, management and culture of organizations. It goes beyond the traditional notion of organizational excellence by integrating environmental sustainability, resource efficiency and sustainable development into continuous improvement processes, quality management and employee participation. The concept is associated with the principles of sustainable management and Green Human Resource Management (GHRM), in which environmental excellence is gained through environmental leadership, innovation and employee involvement (Oakland, 2014).

Daily and Huang (2001) explain that environmental excellence is only possible with a focus on environmental management that is integrated into human resource management, employee participation and management commitment. Likewise, Jabbour and Santos (2008) argue that the key role of human resource management in sustainable organisations relates to the development of internal capabilities (such as training, empowerment and motivation) that foster environmental responsibility and organisational excellence. They explain that for environmental excellence to occur in sustainable organizations, there must be a strategic fit between environmental objectives and human resource performance management.

Renwick et al. (2013) also describe green organizational excellence as the implementation of Green Human Resource Management (GHRM) practices that motivate employees to proactively engage in environmental programs, enhance operational efficiencies and promote continuous environmental improvement. Their review suggests that green recruitment and selection, training and development, performance appraisal, employee involvement, empowerment and reward systems are key tools for the sustainable excellence. Likewise, Jabbour and Santos (2008) highlighted that human resource management is crucial for building sustainable organisations through the integration of human behaviour with environmental objectives and the creation of green improvement practices.

Three of the most impactful green organizational excellence strategies are green training strategy, green empowerment strategy and green motivation strategy. These are key aspects of GHRM, which seeks to promote pro-environmental behaviour among employees and enhance the sustainability performance of the organisations (Daily & Huang, 2001; Tang et al., 2018). Green training provides employees with environmental knowledge, awareness and skills to support the implementation of sustainable practices and environmental management systems (Teixeira et al., 2016). Employee empowerment offers authority, involvement and responsibility to participate in environmental decision making and problem solving, enhancing commitment to sustainability (Govindarajulu & Daily, 2004). Motivation approaches encourage green behaviour by providing incentives, recognition, compensation and performance appraisal systems that reward environmental responsibility and innovation (Pham et al., 2019).

Renwick et al. (2013) argue that these HR practices are the building blocks of green organizational excellence because they affect employee commitment to sustainability goals and enhance longer-term environmental and organisational

excellence. Furthermore, Yong et al. (2020) point out that green training, empowerment and motivation in a company have a positive impact on employee green behaviour and organizational environmental performance, and are important foundations for sustainable competitive advantage and organizational excellence.

In banking, service quality is one of the key factors in driving customer satisfaction, loyalty and competitive advantage (Salumi et al., 2024). Service quality refers to the capability of banks to deliver superior value to customers in terms of digital responsiveness, privacy, security, efficiency and personalization (Malc et al., 2023). Gupta et al. (2023) noted that people quality, employee competence, responsiveness and trust are the key determinants of superior banking service quality. They found that employee behaviour and internal organisational excellence play a significant role in customer satisfaction and loyalty in banking. Kaliraman and Narwal (2023) also confirmed that service quality gaps have a profound impact on bank customer satisfaction and that responsiveness, reliability and assurance as key service quality dimensions continue to be a key source of competitive advantage.

With the growing trend of banks embracing sustainability and technology, green strategies for organisational excellence can enhance internal and employee efficiency, which in turn enhances service quality. Sustainability-trained employees deliver more innovative, efficient and customer-oriented services (Teixeira et al., 2016). Motivated and empowered employees are more inclined to respond to customer needs, resolve service issues and enhance service quality perception (Govindarajulu & Daily, 2004; Pham et al., 2019). Green empowerment and involvement also enhance organisational commitment and responsiveness in service, particularly in customer-focused industries like banking (Jabbour & Santos, 2008).

The study of strategies of green organizational excellence and their role in the increase of the quality of banking services can be viewed in the perspective of the Ability-Motivation-Opportunity (AMO) theory and the Resource-Based View (RBV) that can serve as a solid theoretical background to explain the contribution of the internal organizational practices to the improvement of the quality of the banking services and sustainable competitive advantage.

AMO theory explains that performance in an organization is enhanced when employees have the necessary abilities, adequate motivation, and the right opportunities to play a positive role in meeting organizational objectives (Appelbaum et al., 2000). Green training cultivates awareness of the environment, technical skills and service competencies of employees in the context of the green organizational excellence, which is the ability dimension. The willingness of the employees to work towards environmentally responsible behaviour and service excellence are enhanced by green motivation strategies, including rewards, recognition, and performance appraisal based upon sustainability, and this is how the dimension of motivation is addressed. Green empowerment, when employees are involved in decision-making and sustainability programs, offers the opportunity dimension, as the staff members get the opportunity to participate in service enhancement and environmental performance (Jabbour and Santos, 2008; Renwick et al., 2013).

Meanwhile, the RBV theory describes the way these green organizational excellence strategies generate sustainable competitive advantage. Barney (1991) suggests that an organization that has valuable, rare, inimitable and non-substitutable (VRIN) resources performs better. Green human capital, sustainability-focused leadership, environmental knowledge, and eco-efficient organizational systems are examples of strategic intangibles in the banking sector that can be used to bolster

organizational excellence and service quality. These internal capabilities enable the banks to enhance customer satisfaction, operational efficiency, and institutional reputation to respond to rising environmental and stakeholder expectations (Weber, 2017).

This study integrates AMO and RBV to present how not only green training, empowerment, and motivation enhance employee performance and banking service quality, but also why these practices are strategic resources that enhance a long-term competitiveness advantage. GOE strategies, therefore, cannot be considered as just environmental programs, but as strategic programs to attain sustainable service excellence and excellent organizational performance within the banking industry.

While sustainability and service quality are increasingly important in the banking industry, there is a gap in empirical literature on how green strategies for organisational excellence can help improve banking service quality, especially in emerging markets like Oman. Existing research has tended to address Green Human Resource Management (GHRM) practices in manufacturing firms, environmental performance, and overall sustainability rather than service quality in the banking sector (Masri and Jaaron, 2017; Renwick et al., 2013). For instance, the majority of research on GHRM has focused on manufacturing companies and environmental performance, with little attention to service industries, such as banking, where service quality and customer satisfaction are crucial for success (Jabbour and Santos, 2008).

Further, earlier research has tended to focus on individual green practices like training, empowerment, and motivation, rather than considering them collectively as Green Organizational Excellence Strategies. For example, Jabbour (2013) examined environmental training, while Robertson and Barling (2013) highlighted employee empowerment and pro-environmental behaviours. Similarly, Renwick et al. (2013) talked about green reward systems. This presents a conceptual challenge in understanding how these strategies affect the quality of banking services. Also, the topic of "Green Organizational Excellence" has not been adequately explored and empirically validated - especially in the Arab and Gulf region.

Within the Omani banking industry, research has primarily centred on topics such as customer satisfaction, performance of Islamic banking, digital transformation and financial performance instead of sustainability-oriented internal organisational practices. For instance, Al Balushi et al. (2019) focused on the adoption of Islamic banking and customer satisfaction in Oman, where trust, quality of services and religiosity play a significant role rather than sustainability-oriented practices, and Central Bank of Oman (2022) emphasised digital transformation and financial stability in the banking sector. More recently, Iqbal et al. (2024) examined the demand side of green banking adoption in Oman by analysing the roles of customer awareness, environmental concern and behavioural intentions to adopt green banking services. Yet, there is still a lack of empirical evidence on the contribution of employee-centred green practices such as training, empowerment and motivation to improving banking services in Oman. Thus, this research will fill this gap by investigating the role of Green Organizational Excellence Strategies (represented by green training strategy, green empowerment strategy, green motivation strategy) in enhancing the quality of banking services in Oman. This research contributes to the literature by bridging the gap between services quality and green organizational excellence and the banking industry in a less studied regional context.

2. Literature Review and Hypotheses Development

Green organizational excellence (GOE) is not an option but a strategic need in the banking sector that has been going through a tremendous transformation over the past few years. Without sustainable and high-performing management practices, banks may lose their competitive edge, particularly as fintech firms rapidly grow, and there is a growing need for environmentally friendly financial services (Sekhon et al., 2015). GOE boosts customer experience by increasing service quality by making it more personalized, convenient, and sustainable digital solutions include paperless transactions, green financing, and service delivery that is environmentally friendly. It also enhances efficiency in its operations by automation, optimization of processes, and responsible management of resources (Weber, 2017). The ability to remain competitive is now paramount as the traditional banks are not only under intensive pressure due to the presence of fintech competitors but also the regulatory institutions and customers who are increasingly attentive to sustainability and ESG performance. In addition, green excellence helps banks to adapt to the changing regulations, environmental demands, and customer needs effectively to guarantee their long-term relevance and institutional success (Sanyaolu et al., 2024; UNEP FI, 2021).

The quality of services has emerged as a significant area of research among researchers, especially due to the heightening competition and the increased emphasis on sustainable banking. It is regarded as a major element of staying competitive and developing strong and long-lasting customer relationships (Zeithaml et al., 2000). Lumanaj et al. (2013) also developed a conceptualization of service quality as the perception of the customer about the gap between the expected service and the service experience. GOE is viewed as a contemporary managerial concept that helps organizations to acquire high capacities of responding to the environmental changes, sustainability pressures, and dynamic market conditions. Oakland (2001) defines organizational excellence as the capacity of the organization to organize and integrate all its components so as to attain optimum efficiency and become the best provider of value to customers. In the green context, institutional excellence incorporates the introduction of the environment sustainability into leadership, operation systems, human resource management and strategic decision making. It may also be defined as an overall framework of green leadership, strategic planning, customer-centered sustainability models, knowledge management, green human resource practices, and performance deliverables that generate sustainable organizational value (Jabbour and Santos, 2008; NIST, 2021; Renwick et al., 2013).

Mohamed et al. (2012) suggested that high quality, distinguished performance and, a strong comprehension of the worth of excellence is some of the main aspects that form organizational excellence. GOE builds on this view by incorporating environmental responsibility and sustainable development on this dimension. Latham and Vinyard (2006) argue that organizational excellence is the capability to embrace successful business strategies that result to sustainable competitive advantage. This applies to the green strategies in the banking industry, including sustainable lending, responsible investment, transformation to digital banking, green operations, and the delivery of environmentally responsible customer services. The strategies that reinforce green institutional excellence rely on the existence of effective green leadership that will be able to sustain a continuous improvement and a long-term commitment to sustainability. This results in the provision of quality banking services, increased customer trust, and experience (Vrullim et al., 2022). Moreover, green institutional excellence plans assist in triggering innovation within banks by

boosting digital green services, minimizing environmental expenses, and increasing the speed and efficiency of services through sustainable fintech solutions (Gomber et al., 2017). Thus, GOE can be viewed as a strategic avenue towards banks attaining better quality of service and long-term competitiveness in a sustainability-conscious financial environment.

Green Training Strategy and Banking Services Quality

Green training strategy is also very important in enhancing the quality of banking services through the increase in knowledge and skills of employees and their environmental awareness and their capacity to deliver services. Employee competence, responsiveness, assurance, and provision of efficient and customer-focused services are critical in the banking sector in terms of service quality. Green training is an organized form of training designed to guide the employees in acquiring knowledge about green banking, environmental sustainability, eco-efficient operations, and environmentally responsible customer services. The programs assist employees in meeting the objectives of sustainability in organizations as well as the expectations of customers in their daily operations (Renwick et al., 2013).

The AMO theory suggests that training enhances the ability aspect by providing employees with skills to work efficiently and help achieve the organizational goals (Appelbaum et al., 2000). Within the framework of green banking, staff members that undergo sustainability-minded training are more equipped to manage digital green services, transacting without paper, sustainable financing products, and ecologically aware customer dealings. This enhances reliability of services, responsiveness and satisfaction of the customers. Jabbour (2013) highlighted that one of the most significant Green Human Resource Management (GHRM) practices is green training as it creates employee commitment to the performance of their companies regarding the environment and enhances the effectiveness of their operations. In like manner, Teixeira et al. (2016) established that green training leads to significant improvements in environmental behavior and organizational performance in terms of awareness and sustainability competencies enhancement. In the service industries, Govindarajulu and Daily (2004) also found that environmental training enhances employee motivation and proactive behavior which is directly related to improved quality of the services.

Green training in the banking sector helps employees to provide innovative and sustainable services and minimize inefficiency of operations, and services mistakes. With knowledge about the concept of green banking, employees will be in a better position to answer customer questions regarding sustainable financial products, online banking services, and socially responsible banking services. This enhances customer confidence and the perceived quality of banking services. The latest banking research findings also prove that employee development and HR practices based on sustainability have a positive impact on customer satisfaction and service performance (Iqbal et al., 2024).

Resting on the theoretical and empirical discussion above, it is possible to discuss green training strategy as a significant factor influencing the quality of banking services, as it improves the environmental awareness of employees, their professional competencies and possibilities to provide efficient, responsive and customer-oriented services. The sustainability-oriented training programs enable the employees to be better equipped to support the green banking practices, minimize service errors, and enhance customer satisfaction. Moreover, green training enhances the commitment of employees towards the sustainability objectives of the

organization and their performance in providing innovative and environmentally sound banking services. Thus, the hypothesis below may be stated:

H1: Green training strategy (GTS) has a significant positive effect on banking services quality (BSQ).

Green Empowerment Strategy and Banking Services Quality

Green empowerment strategy is critical towards enhancing the quality of banking services by empowering employees to engage actively in decision making, problem solving and sustainability related activities in the organization. The quality of services in the banking industry is highly affected by the speed at which employees address the needs of customers, how well they address service issues, and how they provide reliable and customized services. Green empowerment is the ability of employees to be given authority, autonomy, knowledge, and responsibility to act in green practices and lead to green organizational goals (Renwick et al., 2013).

In the AMO theory, empowerment is the opportunity aspect and employees are provided with the opportunity to utilize their skills and make a significant contribution to organizational performance (Appelbaum et al., 2000). Employees would be more active, inventive and responsive in their customer service when they are empowered to contribute towards the processes of environmental decision making, and service improvement. This directly improves the important aspects of service quality in banking like the responsiveness, assurance, empathy and reliability. Jabbour and Santos (2008) have pointed out that employee involvement and empowerment are the key components of Green Human Resource Management (GHRM) since they help employees to own sustainability practices and assist the organization to improve continuously. On the same note, Daily et al. (2009) also discovered that environmental empowerment is a significant way of boosting employee dedication to environmental objectives as well as the performance of the organization. Empowered employees will have a higher chance of detecting operational inefficiencies, suggest improvements to their services, and lead to the sustainable innovation, which have positive impacts on customer satisfaction and service quality.

Green empowerment in the banking sector allows frontline workers to more efficiently address customer concerns, engage in green banking efforts, and offer more support of sustainable financial products and online banking services. Employees will be motivated and commit to the service when they feel trusted and involved, and the result will be a high level of customer satisfaction and institutional reputation. The significance of empowerment in service-based organizations was also confirmed by Pham et al. (2019), who additionally discovered that the practices of green HRM oriented towards empowerment have a positive impact on green behavior and service performance among employees.

According to the theoretical and empirical discussion above, the green empowerment strategy is regarded as a major determinant of the quality of the banking services since the employees are actively involved in decision making, problem solving, and sustainability-related programs. This allows banks to react faster to customer needs, improve the reliability of services offered and offer more innovative and customer-focused services by giving employees more authority, autonomy, and responsibility. Green empowerment also enhances employee commitment, proactive behavior and responsiveness to service which directly leads to increased customer satisfaction and quality of banking services. Thus, one can formulate the following hypothesis:

H2: Green empowerment strategy (GES) has a significant positive effect on banking services quality (BSQ).

Green Motivation Strategy and Banking Services Quality

Green motivation strategy is important in enhancing the quality of services offered by the banking sector as it motivates the employees to ensure that they engage in environmentally friendly operations and yet the services offered remain of high standards in terms of customer service delivery. In banking industry, service quality is determined by the willingness of employees to deliver reliable, responsive and customer-oriented services. Green motivation is defined as the application of rewards, recognition systems, compensation policies, and performance appraisal mechanisms that motivate employees to meet the environmental sustainability objectives and service excellence (Renwick et al., 2013).

The AMO theory has identified motivation as one of the central dimensions that affect employee performance by enhancing their desire to utilize their talents and engage in the improvement of the organization (Appelbaum et al., 2000). By making employee rewards and recognition programs based on green performance indicators, like supporting paperless banking, sustainable financial services, resource waste, and customer service efficiency, employees will be more dedicated to achieving the environmental and service quality goals. This translates to better responsiveness, enhanced customer interaction, and increased overall quality of banking services. Govindarajulu and Daily (2004) have highlighted that the motivation systems are necessary to motivate employees to take part in environmental improvement programs and ensure long-term adherence to the sustainability objectives. On the same note, Jabbour and Santos (2008) discovered that reward and recognition systems play a key role in the environmental engagement of employees and lead to sustainable organizational performance. Moreover, Pham et al. (2019) showed that incentives and environmental performance appraisal as green motivation practices have a positive impact on employee performance in terms of organizational citizenship behavior and service performance (especially in-service intensive industries).

Green motivation strategies in the banking sector assist employees to be dedicated to deliver efficient and innovative services, which facilitate sustainability agenda of the bank. When employees are identified and rewarded based on their sustainability-based performance, the employees tend to be more proactive, responsive to customers, and innovative in their services. This enhances the reliability of services, customer satisfaction and trust in the institution. Moreover, driven employees help to build a better green organizational culture resulting in improved internal performance and external service (Govindarajulu & Daily, 2004; Renwick et al., 2013; Pham et al., 2019). Also, the connection between the reward and performance appraisal systems with the environmental goals enhances the readiness of employees to take green actions and increase the overall efficiency of the organization and its services (Jabbour and Santos, 2008; Tang et al., 2018).

According to the theoretical and empirical discussion above, the green motivation strategy will be very instrumental in improving the quality of the banking services by increasing the commitment of the employees to sustainability of the environment and excellence of the services rendered. The employees are motivated to work towards environmental responsible practices through reward systems, recognition programs and performance appraisal mechanisms which is tied to green outcomes without compromising their performance in customer service. This

enhanced motivation will result in enhanced responsiveness, service reliability, and customer-oriented behavior that will enhance the quality of banking services. Thus, the hypothesis can be developed in the following way:

H3: Green motivation strategy (GMS) has a significant positive effect on banking services quality (BSQ).

3. Methodology

The research design was quantitative research that involved the utilization of a cross-sectional survey design as it was specifically used in analyzing the relationship between variables and giving accurate, objective and testable statistically results at a single point in time. This design is common in organizational and management research where the aim is to test the hypothesized relationships and not to examine the phenomena qualitatively. In this regard, the method fits the purpose of the study of being able to empirically investigate the effect of Green Organizational Excellence strategies on the standard of banking services in the Oman.

The target population was the employees working in the various functional and management positions in four major commercial banks within Oman namely; Bank Dhofar, Bank Muscat, National Bank of Oman and Oman Arab Bank. The choice of these banks was based on their large market share and contribution to the Omani financial sector. The employees were believed to be the right respondents since they are directly involved in both service delivery processes and internal organizational practices, making them well placed to assess both green organizational practices and service quality outcomes.

The use of convenience sampling method was a result of practical and contextual limitations in the banking industry. Banking employees are generally closed to confidentiality policies, restriction by regulation and organizational gatekeeping processes, which makes probability sampling approaches challenging to use in such an environment. The convenience sampling was thus an alternative that was viable and efficient to reach the respondents across various banks and organization levels within a reasonable time frame and use of limited resources. Moreover, this method is also widely accepted in the research concerning Green Human Resource Management, sustainability, and service quality, in particular, in the context of the emerging economies where access to organizational data is often limited, therefore, justifying its methodological rationale (Etikan et al., 2016).

A structured electronic questionnaire, administered between January and March 2025 was used to collect data. The application of online survey enabled the expansion of geographical coverage, better accessibility, and more efficiency in responses among the employees of banks. The questionnaire was developed and tested through a thorough development and validation process before the main data collection. Measurement items were based on the existing and validated scales in the literature on Green Human Resource Management and the quality of service. The contextual modulations of the item wording to fit Omani banking setting without losing the theoretical meaning of the constructs constituted the adaptation process.

To achieve content validity, a panel of five academic experts, with expertise in the areas of business administration, human resource management, and banking studies, reviewed the questionnaire. Their responses helped to enhance clarity, relevance and contextual appropriateness of the instrument. Also, cultural and language issues were also considered to make sure that it is appropriate to the local

context and to make the respondents understand as much as possible.

A pilot study was done using 25 banking workers in order to determine the clarity, reliability and general understanding of the instrument. Upon the pilot test feedback, few adjustments were done to enhance the wording of items and their structural flow. The last survey was then conducted electronically thereby resulting in 400 valid responses which were to be used in statistical analysis.

The last questionnaire was divided into three major sections. In the first part, the demographic characteristics were discussed. The sample profile revealed that three-quarter of the respondents were males and one-quarter were females. Most of the respondents (41%) belonged to the age bracket between 35 and less than 45 years. Organizational position wise, the department heads formed the highest number (61%). On the work experience, the highest percentage of academic qualification belonged to the bachelor's degree holders (57%), with 48% having 10 years and above of service experience.

The second part measured green organizational excellence using three dimensions, namely, green training, green empowerment and green motivation, comprising 15 items that have been adapted based on prior studies (Jabbour and Santos, 2008; Renwick et al., 2013; Durrah et al., 2014). The third section involved measuring the quality of banking services using 10 items that were adapted to fit the current service quality literature (Zeithaml et al., 2000; Durrah et al., 2015). All the items were to be measured with the help of five-point Likert scale of 1 (strongly disagree) to 5 (strongly agree).

To analyze the data, WarpPLS was used because of its appropriateness in the analysis of the data, which was based on complex models and non-normal data distributions. The analysis was conducted in two-step process: the measurement model assessment was performed to evaluate the reliability and validity of the measurement model and the structural model assessment was conducted to test the hypothesized relationships between constructs.

4. Analysis and Results

Common method bias (CMB)

Given that both independent and dependent variables data were collected using the same respondents and using the same questionnaire, the issue of Common Method Bias (CMB) was thoroughly addressed at both the procedural and statistical levels to ensure the soundness of the findings. First, a number of procedural remedies were implemented in the research design phase in order to reduce the risk of CMB. The respondents were given anonymity and confidentiality, which minimizes evaluation apprehension and social desirability bias. To minimize consistency of response pattern, the questionnaire was well structured with clear instructions, simple words and psychological separation between the predictor variables (Green Organizational Excellence strategies) and the outcome variable (banking service quality). Moreover, the measurement items were based on the already tested scales to improve the content validity and decrease ambiguity.

Second, statistical tests were carried out following the data collection to determine the level of CMB. In accordance with the existing guidelines in the literature, the single-factor test of Harman was conducted, the results indicated that the first (largest) factor represents 24.847 percent of the total variance which is less than the generally accepted level of 50 (Almohammad et al., 2025) indicating that

CMB does not pose a serious concern in the dataset. Moreover, full collinearity analysis based on Variance Inflation Factors (VIFs) was done in WarpPLS with all VIF values being less than the recommended value of 3.3, indicating that the common method bias is unlikely to contaminate the structural relationships (Kock, 2015). Overall, both procedural safeguards and statistical diagnostics indicate that Common Method Bias does not pose a significant threat to the validity of the results in this study.

Normality test and descriptive statistics

The data normality was evaluated based on the evaluation of skewness and kurtosis of the distribution curve. As is suggested by experts in the field, the values of skewness and kurtosis are a useful measure of normality (Allil et al., 2021; Creswell and Creswell, 2018). The results of the skew and kurtosis statistics should be within the range of (2.58 to -2.58) to indicate a normal distribution (Durrah et al., 2018; Hair et al., 2014). In this regard, our findings as indicated in **Table 1**, demonstrate that our study variables exhibit normal distribution. It is also evident in **Table 1** that the means of the variables under the study were high with a range of 4.035 up to 4.163 and standard deviations were small with a range of 0.806 to 0.917.

Table 1. "Normality test and descriptive statistics"

Construct	"Mean"	"St.D."	"Skew."	"Kurt."
Green Training Strategy (GTS)	4.132	0.876	0.418	0.791-
Green Empowerment Strategy (GES)	4.163	0.806	0.993	1.594-
Green Motivation Strategy (GMS)	4.035	0.871	1.560	2.108
Banking Services Quality (BSQ)	4.084	0.917	1.646	2.387

Measurement Model

To quantify reliability, we discovered that the values of Cronbach alpha coefficient were above the recommended value of 0.7 (Bilal et al., 2016; Jaboob et al., 2024), that is, 0.735 (GMS) to 0.858 (GTS) as shown in **Table 2**. In order to confirm the convergent validity of the model used, the research results showed that the obtained values of the average variance extracted (AVE) of the latent variables were greater than the acceptable level (0.50) (Durrah et al., 2026), with the values of 0.687 (GMS) and 0.817 (BSQ), and the composite reliability (CR) was higher than the recommended threshold (0.70) (Durrah et al., 2025), which was 0.729 (GMS) and 0.868 (BSQ). In addition, the data presented in the multicollinearity test of independent variables (VIF) suggests that the data are below 5 and agree with the suggested ratios (Alkhalaf et al., 2025), 1.765 (GTS) to 3.275 (GES). The outer loading of each indicator in **Table 2** was higher than the acceptable level of 0.6 (Umair et al., 2026). Although the loadings are high, item content overlap was carefully examined. All items were retained to preserve full domain coverage and ensure conceptual completeness of the constructs. This finding showed how the indicators of the study are reliable and effective in determining the basic components. The large outer loadings demonstrated the fact that the indicators have a close relationship with the constructs they were measured by, which confirms the validity of the measurement model.

Table 2. "Assessment of the Measurement Model"

"Construct"	"Item"	"Loading"	"VIF"	" α "	"CR"	"AVE"
Green Training Strategy (GTS)	GTS ₁	(0.815)	1.765	0.858	0.856	0.772
	GTS ₂	(0.875)				
	GTS ₃	(0.893)				
	GTS ₄	(0.753)				
	GTS ₅	(0.812)				
Green Empowerment Strategy (GES)	GES ₁	(0.764)	3.275	0.764	0.784	0.712
	GES ₂	(0.878)				
	GES ₃	(0.775)				
	GES ₄	(0.793)				
	GES ₅	(0.828)				
Green Motivation Strategy (GMS)	GMS ₁	(0.945)	3.046	0.735	0.729	0.687
	GMS ₂	(0.947)				
	GMS ₃	(0.953)				
	GMS ₄	(0.952)				
	GMS ₅	(0.951)				
Banking Services Quality (BSQ)	BSQ ₁	(0.779)	2.438	0.827	0.885	0.817
	BSQ ₂	(0.736)				
	BSQ ₃	(0.673)				
	BSQ ₄	(0.846)				
	BSQ ₅	(0.879)				
	BSQ ₆	(0.616)				
	BSQ ₇	(0.736)				
	BSQ ₈	(0.713)				
	BSQ ₉	(0.659)				
	BSQ ₁₀	(0.677)				

Discriminant validity

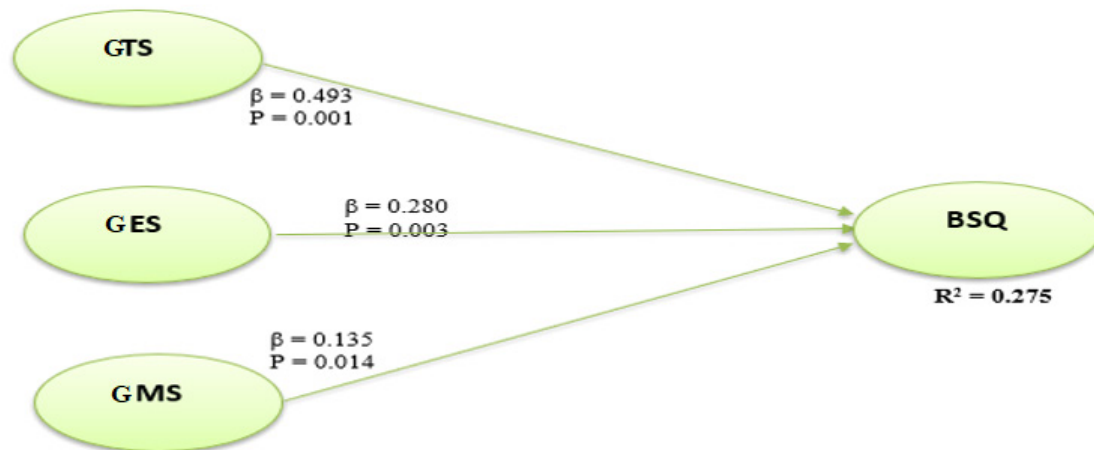
The Fornell and Larcker (1981) was applied to detect the cases of multicollinearity and determine the association between variables. This criterion entails the comparison between the squared interconstruct correlation and the AVE value of that construct and the rest of reflective constructs in the structural model (Durrah et al., 2024; Lamey et al., 2024). The findings revealed that all the latent variables were significantly higher than any other latent variable in the same model as indicated in **Table 3**.

Table 3. "Discriminant validity"

"Construct"	"GTS"	"GES"	"GMS"	"BSQ"
GTS	0.878			
GES	0.358	0.843		
GMS	0.485	0.579	0.828	
BSQ	0.675	0.615	0.758	0.903

The structural model

To know the effect of green organizational excellence strategies (i.e., green training strategies, green empowerment strategies, and green motivation strategies) on the quality of banking services offered in Oman's banking industry, structural equation modeling (SEM) was performed via WarpPLS software, as shown in **Figure 1** and **Table 4**.

**Figure 1:** "Measurement Model"**Table 4:** "Hypothesis testing"

H	"Structural Paths"	"Path Coefficient" (β)	"P values"	"Effect Size" (f^2)	"Result"
H1	GTS $\rightarrow$ BSQ	0.493	0.001	0.154	"Accepted"
H2	GES $\rightarrow$ BSQ	0.280	0.003	0.107	"Accepted"
H3	GMS $\rightarrow$ BSQ	0.135	0.014	0.075	"Accepted"
"Q-squared coefficients" (0.214)		"R-squared coefficients" (0.275)		"Goodness of Fit" (0.397)	

The results revealed that the green training strategy (GTS) was positively related to the banking services quality (BSQ) ($\beta = 0.493$, $p = 0.001$), and the green empowerment strategy (GES) was positively related to the banking services quality (BSQ) ($\beta = 0.280$, $p = 0.003$). Additionally, green motivation strategy (GMS) was positively related to banking services quality (BSQ) ($\beta = 0.135$, $p = 0.014$). Thus, H1, H2 and H3 were supported.

The effect size of each path coefficient could be calculated using the f^2 that WarpPLS 8 provided. When comparing the effect sizes, it can be said that a path

coefficient can reflect a trivial ($\Rightarrow 0.02$), moderate ($\Rightarrow 0.15$), or significant ($\Rightarrow 0.35$) effect. Those f^2 values that lie below 0.02 are insignificant in practice (Kock, 2019); the exogenous variables presented in **Table 4** have f^2 in the range of 0.075 to 0.154. **Table 4** gives the observations of application of the Stone-Geisser Q-squared coefficients to test the predictive validity of the endogenous variables in the study model. When the Q-squared coefficients exceed zero as they are the case in our study model (0.214), then, the model possesses predictive capability, as stated by Fornell and Cha (1994). Besides, its goodness of fit was found to be above 0.36, it was 0.397. The model is therefore adequate in determining the viability of the model. On the other hand, the R^2 value shows the explanatory capability of the model. Rahman et al. (2016) state that this chart is used to demonstrate the power of the model in general. According to Falk and Miller (1992), a value of around 0.02, 0.13, or 0.26 for R^2 indicates that it might be weak, medium, or strong, respectively. The results show that the R^2 value was 0.275, as shown in **Table 4**. This number shows that the created model is quite effective at explaining the data.

5. Discussion and Conclusion

This study examined the role of green organizational excellence strategies, i.e. green training, green empowerment and green motivation, in enhancing the banking service quality (BSQ) in the Oman banking industry. The results are presented in the form of Structural Equation Modeling (SEM) that gives clear empirical evidence of the suggested model. In addition to verifying relationships, this discussion will explain why these relationships exist, under what conditions they are reinforced, as well as how they are related to existing theory and previous research.

First, the findings show that the green training strategy has the most significant impact on quality of banking services. It is explicable to use the Ability-Motivation-Opportunity (AMO) framework whereby training directly increases the ability of employees through the development of knowledge, technical skills and environmental awareness necessary in providing the high-quality service (Appelbaum et al., 2000). Green training in the banking sector, where digital platforms rapidly transform and pressure on sustainability grows, provides employees with the skills to use digital platforms and ensure data security and delivery of environmentally responsible services. This result is in line with previous studies that highlight the importance of training as a major factor influencing service quality and organizational performance (Noe, 2020; Renwick et al., 2013). In addition, research conducted in the banking and service industry reveals that employee training is a key determinant in improving service reliability, responsiveness and customer satisfaction (Siddiquei, 2011). The relatively higher impact of training over other strategies can be related to the Omani banking environment, where ongoing skill development is crucial due to the technological progress and regulatory changes (Gomber et al., 2017).

Second, green empowerment strategy was identified to have a large positive impact on service quality, but its effects seem to be more context dependent. In terms of AMO, empowerment is the opportunity dimension since employees can use their skills, as well as participate in decision making processes. Employees with powers are more responsive and flexible and thus faster to solve problems and better customer experience. This result is consistent with previous research that has found that empowerment increases service quality through increased employee autonomy, service delays reduced, and proactive behaviour encouraged (Bowen and Lawler, 1995; Thomas and Velthouse, 1990). Nevertheless, the success of empowerment lies

in the organizational conditions including leadership support, trust, and participative culture. The benefits of empowerment in the highly hierarchical setting can be limited. Thus, the implementation of empowerment in enhancing service quality can be better contributed by a culture that promotes employee participation and decentralized decision-making.

Third, green motivation strategy also revealed a positive correlation with the quality of banking services, which supports the motivation aspect of the AMO theory. Motivation increases the desire of employees to put in effort, participate in customer-oriented behaviors and align to organizational sustainability objectives. When banks have reward systems and performance appraisal mechanisms tied to quality of service and environmental performance, employees will have more incentives to show commitment, minimize service errors, and be involved in innovation. This observation can be justified by the motivation theory, which highlights the importance of intrinsic and extrinsic motivation in enhancing the performance of employees (Deci and Ryan, 2013; Locke and Latham, 2002). In addition, previous studies prove that employees who are motivated are more productive, provide a higher quality of service, and contribute to customer satisfaction and organizational success (Zeithaml et al., 2018). Nevertheless, motivation as opposed to training can be more indirectly impactful as it is affected by such factors as perceived fairness, organizational support, and the effectiveness of the reward system.

In terms of the Resource-Based View (RBV), these green strategies are valuable and strategic organizational resources that increase the quality of services and competitive advantage (Barney, 1991). Green human capital created because of training, participatory structures made possible by empowerment, and performance-based culture made possible by motivation are integrated into a system that is hard to replicate by competitors. This is the reason why banks that invest in green organizational excellence strategies are in a better position to attain high service quality and long-term sustainability.

The findings also compare with what was found in the previous literature on Green Human Resource Management (GHRM), which highlights the significance of training, empowerment and motivation in enhancing both environmental and organizational performance (Jabbour and Santos, 2008; Renwick et al., 2013). This work however builds on the literature by specifically relating those practices to the quality of banking services, specifically regarding an emerging economy like Oman. The more powerful effect of training also gives a more subtle clue, which is that, in highly regulated and technology-driven sectors, capability-building mechanisms might have a more direct effect than behavioral or attitudinal drivers.

Overall, the results suggest that the success of green organizational excellence strategies is not only determined by the implementation of the strategy but also by contextual factors, including the digital transformation, the support of the strategy by the leaders, and the organizational culture. These conditions define how far the green HRM practices will result in better service quality outcomes.

5.1. Theoretical contributions

This research contributes some crucial theoretical content to the body of literature on green human resource management (GHRM), organizational excellence and service quality in the banking sector. First, the study has a contribution factor in that it developed and empirically tested an integrative framework that relates green organizational excellence strategies, namely, green training, green empowerment, and green motivation, to the banking service quality. Although previous studies have

investigated the determinants of service quality or GHRM practices individually, the present study contributes to the literature by bridging these areas and proving how green HR practices that are focused inward translate into externally visible outcomes in the form of service. By so doing, it expands the use of GHRM to include service quality performance in financial institutions, beyond the context of environmental and operational performance.

Second, this paper enhances theoretical knowledge by basing the proposed relations on the Ability-Motivation-Opportunity (AMO) theory and the Resource-Based View (RBV). The study offers a consistent description of the process of how employee-level mechanisms influence service quality by mapping green training to ability, green motivation to motivation, and green empowerment to opportunity. Simultaneously, by positioning these practices as valuable and strategic organizational resources, the study provides contribution to RBV by demonstrating how green human capital and sustainability-oriented practices can give rise to service-based competitive advantage. The explanatory capacity and conceptual clarity of the model is improved by this dual-theoretical integration.

Third, the paper has added to the literature by its contextual focus on the Omani and GCC banking sector, which is underrepresented in the sustainability and service quality literature. Most of the existing research has been based in the developed economies or manufacturing environments with little empirical data that exists in service industries of emerging economies. This study provides context-sensitive findings and contributes to the global knowledge and comprehension of how green organizational practices work within the context of different institutional and cultural settings. Fourth, the paper presents a relative understanding of the relative relevance of the various GHRM strategies, where green training has a greater impact on service quality, compared to green empowerment and motivation. This finding is a nuance to the existing literature since it implies that, in highly regulated and technology-driven industries such as banking, the mechanisms of capability-building (training) would have a more immediate effect than behavioral or attitudinal drivers. This adds to theory by showing the variation in the impacts of AMO dimensions in the service-oriented context.

Lastly, the study is a contribution in that it provides one of the few empirical investigations into the green organizational excellence strategies and their direct relationships to the service quality in the banking industry. Through this, it goes beyond the generalized discourses of sustainability and offers empirical data as to how specific green HR practices impact organizational outcomes, thereby contributing to the literature of GHRM as well as service quality. In general, the presented study contributes to the overall development of the theoretical framework by merging the perspectives of sustainability, human resource management, and service quality within a single framework, as well as by offering some context-specific information on the perspectives of sustainability, human resource management, and service quality within the unique context of the Omani banking sector.

5.2. Managerial implications

Besides its theoretical contributions, this study has several practical implications for bank managers and decision-makers who want to improve the quality of banking services by using green organizational excellence strategies. First, the results show the highly important role of green training as the most powerful determinant of service quality. The bank managers must, therefore, focus on continuous and sustainability-driven training programs that impart both technical and environmental

skills in employees. This involves training on digital banking systems, data security, sustainable finance, and eco-efficient delivery of services. Notably, the training programs are supposed to be strategically aligned with the overall sustainability and business objectives of the bank, so that the employees can provide high quality, innovative and environmentally friendly services. The support of senior management is needed in institutionalizing such training programs as well as entrenching them within long term organizational strategies.

Second, the results emphasize the importance of green empowerment in improving responsiveness and service effectiveness. Managers are encouraged to establish a favorable working environment that promotes employee involvement in the decision-making process, problem solving and sustainability programs. This may be done through delegation of authority, eliminating undue hierarchical constraints, culture of trust and accountability. Employees who feel empowered can work more effectively to respond quickly to the needs of the customers, solve the problems with the workings of the service more efficiently and contribute to the continuous improvement of the work with the customer. Yet, to be effective, empowerment must be complemented by effective communication, commitment by leadership, and an organizational culture that appreciates employee input.

Third, green motivation strategies must be enhanced to enhance staff commitment and performance. Banks are urged to have reward systems developed which incorporate service quality as well as sustainability performance indicators. This involves giving the employees financial incentives, recognition programs and career development opportunities to employees who pay exemplary attention to the customers and the environment. These practices not only boost the morale and productivity of the employees, but they are also enhancing a culture of innovation and continuous improvement. Moreover, the results indicate that an integrated approach, which includes training, empowerment, and motivation strategies, should be implemented by banks in an integrated manner, that is, they should be applied together instead of individually. Harmony between these practices improves employee capacity, participation and chances to deliver services which eventually results in high quality service provision.

Lastly, Omani banks ought to synchronize these plans with the current trends of digital transformation and sustainability. Using modern technologies and green innovations, banks can enhance the efficiency of their services, lower their environmental impact, and improve on responding to the evolving customer expectations. This strategic alignment will help the banks to attain sustainable competitive advantage and provide high-quality and customer-focused services. Generally, the research offers practical implications to bank managers to design and implement effective green organizational excellence strategies that not only improve the quality of services but also the performance of the organization over the long term.

5.3. Limitations and future research

This study has several limitations which must be noted and can guide future research directions. To begin with, the research design is cross-sectional, and this restricts the research design in terms of its capacity to capture the changes in employee behaviour and organizational practices over time. The proposed model though useful in understanding the relationship between the green organizational excellence strategies and the quality of banking services, longitudinal research would be more appropriate in studying the causal dynamics as well as the process through

which these relationships evolve as sustainability practices evolve.

Second, the scope of the research is limited to Oman banking sector that could limit the extrapolation of the results. Although this context provides useful information about an under-investigated environment, it is still recommended to conduct a study in the future replicating the model in other financial markets like insurance companies and money exchange institutions. A comparison of the research across the countries (especially those that are members of the Gulf Cooperation Council (GCC), the Middle East, or any other region such as Asia and Europe) would also help in enhancing the external validity of the findings and provide a wider understanding of contextual influences.

Third, despite the sample size being sufficient to conduct Structural Equation Modeling (SEM), convenience sampling could result in the creation of potential bias and restrict the representativeness. The demographic characteristic of the sample, such as preponderance of male and managerial respondents, must be taken into consideration when interpreting the results. It is recommended that future studies consider probabilistic sampling approaches to increase the degree of generalizability and decrease sampling bias.

Fourth, the research aims at analysing three dimensions of green organizational excellence strategies, including green training, green empowerment and green motivation. Although the concepts under these dimensions are theoretically well-founded, they do not fully cover the entire spectrum of green organizational practices. Further studies might be used to further enhance the model by incorporating other variables like green leadership, organizational learning, job autonomy and sustainability-oriented organizational culture, which would give a more comprehensive picture of the determinants of the quality of banking services.

Fifth, the research is based on a quantitative approach, the self-administered questionnaires, which can be prone to the common method bias and subjectivity of respondents. Even though it has implemented statistical remedies, future studies can be enhanced by adopting mixed-method or qualitative approaches, including interviews or case studies, to understand more deeply how green practices are implemented and experienced within organizations.

Finally, another consideration that could be applied to the future studies is the idea of doing multi-group analysis to examine the possible disparities in case of different demographic variables (e.g., gender, job position, experience) or other organization-specific features. A more nuanced interpretation of the effects of green organizational excellence strategies on service quality under various conditions would be obtained through such analysis. Overcoming these shortcomings would enhance the rigor, external validity and richness of future studies in this crucial and emerging field.

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