

**ROLES OF ORGANIZATIONAL GREEN CULTURE IN  
ENHANCING ORGANIZATIONAL SUSTAINABLE  
PERFORMANCE: THE MEDIATING ROLE OF EMPLOYEE  
GREEN BEHAVIOR IN SELECTED COMMERCIAL BANKS IN  
BATTICALOA**



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## ABSTRACT

Sustainability has become a critical global priority, with increasing pressure on organizations to extend their focus beyond financial performance to include environmental and social responsibilities. Within this evolving perspective, the role of organizational culture and employee behavior has gained substantial attention in fostering sustainable practices. The present study investigates the role of organizational green culture on organizational sustainable performance, with a particular emphasis on the mediating role of employee green behavior in the context of selected commercial banks in the Batticaloa Region of Sri Lanka.

This research adopts a quantitative approach, utilizing structured questionnaires to collect data from a sample of 216 employees representing five selected commercial banks. The data were analyzed through descriptive, bivariate, and multivariate statistical techniques, including correlation and regression analyses, and Sobel's test to assess the mediating effect.

The findings indicate that organizational green culture has a strong, positive, and statistically significant relationship with both employee green behavior and organizational sustainable performance. Moreover, employee green behavior was found to partially mediate the relationship between organizational green culture and organizational sustainable performance, highlighting its pivotal role in translating green values into effective environmental outcomes.

This study contributes to the growing body of literature on green management by providing empirical evidence from the Sri Lankan banking sector. It offers practical implications for policymakers and managers to embed green cultural values and promote environmentally responsible employee behavior to achieve long-term sustainability goals. Furthermore, the study addresses existing gaps in literature by exploring internal organizational drivers of sustainable performance within a developing country context.

**Keywords:** *Organizational Green Culture, Employee Green Behavior, Organizational Sustainable Performance*

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