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MASTER THESIS

POKYČIŲ VALDYMO TAIKYMAS LINK ŽALIOJO VERSLO PROCESŲ VALDYMO BANKININKYSTĖS SEKTORIUJE	APPLICATION OF CHANGE MANAGEMENT TOWARDS GREEN BUSINESS PROCESS MANAGEMENT WITHIN THE BANKING SECTOR
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INTRODUCTION

Relevance of the topic and the level of exploration of the topic. Organizations have a significant impact on the environment through their operations, products, and services. According to scientific literature, the development of the global economy and the increase in the number of business enterprises have been characterized by rapid growth over the past years (Jackson, 2009; Brodny & Tutak, 2022; Reshi, 2023). It can be argued that society's understanding of the diminishing resource base and delicate ecosystem, which are essential to our existence appears to be entirely at odds with the degradation of the ecosystem (Jackson, 2009). These concerns highlight the need to identify sophisticated methods of monitoring and resolving sustainability issues in order to safeguard the welfare of both the present and future generations (Rosario et al., 2022). Therefore, it is crucial to consider the level of sustainability and incorporate processes into activities that can help reduce the carbon dioxide emissions (CO₂) of enterprises. That is why organisations' plans must encourage the use and application of environmentally friendly practices by continuously integrating them and assessing the effectiveness of the resulting business and environmental sustainability (Ali et al., 2023). This can be achieved by incorporating solutions that not only meet the needs of consumers and the goals of the organization but also reduce costs, resource consumption, and waste emissions. The inclusion of environmental sustainability as a priority in the company's activities will allow the business to maintain its competitiveness, reputation and ensure profitability. Indeed, most often, analysts and authors of scientific literature devote most of their attention to the search for alternative energy sources and the development of new technological tools (Zhang et al., 2022; Lin et al., 2022; Fang et al., 2022). They consider these aspects to be the most appropriate ways to optimize enterprise activities in the context of sustainability. However, it is crucial to begin with the approach of business process management, which focuses on the understanding, modeling, improving and optimizing business processes (Ghose, 2010). Meanwhile, companies that integrate green business practices into their core business process management methods are taking advantage of the opportunity to execute, monitor, optimize, and design procreation plans in a manner that considers the reduction of the carbon footprint. In the context of this thesis, the management of green business processes is defined as the collective set of management activities that assist in evaluating and reducing the

environmental impact of business processes throughout their development, improvement, implementation, and operation stages. This management approach also leads to a cultural shift throughout the entire life cycle (Opitz et al., 2014).

Indeed, while analysing the scientific literature of Lithuanian and foreign authors, it has been noticed that the focus is primarily on the implementation and improvement of processes in manufacturing, production, transport, and other industries that have the highest waste emissions (Lieder et al., 2015; Zhu et al., 2019; Gholami et al., 2021). In other words, Green Business Process Management (GBPM) is mainly analyzed in the industrial sector. In this way, there is a noticeable lack of research related to the implementation of the principles of GBPM in other spheres. For example, organizations in the banking sector have direct and indirect influences on the environment, so they must also be examined. When discussing the banking sector, the term “green banking” is often used. Green banking is a new concept that aims to reduce the carbon footprint of banks by integrating environmental management into their operations (Lalon, 2015). It entails not just utilizing resources sustainably but also implementing green lending concepts (Bukhari et al., 2019). In this paper, a parallel is drawn between the concepts of GBPM and green banking.

Undoubtedly, many companies encounter numerous challenges when implementing innovations and different process renewals that involve planning, initiation, control, and stabilization of change processes at both the organizational and individual levels. These difficulties often stem from a lack of awareness about the need for change, a lack of desire and willingness to change, difficulties in implementing change, and a lack of support for change (Anyieni et al., 2013). Such an aspect in organizations is examined with the help of the theory and principles of change management which is defined as “*the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing need of external and internal customers*” (Manag, 2005). The process of change in the organization to the management of green business processes is not an exception. Therefore, based on the change management theory, this thesis examines the factors that lead to the successful organizational change towards green business process management in the companies of the Lithuanian banking sector.

Master’s thesis problem. Which factors of change management theory are most important for organizational change towards green business process management in the banking sector?

Master’s thesis goal is to examine the importance level of factors that contribute to the successful organizational change towards green business process management in the banking sector.

Master’s thesis objectives:

1. Conduct a literature review on the topic of business process management and explore the concept . of green business process management.
2. Examine the change management definition and explore the concept and features of the green change management.
3. Describe the process of how banking sector organizations transform towards green banking.
4. By employing the qualitative survey method, conduct a study to assess the significance of factors contributing to the successful organizational change towards green business process management in the banking sector as well as utilise computer-assisted qualitative research method in order to organise, manage, visualise, and analyse the data collected during the qualitative research.
5. Draw conclusions from the research findings and recommendations.

The following table represents the methodology employed in the thesis:

Analysis of scientific literature	To carry out research by Lithuanian and foreign authors review and analysis of publications on the topic of business process management, green business process management, change management, and green banking.
Qualitative research	The interview was intended for the managers involved in decision – making, directing their organization’s sustainability of Lithuanian banking sector companies.
Computer-assisted qualitative research	An interpretive analysis of the collected non-numerical data using specific software was made. The web-based application named <i>Dedoose</i> was used in the research in order to arrange, manage, visualize, and analyze the data gathered during the qualitative research.

Table 1. The master’s thesis methodology. Compiled by the author (2023)

1. THEORETICAL BACKGROUND OF GREEN BUSINESS PROCESS MANAGEMENT

1.1. The core elements of Business Process Management

Recently, an importance of business process management definition has become extremely crucial in the present business world. Managing processes has become one of the most important factors in exploring, planning, improving and controlling the activities of business enterprises (Opitz et al., 2014). It is one of the opportunities for the organizations to ensure operational efficiency, expand their activities in different markets, maintain product and service quality among competitors and provide benefits to as many customers as possible (Papšlienė, 2016). Indeed, business process management theory is a very well-appreciated aspect in most of the companies, since it is considered being one of the most important strategic tools for business plan development, and application in the present changing economic environment (Ariyachandra et al., 2008). After all, it is believed that focusing on the procedural activities of companies has become one of the most relevant ideas in management science, since the system of business process management is one of the keys which give opportunities for organizations to reduce costs and increase productivity results (Kaziliunas, 2014). Which is why, this term is really often analyzed in the scientific literature and is considered as the relevant topic of more than one scientific article in business sphere.

The development of the business process management discipline began to take place many years ago. The theory of business process management was influenced by the industrial revolution, technological innovations, the improvement in the organization of work; and by the use of information technology, as a result of which the level of productivity began to increase and a new way of doing business appeared among companies' activities (Aalst, 2012). However, it is known that the theory of business process management system, the rudiments of which are guided in modern times, began to take shape in the middle of 20th century when two scientists Shewhart and Deming, who got confused about the companies' low productivity performance, started looking for a problematical areas in processes' execution instead of focusing on the human errors in certain business activities (Opitz et al., 2014). In general, the fundamentals of modern system of business process management were started to analyze in the 1960s when the business world was focused on the ways in producing more quantity of products. Then, in the 1970s, it moved to the concentration

on producing production cheaper and in the 1980s the question how to produce production in a better quality arised. In the 1990s most of the attention was devoted to timing – how to produce products in a quicker way; and in the 21st century the main focus is on the opportunity to offer more services to meet the constantly changing need of the consumers (Tersine, Open University). After all, this topic is still relevent in present days as well (Ohtonen, 2011). However, despite the fact that this topic has been studied for almost a century, there are many options for defining business process management.

According to the scientific literature, the authors, generally, define business process management, mostly, as a holistic overview on a process as a whole which includes managing resources, people, technologies, infrastructure, which are used for the organizations' business procedures optimization (Hammer et al., 1999). The same idea is being spread by Van der Aalst (2004) who believes that business process management is proposition of *“supporting business processes using methods, techniques, and software to design, enact, control, and analyze operational processes involving humans, organizations, applications, documents and other sources of information”*. In other words, it is a discipline in the business science which combines management skills and the use of informational technologies in order to create a feasible process performance (Weske, 2007). The previous authors' thoughts can be supplemented by the fact that the business process management is not only about the introduction of updated and improves processes, but this also includes strict control, supervision, so the process management remain of high quality and succeddful in a long-term perspective (Smith and Fingar, 2003). Moreover, it is proposed to define business process management as a rational system which based on a study, management; and development of the core business activities of companies' which are connected with marketing, manufacturing, communication etc. (Zairi, 1997). Other authors claim that business process management is a set of change management and systems that provide an opportunity in managing processes in such way that interactions between people and the systems being implemented occur in both internal and external ways (Ovum, 2000). Indeed, it is important to mention that in the theory of business process management, the most emphasis is placed on the value received by the customer; therefore, companies' processes must be managed in such a way that become useful to users (Ohtonen, 2011). Hammer and Stanton (1999), also, support the previous idea about the importance of customer value capture, since the business value no longer created separately from society. In this way, the participation of the customers in business processes

is vital for organizations' better business optimization and improvement performances (Palmberg, 2009). In other words, business process management is used as an appropriate method in achieving the organizations's strategic goals and offering valuable products and services to the customers by defining, designing measuring, monitoring and managing business processes with certain resources (Moore et al., 2013).

A conclusion can be drawn that business process management is a complex system that involves certain concretion aspects to make management consistent and successful. Therefore, based on the business process management definitions that have been mentioned before, it is possible to draw up some schemes of the main aspects of the business process management and it's success. According to Rosemann and Bruin (2005), the business process management as a whole includes these aspects:

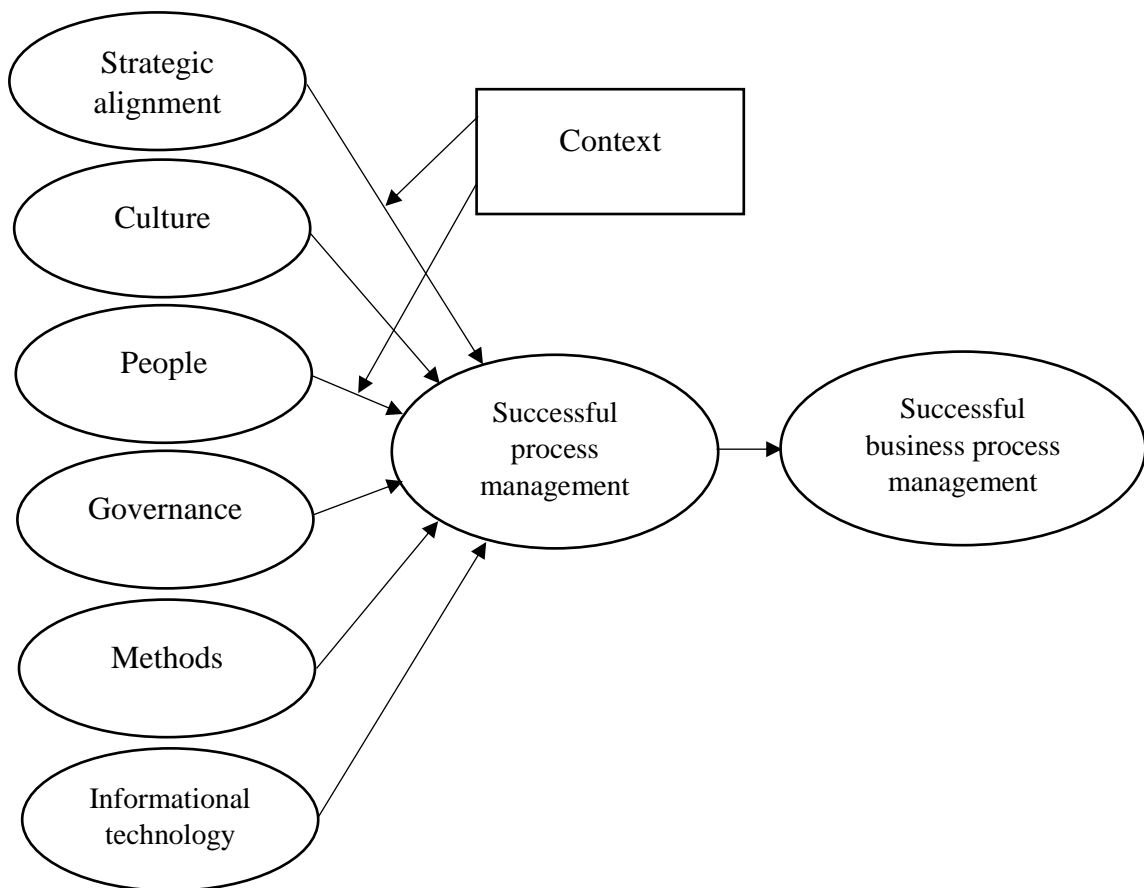


Figure 1. The environment of business process management. Compiled by the author based on Rosemann and Bruin (2005)

Taking into account the content of the Figure 1, business process management is a complex proceeding that, in the light of the changing external environment and the use of different resources, creates value for both internal and external clients.

Organizations have a significant impact on the environment while performing a large spectrum of operations; and providing products or services. According to the scientific literature, the development of the global economy and the increase in the number of business enterprises, which have an increasingly negative impact on the well-being of the environment and the ecosystem, have been characterized by rapid growth over the past years (Jackson, 2009). That is why, enterprises' plans must encourage the use and application of environmentally friendly practices by continuously integrating them and assessing the effectiveness of the resulting business and environmental sustainability (Ali et al., 2023). This might be done by including in the processes not only solutions that would make it possible to meet both the needs of both consumers and the goals of the organization itself, but also reducing costs, resource consumption and waste emissions. It is a green business process management that is highlighted as an opportunity for organizations to join the preservation of the environment and sustainability; and at the same time to maintain business competitiveness, organization's reputation and ensure profit. Thus, in recent years, the term of green business process management, which will be analyzed in the next chapter, is becoming more and more relevant in business science.

1.2. The origins of Green Business Process Management

According to scientific literature, it is difficult to unambiguously describe the definition of a green business process management, since it is a brand-new term (Peng et al., 2008). Indeed, the main background of the green business process management is "classical" business process management (BPM) which was supplemented with an ecological aspect (Opitz, 2014). Thus, this term is more often analyzed in scientific publications and is considered as an important business trend which contributes to the solution of sustainable issues (Lange, 2013). Therefore, one of the most appropriate descriptions of a green business process management might relate to "*practices that produce environmentally friendly products and minimize the impact on the environment through green production, green research and development, and green marketing*" (Peng et al., p. 5, 2008). Other authors simply state that green BPM is defined as business process management

method which is focused on how corporate practices effect on the environment (Couckuyt et al., 2020). Additionally, a BPM is deemed green if it adheres to the following principles: minimizing environmental impact, whether or not it is regulated; minimizing customers' environmental impact and their exposure to unhealthy substances; increasing reuse and recycling of materials used in the production process; improving energy efficiency and resource productivity; putting in place systems to identify waste reduction; gathering environmental data; and investing in green products (Loknath et al., 2017).

Since the definition of a green BPM can be described in a variety of ways, most often, green business process management, also, is associated with a definition of sustainable business process management which can be explained as the business processes that deliver organizational value while having minimal impact on the natural environment (Peng et al., 2008). In other words, it is a process aimed at maintaining what is limited for as long as possible. Additionally, sustainability is most often emphasized as an initiative to preserve the natural environment, so the definition of this term is associated with rational conservation of resources, waste reduction, renewable energy and responsible consumption (Heinberg, 2010). Furthermore, green business process management model is also analyzed through the prism of *green IS (Implementation of Information System)* and *green IT (Implementation of Information Technology)* terms, which refer to practices such as disposing of IT equipment in an environmentally friendly manner to achieve the goals of sustainable business process performance (Boudreau et al., 2008). Indeed, when it comes to supporting green business process management green IS and IT are considered extremely important (Opitz, 2014). Thus, an efficient and successful implementation of information systems as a support for a sustainable business performance is one of the most essential elements in a green business process management as well. All things considered, green business process management is a complex and extensive process in organization which is also the key component of long-term plan in becoming sustainable, maintaining social responsibility and competitive benefit; and being able to complete business activities without creating any damage to the society and environment for both the present and future generations (Loknath et al., 2017).

Due to the environmental impact of the activities of modern enterprises, environmental sustainability is given high priority in the global business world (Hussain, 2018). Therefore, an essential role in the management of business processes is played by creating and implementing

greener processes in the activities of organizations, creating long-term value for well-being for society and the natural environment. Thus, recently, the actualization of sustainable business models has become extremely important in the business environment as a branch of the renewable process, involving concepts related to sustainability, which bring significant benefits both to the environment, to the internal affairs of organizations, and to society. Summing up the analysed scientific literature, the concept of sustainable management of business processes can be represented in the following graph:

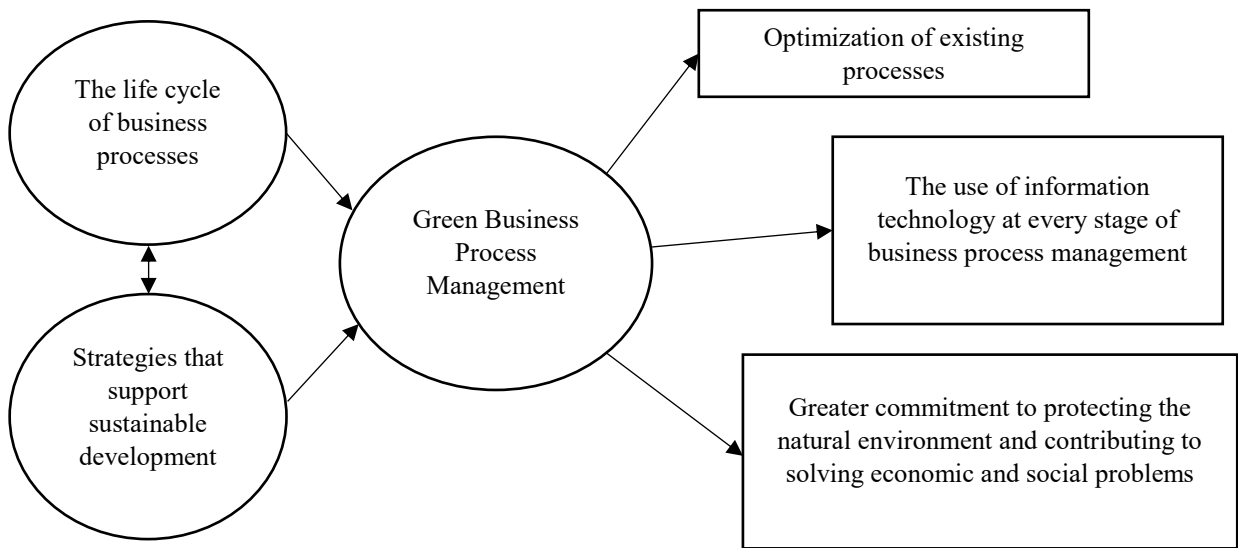


Figure 2. Definition of green business process management. Compiled by the author based on Gonzales *et al.* (2017)

Indeed, the transition to a more sustainable (green) business model is a long-term process that requires different changes in the companies, starting with the importance, perception, acceptance, execution of the latter change. Undoubtedly, most of the companies, while applying innovations and different process renewals that require planning, initializing, controlling and stabilizing change processes on both company's and personal levels face various difficulties related to awareness of the need for change, desire and willingness to change, ability to implement change, providing support for change (Anyieni et al., 2013). In this case, the transformation of organizations towards a green business process management model is not an exception. Such changes in organizations are examined with the help of the theory and principles of change management, which will be research in the next chapter of this master thesis.

2. THEORETICAL BACKGROUND OF CHANGE MANAGEMENT

2.1. The Concept of Change Management

In recent times, change management has become an integral part of the business field, which is crucial for organizations to adapt to changing economic conditions, both market and consumer needs. It is considered to be one of the most complex components of the sphere of business management, since it requires a certain amount of practice and capabilities (Teczke et al., 2017). Those can be related to the appropriate management leadership style, the ability to qualitatively predict the impact of decisions on the future, knowing how to achieve operational efficiency and effectiveness; awareness of the need for changes and their consequences for the organization's culture, activities, results etc. (Adizes, 2015).

Considering the definition of change management, the concepts are described in many different ways in the scientific literature. Indeed, this is the integration and management of some brand-new phenomena or innovations which are unknown into the company's activities. Which is why, some authors argue that change management is the way of dealing with uncertainty (Adizes, 2015). In general, change management is treated as a kind of complex process, during which the organization identifies, choose and pursues new directions based on logical decisions and the strategy created by the company's managers; adapts to change and achieves expected benefits (Teczke et al., 2017). Which means that change management can be described as defining an organization's specific transition to a different type of work based on the new established or updated operational strategies (Ashkenas, 2015). Also, it is a procedure, the successful implementation of which consist of technologies, various processes, people and management. The main purpose of such procedure is to respond effectively and quickly to external factors, maintain competitiveness level among other organizations (Wiggins, 2008). In other words, change management is a complex phenomenon, during which the processes of change are initiated, planned, regulated, and controlled using human resources, information technology and management skills (Anyieni et al., 2013).

Change management is one of the management tools, the main goal of which is to use a certain strategy and knowledge to implement innovative changes that would be characterized by a certain performance (Grigorovski, 2015). The changes implemented in the companies are very different. Which is why, while applying the theory of change management in practice, organizations

use certain models of this discipline. The most known change management models are the following.

Lewin's Three-Stage Model. Kurt Lewin is often considered the pioneer of change management models. Therefore, most analysts and authors of scientific articles start examining change management models precisely from the Lewin's model (Sarayreh et al., 2013). The idea of Lewin's change management model was based on the resolution of conflicts between people. He strongly believed that it is motivating people, educating them, finding compromises, fostering "democratic values", can prevent the obstacle that hinder the adoption of changes (Marrow, 1969). The Lewin's model has 3 main steps (Haddad et al., 2015):

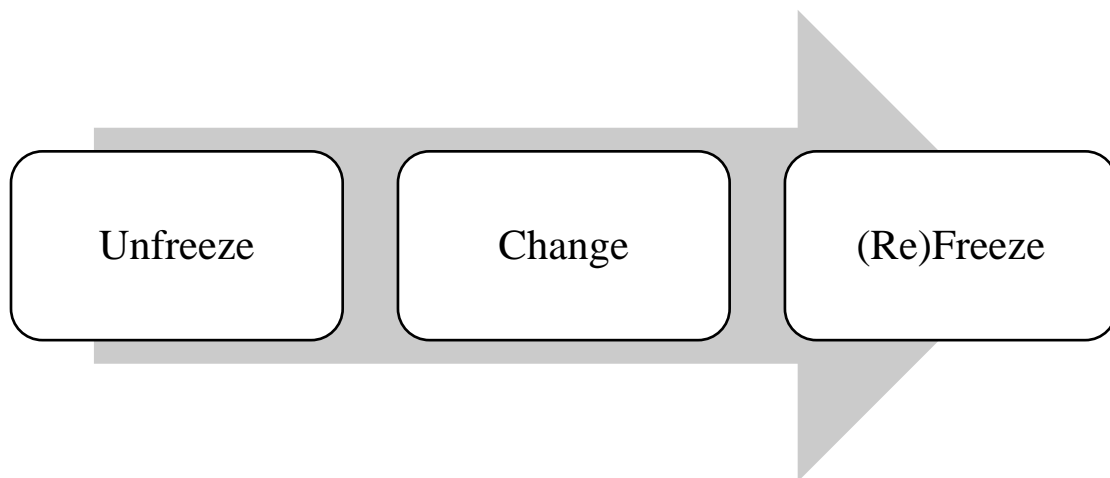


Figure 3. Lewin's Three-Stage Model. Compiled by the author based on Haddad et al. (2015)

The first phase of this change management model includes the stage of preparing the organization to accept the necessary change. In other words, it is communicated and explains why changes are important for the organization and why the company's activities cannot be done in the same way as before. In this way, it is a must to abandon the old behavior and destabilize the balance (unfreeze), and get used to the new one. The second step is about people facing change, the uncertainty, and learning to accept the resulting innovations and third step occurs when the complete adaptation to the changes appears in the company. The final result of this phase can be captured in a clearly updated organization chart, consistent job description etc. Moreover, this step ensures that the introduced changes are used continuously in the daily business processes.

Jick's Ten-Step Model. This model is usually used when changes are already underway within the organization (Grigorovski, 2015). This model aims to show that change is not a single

phenomenon, but is a whole long-term procedure. That is why, all the steps of this model are interrelated with each other and form a whole process of change integration. There are ten steps in this change management model (Haddad et al., 2015):

1. Analyse the organisation and its need for change;
2. Create a vision a common direction;
3. Separate from the past;
4. Create a sense of urgency;
5. Support a strong leadership role;
6. Line up political sponsorship;
7. Craft an implementation plan;
8. Develop enabling structures;
9. Communicate, involve people and be honest;
10. Reinforce and institutionalise change.

A few years later, the model of Jick was updated and improved by John Kotter.

Indeed, one of the most famous change management models was discovered by John Kotter in 1996. The scientist, which is considered being a leader in the change management, argued that this model is one of the most suitable for identifying and avoiding barriers during the change implementation process (Haddad and Kotnour, 2015). Despite the fact that this model was discovered many years ago, it is the most commonly used in present days among different organizations (Yang et al., 2021). The model consists of 8 steps which are presented in the following figure:

Establish a sense of urgency	In fact, people tend to stay in their comfort zone, consequently, they often react negatively to ongoing changes. Therefore, the main goal of change managers is to inform organization about the necessity, importance, and benefit of change, and in change management discipline this is treated as a creation of a sense of urgency.
Form a powerful guiding coalition	Indeed, only with a strong, motivated, courageous, goal-seeking team it is possible to successfully implement changes.
Create a vision	A clearly defined vision and coherently formulated goals are among the most important factors in integrating changes.
Communicate the vision	It is known, that smooth communication in the company is the key to successful operations. This also applied while implementing changes so that each responsible person knows their responsibilities and performs them correctly, efficiently and on time.

Empower others to act on the vision	During the implementation of change, each team member must be encouraged to improve, think creatively, take risks and thus achieve the set goals.
Plan for and create short-term wins	Short-term achievements are vital, since every person has a desire to feel the reward for the work done and, thus be encouraged to continue working.
Consolidate improvements and produce more change	As a rule, after the first implemented changes, it is necessary to encourage them even more. In this case, a different division of responsibilities and promotion of employees should be mentioned.
Institutionalise new approaches	After implementing the changes, a strong link between the changes and the organizational culture must be formed, so that the new behaviour and systems take effect in the company for a long time.

Table 2. Kotter's Eight-Step model. Compiled by the author based on Yang et al. (2021)

It is believed that the Kotter's model is unique in that it reflects the specifics of all the models mentioned above. In other words, Kotter provides very clear insights into what obstacles can arise in companies to bring about change and innovation, and offers elementary and specific ways that can help overcome or remove those obstacles (Yang et al., 2021). That is why it is often used in organisational management.

Thus, change management is a type of innovation in the activities of organizations that requires a change in behaviour, a change of habits or a refusal (Muo and Azees, 2019). This is a long-term process, for the successful implementation of which enterprises must be prepared. Therefore, every company that wants to implement certain changes must understand the necessity, importance, possible risks, consequences of changes, and know what resources, management and other organizational abilities are needed for their successful implementation. Also, in order to implement certain changes, it is necessary to create a clear vision, communicate it to the employees of the organization, build a strong and competent team, use the right and necessary principle of leadership for a particular change, set goals and plan appropriate strategies.

2.2. The concept of green Change Management

In relation to the subject of this master's thesis, it is important to discuss the concept of green change management. As per scholarly sources, green change management is commonly described as the actions and accountability assumed by businesses to promote and uphold sustainable

practices, with the aim of minimizing their adverse effects on the environment. (Sawan et al., 2013). The theory of green change management is based on the original principles of change management, which are supplemented with the objectives aimed at reducing the impact on the environment. In other words, in organizations where green change management strategies are applied, goals and visions are created with an aim to prioritize the importance of sustainability. Also, it includes the inculcating the “*green-behaviour*” mindset in employees, so that all activities are based on ecology, without losing focus on the process of maximizing business profit (Ik and Azeez, 2020). In fact, in the 21st century organizations have to face many changing external conditions and situations that are related to the environmental problems. Which is why, green change management can be treated as a certain response to the specific environmental needs (Scott, 2010).

It is important to mention that in order for green change management to work within the company, it is vital to create the right conditions for it. This includes promoting green behaviour, the way of thinking and activities, so that all employees would have an opportunity to contribute to green activities and initiatives (Ivancic et al., 2017). Therefore, applying green change management is a complex and meticulous process that must be implemented in certain stages to create the right environment for the implementation of changes (Aladwani, 2001). 3 phases of this process are distinguished in the scientific literature (Aladwani, 2001).

Information gathering phase	The first step is treated as the start of desired changes. In this way, in the first stage it is necessary to determine the company’s status quo and identify the directions that are wanted to be achieved by implemented changes. At this stage it is suggested to focus on such questions as: (1) who will be affected by the change? (2) will the direction of the effect be positive or negative? (3) what will be the response to the following effects? (4) what are the values?; etc. The above-mentioned questions and discovered suitable answers can provide the opportunities for the companies to have an access to information and knowledge for successful green change management.
Strategy formulation phase	In the second stage, the information collected from the first step is analyzed and filtered, and the essential aspects are accumulated for the future purposes. It is important to mention that the process of this stage must be carried out responsibly so that nothing important is removed by the error. Also, in this part, there is an opportunity to see problematic areas that can prevent the successful implementation of changes. In this way, solutions are discovered to solve the problems. Meanwhile, change management managers must ensure that all ambiguities are resolved so that everyone in the organization understands the need for change, future goals and is informed about the future action plan.

Strategy phase	implementation	In this phase, the implementation of green change management in the organization begins. It is important to mention that before the implementation this phase, all employees of the organization must be convinced that changes are necessary, and their commitment to apply greening practices is a desirable goal. Very often, at this stage, organizations face unsuccessful implementation of green change management, because change managers are unable to create a smooth collaboration and communicate the importance, necessity and benefits of changes to the employees. Therefore, from the very beginning, one of the most important responsibilities of a change manager is to create ecological awareness and motivation within the company.
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Table 3. Stages towards the right environment for the implementation of changes. Compiled by the author based on Aladwani (2001)

It is believed that three-step way (think-feel-do) is the right way to start green change management, since it involves a comprehensive change in the company's culture, based on the formation of employees' attitude towards green (Sánchez-Hernández, 2016).

While analysing the scientific literature, it was noted that scientists analyse the level of readiness of enterprises to carry out activities based on the principles of "green activities". Therefore, models are being developed that consist of certain aspects, on the basis of which it is possible to assess whether the company is ready and able to operate sustainably. This is also a part of the green change management process, because in order for a company to become ready to integrate sustainability practices into its activities, it is necessary to integrate certain changes related both to the company's culture and to the processes carried out, within the organization. It is believed that the model compiled by Molla et al. (2019) is the most suitable for describing the level of readiness of the company. This model consists of 6 main elements: sustainable approach, sustainable strategy, sustainable management, sustainable modelling, sustainable monitoring, sustainable optimization.

- A **sustainable approach** is treated as the attitudes of the company and its employees about sustainable (green) business and its importance. This includes employees' awareness of the harm caused by business activities to the natural environment and the desire to contribute to the reduction of negative impacts (Molla et al., 2011). This element also describes the company's desire to carry out sustainable activities by changing the course of certain processes, forming a "green" culture and introducing innovations (Molla et al. 2011, Wabwoba *et al.*, 2013, Seidel *et al.*, 2012, Percini *et al.*, 2011). Thus, this element assesses

the company's interest in engaging in sustainable activities and its determination to focus not only on the financial achievements of the organization, but also to concentrate on sustainability issues.

- **Sustainable strategy.** Drawing up a suitable sustainable strategy, on the basis of which the company's activity plans and goals are drawn up, is one of the most important elements in the management of sustainable business processes. In accordance with this, the tasks of the company, the agendas and missions of sustainable management of business processes are determined. This is considered to be a significant aspect to achieve successful short- and long-term goals, for example, to contribute to the process of reducing the greenhouse effect (Molla *et al.*, 2011, Wabwoba *et al.*, 2013, Rosemann, 2007). Also, the strategy consolidates the developed approach, according to which the culture of "green thinking" is formed within the company, the guidelines for sustainable business management are defined, according to which the staff is educated and trained (Meyer and Teutberg, 2012, Wadwoba *et al.*, 2013). Apart from the above-mentioned aspects, on the basis of the established sustainable strategy, it is determined what information technologies are planned to be used by the company to carry out, measure and monitor sustainable activities. Thus, in accordance with the guidelines of the green strategy, the totality of all the goals set, the regulated rules, the developed sustainable approach, the certain resources used, which support the foundations of the green operation of the company are assessed (Rosemann 2007, Wabwoba *et al.*, 2013, Pernici 2011).
- **Sustainable management** involves the control and supervision of internally defined activities. This stage defines the tasks planned in the strategy and their organization (Molla *et al.*, 2011). In other words, it is an element that characterizes the internal affairs of the enterprise, which is associated with the responsible distribution of performances, tasks and responsibilities between employees, budget and other important non-financial resources (Nowak *et al.*, 2011). Also, in this aspect, the level of progress of the company's green activities is measured, namely the productivity of a green business, the effective and accurate execution of the goals set, etc. (Stratos, 2007).
- **Sustainable modelling** is the technical part of this model, which includes the design and visualization of the processes, task flows and interfaces that take place in the company, the resources used (Ghose *et al.*, 2009, Meyer and Teuteberg, 2012). This element is used to

monitor the processes carried out by the company's departments and analyze possible obstacles. In other words, modeling and visualization of the activities performed are necessary in order for the necessary optimization of business processes to occur on time and so that the company's activities do not deviate from the achievement of the established sustainable goals (Houy et al., 2011, Seidel et al., 2011). In the disciplines of management and business studies, sustainable modeling is also treated as a detailed representation of all ongoing processes, "subprocesses", tasks, ecological values (Opitz et al., 2014). In this way, companies use different process modeling languages – specific notation of the tasks performed (for example, shortening of the names of processes – BPMN) and the formation of event-based process chains (Meyer and Teuteberg, 2012). Thus, this aspect is used in order to constantly monitor and update the tasks performed, and, if necessary and in case of difficulties, to improve the business activity and model in a timely manner. For example, in order for a company to reduce emissions, it is possible, based on the created visualization, to trace in which of all the processes carried out the gas content is formed the most, and in this way, calculate the total amount of gas pollution and discover new ways to minimize the existing problem and its consequences (Opitz et al., 2012).

- **Sustainable monitoring.** Every activity carried out must be monitored and controlled, otherwise it would be impossible to manage them (Nguyen and Slater, 2010). Bearing in mind the importance of sustainable monitoring in the context of the company's operational goals – the possibility of analyzing the impact of the ongoing processes on the natural environment (Meyer and Teuteberg, 2012). In this case, it is about observing the essential indicators of the activity of a sustainable business model, which in the scientific literature are divided into two parts - dynamic and static (Nowak, 2011). Dynamic indicators are those that are measured depending on the actual utilization of a particular resource, for example, energy, water, electricity consumption. Meanwhile, static indicators are those that do not depend on consumption. In this case, it is meant, for example, the use of some information technologies, which occurs constantly. Thus, the element of sustainable monitoring is treated as the control of the resources used, on the basis of which decisions are made during the improvement of the business model (Opitz et al., 2014).
- **Sustainable optimization** is the final element that characterizes the level of readiness of a company in the transition to a green business model. This is the final step, which is

implemented after the analysis of all the aspects mentioned above. This is the implementation of a change in certain processes or "subprocesses", which is aimed at updating, improving the level of the existing value of green processes in the activities of the enterprise (Opitz et al., 2014). It should be noted that sustainable optimization can be treated not necessarily in the context of changes in the activities, processes, values of the entire company. It is not always important to change the essence and course of the whole process, on the contrary, it happens in the case when only the abandonment or acquisition of certain resources, the replacement of business partners, the minimal improvement of one part of the process, etc. can bring more benefits (Ghose et al., 2010).

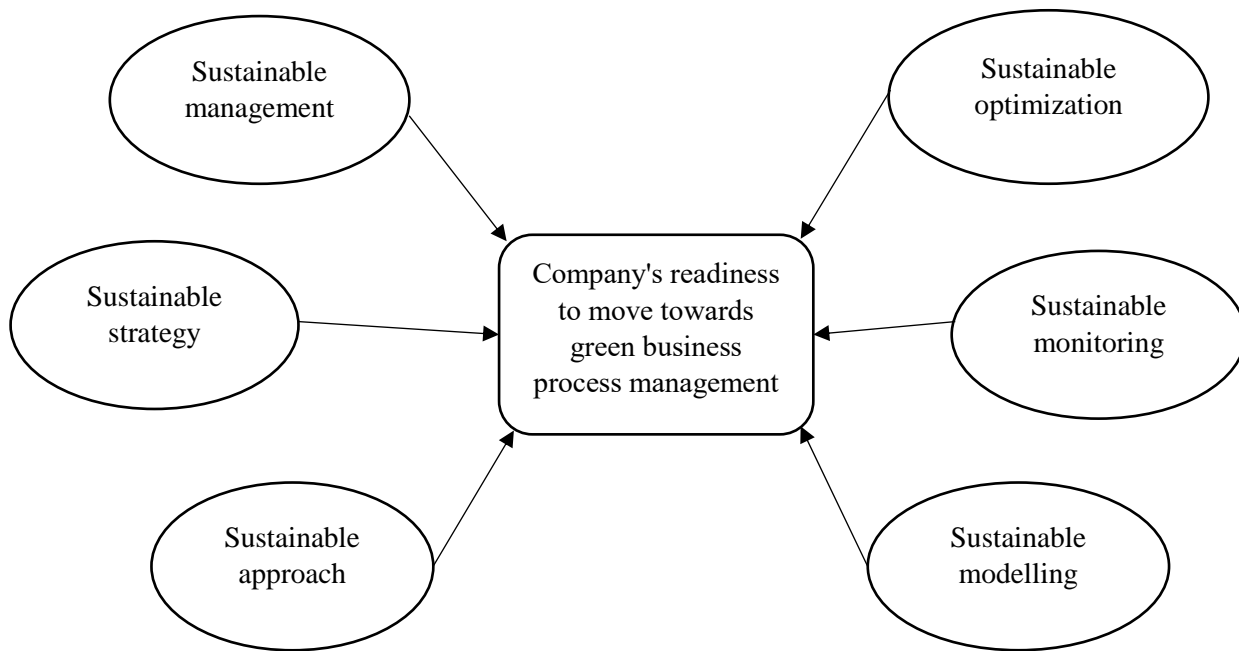


Figure 4. The model of the company's readiness to move towards green business process management.

Compiled by the author based on Molla et al., (2019)

2.3. The factors contributing to the successful integration of change towards the implementation of green business process management in the banking sector

The section 2.2 of this master thesis described the stages that a company needs to go through in order to replace the traditional business process management with a sustainable (green) one, as well as the aspects that companies must meet in order to integrate ecological principles into

their activities. That can be seen as factors that are necessary for the successful implementation of sustainable change in the organisation. Moreover, while analysing the scientific literature, it was noted that the authors distinguish additionally a number of aspects that can lead to the successful integration of a green business process management.

Factor	Author	Description
The clear vision	Dada et al. (2013); Wesumperuma et al., (2011).	Vision is a component of a successful business. This is the perspective set by the company, what kind of companies want to become and what value to create in society and in the existing environment. As for the vision in the context of sustainable business, this factor is very important for the introduction of new values in the company, on which the perception of the entire organization about the desired position of the company in the market and the future impact on the natural environment depends. Vision is a kind of beginning, according to which decisions are made in an organization, a certain policy is established, therefore, the formulation and communication of its goals within the company is one of the important factors contributing to the implementation of successful changes.
Close cooperation with shareholders	Haig and Hoffman (2011); Kuhlman and Farrington (2010).	Establishing long-term contacts with stakeholders is one of the aspects that contributes to the successful implementation of a sustainable business model. Interested parties are not only attracted investors, but also employees of the company and the public. Therefore, in order to integrate the changes related to ecological principles into the enterprise, it is necessary to clearly communicate the value of the changes to the interested parties so that the future mutual value being created is perceived by all. In this way, it is beneficial for companies to engage stakeholders in decision-making, train employees in new skills, create new jobs, and publicly share about their achievements. Close relationships based on trust and openness create opportunities for companies to ensure high-quality performance of employee tasks, investor support and public. All this is necessary so that enterprises can fulfil their intended goals, successfully integrate changes, establish themselves in the market and be economically profitable for organizations.
Proper leadership and management	Oželienė (2019); Wang et al., (2021); Zhu et al. (2008); Gholami et al. (2013).	Leadership and the ability of managers to properly lead an organization is one of the most important factors in the business world, on which the successful or unsuccessful results of the company depend. After all, managers must be able to manage, change and improve the goals set by companies, influence strategic plans considering the planned vision of the company, changing environmental factors. In other words, managers must seek to motivate employees to act in such a way that the goals set are achieved. It is from the faith of the leader the outlined mission and commitment to certain activities that the attitude of the entire organization to change depends. The case of the introduction of a sustainable business model is no exception. In general, the activities of enterprises based on the principles of ecology cannot be finally implemented without the full involvement of employees, which depends on the conscious commitment of managers to the integration of ecological practices and the motivation of employees to actively contribute to the preservation and management of the natural environment and sincerely believe in the importance of sustainability. It is the managers who are responsible for spreading the right and positive attitude within the company. Therefore, when analysing the scientific literature, one can come across studies that have established

		a positive relationship between the successful implementation of sustainable practices and the ability of management to convey an appropriate and optimistic approach to sustainable business and its principles. Thus, the company's successful transformation towards a sustainable business model is closely related to the ability of management to optimistically set employees to believe in the importance of sustainable change and to consciously represent newly defined visions, missions and goals.
Implementation of innovations	Chen et al. (2011); Zhou et al. (2005); Siguaw et al., (2006); Oke (2007).	The focus on innovation is one of the main strategies for companies to expand the efficiency of their business processes. This is associated with the introduction of new information technologies, the testing of new technological devices, the use of updated software equipment. It is the introduction of innovations that reflects the level of innovation of enterprises. Also, it shows whether the company is flexible and resilient to innovations and changing conditions that require learning new skills and competencies, finding, using other resources, etc. Therefore, the introduction of innovations in enterprises is seen as the ability to adapt to changing conditions, market needs and the most relevant business trends. It should also be noted that the active integration of innovations into business processes has a positive impact on the ability of enterprises to surpass competitors, increase operational productivity, effectively develop or produce new products and services. Since the introduction of information technologies is one of the most important factors in the transition of companies to a sustainable business model by automating business processes, a positive direct relationship is recorded between the introduction of innovations and the ability and readiness of enterprises to carry out activities based on the principles of ecology. In this way, the more opportunities a company has to invest in research and innovation, the more successfully it can overcome the transformation towards sustainable entrepreneurship.
Training and competence development	Azee (1999); Zhu et al. (2008); Ik and Azees (2020).	In order to integrate sustainable practices into the company's day-to-day activities, it is necessary to organize different environmental trainings and seminars for employees. This is necessary for the formation of a suitable culture of "ecological thinking" in the organization, so that all employees are informed about the importance, relevance, necessity of sustainable changes being introduced. In this way, employees are involved in the integration of change and trained to follow ecological principles. In addition, since a sustainable business cannot function without the introduction of information technologies, it is necessary to raise the competences of employees so that employees are able to work with new or updated software. In addition, training and timely competence development also contribute to employee retention and employee rotation levels, which provides opportunities for companies to build long-term relationships with employees and long-term value creation.

Table 4. Aspects that can lead to the successful integration of a green business process management.

Compiled by the author based on the analysed scientific literature (2023)

All things considered, companies seeking to successfully implement the transition from a traditional business model to a sustainable (green) one must ensure that future activities are based on a clear vision, supported by close relations with stakeholders, managed and controlled by the

right managers, complemented by the introduction of innovations, and carried out by competent employees. These are some of the most important factors determining the successful implementation of a green business process management recorded in the scientific literature.

2.4. The barriers in the application of Green Change Management

Building on the work of the early theorists, change has been consistently conceptualized in two basic ways. In general, the first way is when changes are successfully implemented, and the second way is when the implementation of changes is hindered by certain external factors (Yang et al., 2020).

In fact, the scientific literature does not distinguish the specific obstacles that prevent the successful management of green changes. However, it is believed that aspects of the original change management theory can be applied in this case. In this way, three groups of general obstacles appear in scientific articles: social and cultural, economic, technical.

Social and cultural	Economic	Technical
<ul style="list-style-type: none"> •Lack of commitment; •Lack of clear vision; •Lack of communication; •Lack of cooperation. 	<ul style="list-style-type: none"> •Lack of financial resources; •Rick of investments. 	<ul style="list-style-type: none"> •Lack of knowledge and competencies; •Difficulties in technology integration; •Conservative design, production, and recycling.

Figure 5. The barriers in the application of Green Change Mangement Compiled by the author based on Yang et al., 2020

Social and cultural

- **Lack of commitment.** Indeed, the successful implementation of changes is only possible when a group assigned to the certain tasks is responsible for it, which, bt following a single goal and developed strategies, moves unanimously in the outlined directions (Orji, 2019). However, it is not always a guarantee that each person in the group fully believes

in new ideas, and therefore does not fully engage in the activities, which affects the overall team results (Yang et al., 2020).

- **Lack of clear vision.** Even with an excellent work team, a specific division of responsibilities, change cannot be implemented without a clearly formulated vision, which must be clear to all employees working towards implementation of changes (Lozano et al., 2019). The absence of concrete vision not only prevents the smooth implementation of changes, but also negatively affects the company's reputation in relation to external partners, customers, and competitors (Yang et al., 2020).
- **Lack of communication.** Not infrequently, the implementation of changes fails if the managers have not properly communicated about the changes obstacles in the organization. This can lead to mistrust among employees, stakeholders, and ultimately to the failure of the entire change process (Pryor et al., 2008).
- **Lack of cooperation.** Successful implementation of changes also depends on smooth cooperation between different levels of the organization (Zhang et al., 2019). In general, change cannot happen if all stakeholders are not communicating purposefully, and especially when the change is related to a comprehensive update of all operations, for example, as in the case of the green business process management model. Therefore, all forces must be united.

Economic

- **Lack of financial resources.** Most organizations fail in applying changes due to lack of financial resources. Undoubtedly, in order for changes to occur smoothly, organizations must invest in research, acquisition of innovative information technologies, employee training, stakeholder education, advertising, etc. All of this requires a large amount of finances that not all organizations can afford (Aznar-Sánchez et al., 2020).
- **Risk of investments.** In order for change to be successfully integrated, significant investments are required. For example, the transformation towards a green business process management model requires a lot of financial support and a lot of faith in the ecological success of the business model, even if it required a lot of upfront costs. Therefore, since this transformation is extremely big and there are many uncertainty and instability, not everyone is willing to invest in such activities (Lozano et al., 2019).

Technical

- **Lack of knowledge and competencies.** It is not rare that when implementing changes and innovations, difficulties are encountered in learning to use new technologies that are necessary to carry out the updated activities (Zhang et al., 2019).
- **Difficulties in technology integration.** Learning to use and understand new technologies takes a lot of time, motivation and patience. All of these are difficult to maintain, especially in large enterprises (Batany and Batt, 2019).
- **Conservative design, production, and recycling.** When integrating changes of certain scale, companies often have to invest in the vreation of other products or services. For example, in case of a green business model, the development of products and services requires a huge amout of research and innovation, so such production is usuaaly more expensive. Therefore, companies face a certain dilemma, when whese days it is necessary to consider no only the cheapest and most practical design of products and services, but also the level of environmental friendliness and sustainability (Stegmann et al., 2020).

3. FEATURES OF THE GREEN BUSINESS PROCESS MANAGEMENT IN BANKING SECTOR

3.1. Theoretical elements of Green banking

In general, banking is the activity of financial institutions based on the running the deposits, the issuance of loans, the collection of interest margins, principles (Jinyang, 2021). It should be noted that the definition of the term banking can be formed based on the concept of a bank as an institution and the of operation. For example, according to the Law on Banks of the Republic of Lithuania, a bank is an organization in the financial sector, the activities of which are mainly characterized, as already mentioned, by the acceptance of different repayable funds, the issuance of credits and the control of related risks arising from the above-mentioned operations (Law on Banks of the Republic of Lithuania, 2004).

Most of time, the authors of scientific literature argue that banking sector activity was started as an activity of non-complex business, which are characterized by the acceptance of deposits, the issuance of loans and the provision of various payment mechanisms (Glen Arnold, 2014). It is also known that the banking sector from early times performs one of the most important functions in society – by establishing close intermediation between the entities that have accumulated fund and investors, to distribute funds fairly to households and to guarantee the safe transfer of funds and the settlement process (Invaškevičius ir Sakalas, 1997).

Indeed, the baking sector is one of the oldest and most well-known industries in the world, which origins can be taken back to 2000 BCE in ancient Egypt (Goyal & Joshi, 2011). Thus, the banking sector went through a long period of transformation – starting from the ancient marketplace (2000 BCE) and the use of metal coins (500 BCE). Moving to the next stages of transformation, the concepts such as Free-market banking (1759), the Federal reserve (1913) took place. Consequently, it moved to the modern banking (1960), and, from the late 20th century, the society has been facing the digital world of “neobanking” system which is defined as a brand-new financial market focused on providing services using the internet and different modern financial technologies (Silvanovich, 2022). In other words, in present days, banking sector is being updated to the new, modern one, the idea of which is based on interaction with customers exclusively in the virtual space, maximizing the satisfaction level of customer needs, reducing the waste of time etc. (Silvanovich, 2022).

One more no less important transformation began to develop in the banking sector, in the 20th century, when the stakeholders of banking sector organizations also started being concerned about the sustainability issue, which has become the most pressing topics in the current business world in recent years (Bukhari et al., 2019). Indeed, while analyzing the scientific literature of Lithuanian and foreign authors, it has been noticed that the implementation and renewal of processes in manufacturing, production, transport and other industries with the most waste emission are mostly considered. However, the banking sector must not be an exception either, since organizations of the banking sector have an impact on the sustainability situation as well. In this way, in the banking industry, certain considerations, process updates and changes appeared that will contribute to the preservation of sustainability (Bukhari et al., 2019). That is why, the concept of green banking, which will be analyzed in the next chapter, was created and stated taking place as an important topic in the contemporary articles related to sustainable business development.

It is very difficult to describe the meaning of green banking in a one way, since it is a relatively new concept, and there is a huge gap defining green banking idea in the scientific literature. In fact, even these days, it is debated whether organizations of the banking sector are able actually contribute to the preservation of sustainability, because it is one of the field with the least emissions compared to the manufacturing, food, chemical, industries (Bukhari et al., 2019). However, certain banking operations require considerable consumption of energy resources, such as electricity, information technology equipment, lightning, air conditioning, and consumption of large amounts of paper (Meena, 2013). Thus, the banking sector also has a negative impact on the environment. Moreover, banks are one of the most important parts of economic system, which plays a key role in country's economic growth and on which many project initiated by different industries depend. Therefore, it is very important that banks finance the greenest possible projects and rationally assess their impact on the environment and encourage other sectors' organizations to plan activities based on sustainability (Nath et al., 2014). Which is why, this importance of green banking initiative is more and more discussed in the scientific articles, and more researches are seeking to refine the definition, key elements, principles and opportunities in contributing to sustainability, of green banking (Choudhury et al., 2013).

Green banking is described as the activities of banking organizations that are based on sustainable processes and operations that have a minimal or zero impact on the environment (Meena, 2013). In other words, it is the performance of activities that contribute to the overall

reduction of carbon dioxide emission (CO₂) and prevent others environmental problems, such as deforestation, climate change, pollution etc. (Bahl, 2012). This is why, in this master's thesis, green banking is treated as the management of green business processes of banking sector organizations. Green banking provides such product and services: green loans, green mortgage, green credit cards, green saving accounts, mobile banking, online banking, etc. (Tara et al., 2015). In addition, the green banking initiative, first of all, includes an internal transformation of the organizations. In this case, it refers to methods that help to use energy sources efficiently and pollution-reducing measures when banks carry out different operations (Islam and Das, 2013). However, green banking is not just about updating processes or integrating new ones. On the contrary, it is more related to the cultural aspects of change that influence all the other processes mentioned (Bukhari et al., 2019). Which is why, green banking can also be defined as a social or a new-way banking system based on the principles of responsible business, which aims to have a positive impact on society and the environment (Park, 2020). Also, it is about prioritizing funding to sectors that promote various environmental practices and instruments (Tara et al., 2015). Therefore, authors of scientific literature often claim that the banking sector usually has a non-direct impact on the environment. In this case, the direct effect comes from the customers using banking services (Meena, 2013). Meanwhile banks, guided by the principles of green banking, can be treated as intermediaries between consumers, economic development and environmental support opportunities, while promoting sustainable investments (Nath et al., 2014). In general, banks engaged in ecologically principled activities have the following main characteristics (Lalon, 2015).

- Banks contribute to the preservation of the natural environment by automating the services provided, for example, by improving the online banking system and encouraging the public to reap its benefits.
- Green banks take a responsible approach to providing financing to other companies. In other words, the level of negative impact on the natural environment is assessed more strictly.
- Green banks create healthy environments, both internal and external, by building green buildings (offices), monitoring the level of energy consumption, reducing resource consumption.
- Green banks contribute to the well-being of society, so they supervise the funded projects to minimise pollution.

- Green banks contribute to the public education about global ecological problems, thereby contributing to the training of people to live a healthy and dignified lifestyle.

Thus, green banks fulfil not only the main goal that is best known in the whole - profit generation, but also consider the possibilities of conducting activities responsibly, causing less negative impact on the natural environment. Which is why, green banking is considering being a „promoter of sustainability“, principles of which can be represented in the following figure.

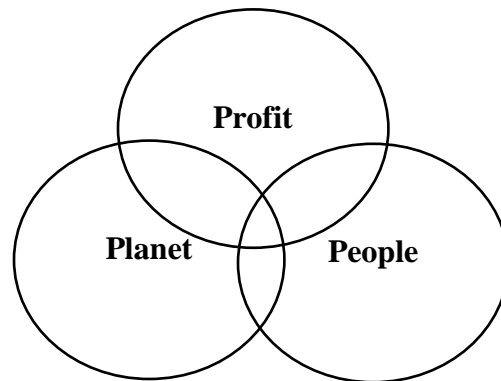


Figure 6. The triple Bottom Line approach. Compiled by the author based on Nath et al. (2014)

Figure 7 illustrates the triple bottom line approach of green banking concept. According to the scheme, banking sector organizations aim not only to perform their main functions, but also to conduct ethical and socially responsible banking, maintain the level of social responsibility, educate society, adapt physical infrastructure and the use of information technology, suitable for the environment, so that their negative impact would be minimized to the maximum extent (Tara et al., 2015).

The scientific literature documents 4 main phases through which banks pass in order to comply with the principles of green banking. According to Marcel Jeucken (2011), the phases are the following:

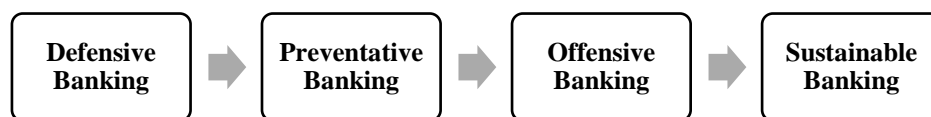


Figure 7. Transformation phases towards green banking. Compiled by the author based on Marcel Jeucken (2011)

- **Defensive banking.** At this stage, banks are not very active and try to oppose environmental laws, because they work against the main interests of banks. Therefore, it is said that during this step banks are trying to avoid switching to green banking concept, because of the high costs involved.
- **Preventative banking.** At this stage, banks begin to get insight into the possibilities of adapting their activities according to environmental laws, because of the pressure appeared from the government, independent companies, and the society.
- **Offensive Banking.** In this phase, banks review their internal and external activities, begin to adopt the necessary changes and chose a new direction based on sustainability. In this way, banks focus more on financing environmentally friendly projects that are related to renewable energy and investments in environmentally friendly assets, various ecological activities.
- **Sustainable Banking.** At this stage, banks become green banking executors – achieve sustainable performance. In this way, banks no longer focus on activities that have a negative impact on the environment, and therefore do not finance them, despite the high profits.

Another author, while analysing the stages of the transition of the banking sector to a green model of the business process management, studied that banks need to undergo three-phase changes reflecting the integration of different political, economic, technologic, social practices into the banks' activities (Lalon, 2015).

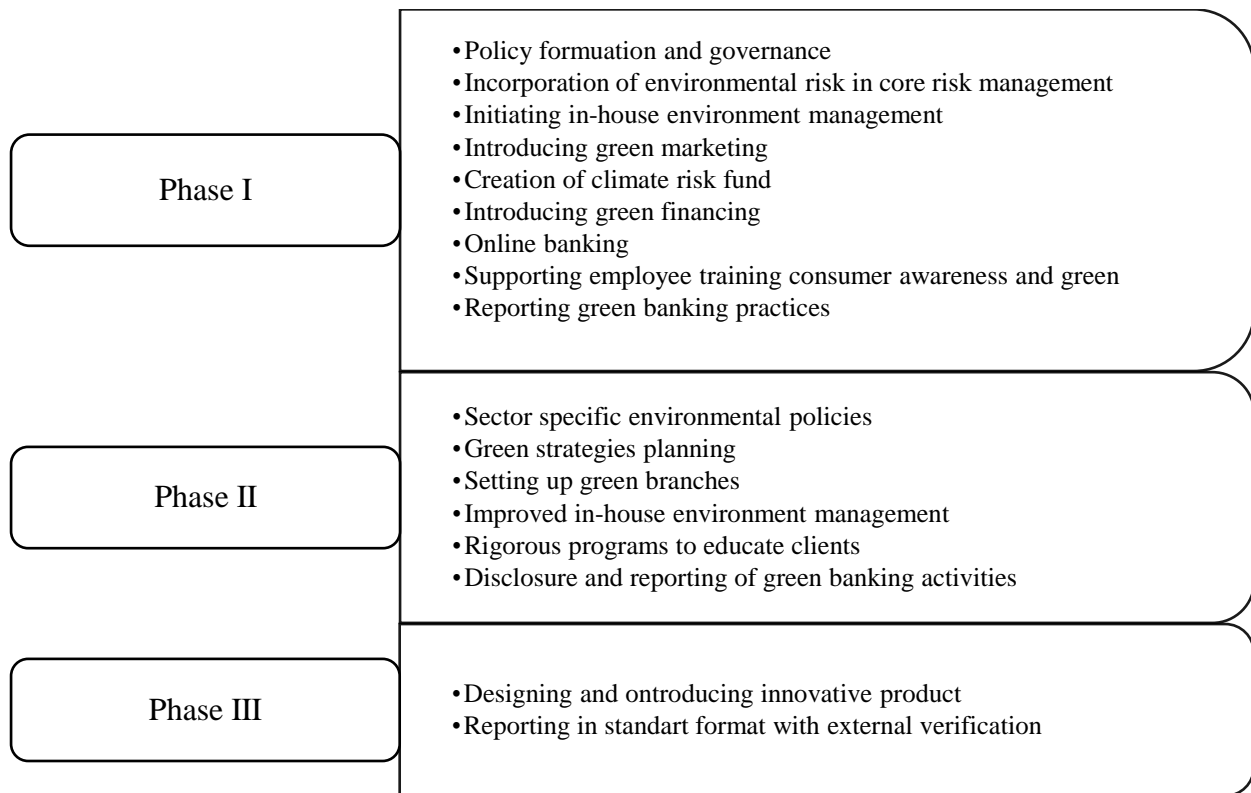


Figure 8. Phases of the transition of the banking sector to a green model of the business process management. Compiled by the author based on Lalon (2015)

According to the phase I, first of all, all the changes have to be based on the specific regulations. Which is why, banks need to plan and implement strategies that reflect the principles of green banking. At the same time, an annual budget must be established and approved for the conduct of green banking activities. Apart from this, a separate branch and a team must be formed in the bank, which will be responsible for the execution of the green projects. Moreover, banks must introduce an additional risk assessment system (environmental and climate change risks), which is based on a green banking policy. This method complements the criteria for assessing borrowers. Additionally, banks must regularly monitor and record the amount of effluents consumed (water, electricity, paper, energy, etc.). In other words, banks must take measures to keep resource consumption to a minimum. This can be done more by organizing meeting through online platforms, installing energy-efficient electronic devices in offices, using more solar energy, encouraging employees to buy less fuel-intensive cars, etc. Furthermore, it is crucial for the banks to use green marketing (a type of marketing that shows that the product or service provided does not harm the natural environment or contributes to the preservation of a natural environment) practices to create

advertisements about the services provided, thereby raising public awareness. Despite that, banks are obliged to finance projects that protect the natural environment without any additional interest too. In other words, the priority of bank financing must be given to green businesses, such as: renewable energy project, clean water supply project, wastewater treatment plant, solid & hazardous waste disposal plant, bio-gas plant, bio-fertilizer plant, etc. Also, since the green business process management is closely related to the use of information technologies, banks need to improve electronic banking services and encourage as many consumers as possible to use them. An electronic banker is one of the main ways in which banks contribute to the preservation of the environment, because services that can be used in the online space save paper use, gas and carbon emissions. When it comes to the supporting employee training consumer awareness and green, banks must constantly educate not only the employees of their organization, but also the public about the pressing global problems associated with the destruction of the natural environment, thereby raising people's awareness. This can be done by sharing the results of the green activities in public spaces or on the special websites that everyone could be able to observe the changes carried out by the organization. This is one of the ways of accountability to society and other enterprises, which is highly valued in the business world.

Taking into the consideration phase II, sector specific environmental policies have to be established in order to develop different financing policy strategies for vulnerable sectors. Also, banks need to formulate precise green targets and record their implementation in the annual activity reports. The goal must be specific and achievable, and must be related to the efficient energy consumption, the use of renewable energy, and the reduction of gas and gasoline consumption. Moreover, in terms of the banks' financial objectives, the reduction of lending to companies that pose a risk to the natural environment has to be included. Indeed, every bank that seeks to carry out activities based on the principles of green business process must have as many branches as possible that are completely green. In other words, in such a place should be the maximum use of natural light; the use of renewable energy; the use of energy-saving bulbs and other equipment; the use of recycled water, etc. Further, as in the first phase, banks have to focus on reducing the use of resources; on improving environmental risk management activities; on raising environmental standards; on developing education programmes on the environment for the society, customers and employees. The last aspect of the second phase is related to disclosure and reporting of green banking activities. Which means, all activities related to the green banking must be reflected in the

annual reports of the banks. The information about the objectives achieved, the solutions applied in the present and the plans for the future have to include in the reports. Also, it has to be accessible.

Compared to the first and second phases, the third one has the fewest stages. In the third phase designing and introducing innovative products have to be the central point of banks' attention. In other words, banks are expected to develop innovative products and services that can contribute to the preservation of the environment. Also, activity reports must be submitted in standard format with external verification which means that banks need to share their annual reports that meet international standards like Global Reporting Initiatives (GRI).

Overall, the development of the banking sector organizations to the green banking is a complex process, the implementation of which requires the introduction of various innovations; the creation of some certain systems; the planning of strategies; the sharing of the green activities, etc. Despite the mentioned aspects, it requires organizational changes and management skills. However, the scientific articles on the transition of banks to the green banking do not sufficiently mention the factors that should occur at the organizational level in order for the transition stages to be carried out smoothly.

4. THE RESEARCH OF FACTORS THAT CONTRIBUTE TO THE SUCCESSFUL ORGANISATIONAL CHANGE TOWARDS GREEN BUSINESS PROCESS MANAGEMENT IN BANKING SECTOR

Considering the analysed literature, studied theories of scientists, it can be assumed that the most important factors that lead to a successful organizational change in the concept of green business process management are the clear vision, appropriate leadership commitment, effective collaboration and partnerships, employee engagement, implementation of innovations, continuous trainings, and competence development. Even though most often in the scientific literature and studies conducted changes in the industrial sector towards a green business process management model are analysed, the study of this master's thesis assumes that the above aspects can also be applied in organizations of the banking sector.

4.1. Research methodology of the factors that contributes to the successful organisational change towards green business process management in the banking sector

This research aims to determine the most important factors in the context of a successful organizational change towards green business process management in the banking sector. These factors were identified during the scientific literature analysis and include clear vision, strong leadership commitment, effective collaboration and partnerships, employee engagement, implementation of innovations, continuous trainings and competence development.

To accomplish the aim the following **objectives** are set:

1. **Conduct a qualitative study** – semi – standartizes interview (the final results of the study are expressed in words) for the managers involved in decision – making, directing their organization's sustainability, of Lithuanian banking sector companies
2. **Implement a computer-assisted qualitative research** method in order to prepare and format the obtained results of the quantitative research using *Dedoose* software for the presentation of the future conclusions of the research.
3. **Draw the conclusions**, which factor has the most influence on the successful organizational change towards the GBPM in the banking sector.

In this study two methods are employed qualitative research method and computer assisted – qualitative research method (CAQR):

1. **Qualitative research** – is one of the methods of research, which is characterized by the analysis of the opinions, experiences, insights of the individuals. In contrast to the quantitative research, qualitative research includes non-numerical data (e.g., text, video, audio) (Adeoye-Olatunde, 2021).

In the case of a descriptive study, a semi-structured interviews with experts on green banking were carried out. It is argued that expert assessment is used in cases when the researcher wants to obtain an opinion from a qualified person in a particular field (Merkys et al., 2023). Also, this research method is used to evaluate the reliability of quantitative analyses performed. If the expert's opinion is concerned, it is possible to confirm or refute the answers of the conducted questionnaire (Merkys et al., 2023). In this master thesis research, the experts are defined as the bank employees (sustainability managers) who are responsible for sustainability matters.

The sample of the study: Quantitative research is attributed to the group of social studies. Depending on the methodology of qualitative research, the opinion of the one expert is not enough, therefore it is argued that the most suitable number of experts interviewed must be between 2 and 5 (Merkys et al., 2023).

The interview was intended for the managers involved in decision-making, directing their organization's sustainability of Lithuanian banking sector companies. Thus, four experts took part in the interview – one person from the each of bank (“*Swedbank bankas*”, “*SEB bankas*”, “*Luminor bankas*”, “*Šiaulių bankas*”).

Data collection: An invitation to participate in an interview about green banking was sent to respondents via *LinkedIn*. Four interviews with sustainability managers from “*Swedbank bankas*”, “*SEB bankas*”, “*Luminor bankas*”, “*Šiaulių bankas*” were organized during the second part of the research using *Microsoft Teams* platform. The meetings with the respondents were scheduled in advance at a specific time. The respondents were informed about the topic of the research and about the concepts of the master's theses. All the respondents agreed to come at the appointed time and were extremely interested in the analysed topic. Meetings with the respondents lasted for one hour in average.

During the research, the appropriate qualitative research ethics were followed. First of all, the master's thesis topic was fully introduced to the respondents. Also, the right not to participate and not to answer some questions were given to the participants of the interviews. The collected research data was presented in a summarized form without mentioning the respondents' personal information in accordance with the principles of confidentiality and anonymity.

2. **Computer assisted–qualitative research (CAQR)** – an interpretive analysis of the collected non-numerical data using specific software (Abramson et al., 2018).

The use of the computers in conducting qualitative research can be treated as a source of certain assistance. This gives researchers the opportunities to organize, process and manage the collected data more quickly and more conveniently. Also, to go deeper into the analysis of data details and to present the conclusion of the research in a systematic way (Abramson et al., 2018). This research method is one of the innovative ways to conduct a qualitative research analysis. While analysing the application of the computer-based qualitative research method in the scientific publication in different fields, it was noticed that in Lithuania this research method is not common. Most often a direct interpretation of the responses received from respondents is applied, so the method application of this research can be considered innovative.

In this study, the *Dedoose* application was used. *Dedoose* is one of the web-based applications used in the CAQR, which provides opportunities to arrange, manage, visualise, and analyse the data. The collected data is managed by using codes, code weights, descriptors, and memos (Salmona et al., 2019).

The stages of the CAQR are as follows:

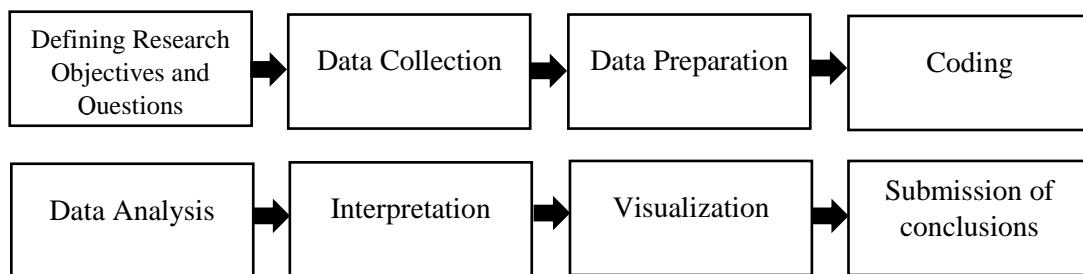


Figure 9. The stages of the second part of the study. Compiled by the author based on Salmona et al. (2019)

In the context of this master’s thesis, the first three stages of the research depicted in the Figure 10 were carried out using the theory of qualitative research, and the last five research steps were related to the CAQR method.

4.2. The analysis of research results

Interview questions were created considering factors identified in the scientific literature analysis, which lead to a successful organizational change towards GBPM. Therefore, in the table, which is shown below, the questionnaire was drawn up in such a way to include the following essential blocks of questions: clear vision, leadership commitment, collaboration and partnership, employee engagement, implementation of innovations, trainings and competence development.

Factor	Questions
Clear vision	<ul style="list-style-type: none"> • Do you think that creating a clear vision helps the organization to achieve successful green direction performance results? If so, how? If not, why? • Has the vision created in the bank where you work, related to sustainability, helped the organization to successfully fulfill the set green goals? If so, how did it help? If not, why? • What changed within the organization when green banking strategies were introduced?
Leadership commitment	<ul style="list-style-type: none"> • What is the impact of a leadership on organizational change towards green business process management? • Does your personal approach to the green activities of the organization affect the opinion of other employees? If so, what influence does your attitude have on the opinion of employees? If not, why? • How do you, as a sustainability manager, motivate employees to adhere to green standards? If so, how do you do it? If not, why?
Collaboration and partnership	<ul style="list-style-type: none"> • Does cooperation and partnership with interested parties influence organizational changes in banks that are transforming their operations towards green business process management? If so, what kind? If not, why? • What green results have already been achieved in collaboration with stakeholders?
Employee engagement	<ul style="list-style-type: none"> • What influence does the active involvement of employees in the company's activities have on organizational changes towards green business process management? • Is it important for bank employees, in general, to understand the importance of sustainable operations? If so, why? If not, why?

	<ul style="list-style-type: none"> • Do employees' attitudes toward green practices affect the bank's overall success in integrating green changes into operations? If so, what kind? If not, why? • Did bank employees have to change their habits and behavior as the bank transformed towards green banking? If so, what changes have occurred?
Implementation of innovations	<ul style="list-style-type: none"> • Does the implementation of innovations affect the bank's successful organizational changes in transforming operations towards a green business process management model? If so, what is the impact? • Did the introduction of innovations, new technologies and tools lead to a change in the nature of the employees' work and an increase in the level of qualification? If so, what changes took place and what did employees need to learn? • How do the employees of your organization react to the introduced innovations and how did the introduction of innovations contribute to the formation of green behavior?
Trainings and competence development	<ul style="list-style-type: none"> • Does the bank where you work organize training for employees on the importance of green business process management? If yes, what kind of training is organized and what are the training topics? • What influence does the organization of timely employee training have on organizational changes towards a green business process management model? • Is training related to sustainability important for bank employees and the organization as a whole? If so, why? If not, why? • Does organized employee training affect employees' behavior and habits? If so, how? If not, why?

Table 5. The questions of a semi-standardized interview. Compiled by the author (2023)

According to questions presented above, it is expected to gain new insights about organisational changes in the transformations towards green business process management in banking sector. In order to make it easier to identify the answers of interviewees, the respondents were numbered in the following way: R1, R2, R3, R4.

In the project, created by the *Dedoose* software, four main files (media) were used: Respondent1.docx, Respondent2.docx, Respondent3.docx, Respondent4.docx. The mentioned files reflect interview responses of respondents.

Moreover, in the upper left corner of the Figure 11, it can be seen that 48 codes were created for the analysis of responses during the project. In general, 6 root/parent codes were developed in order to reflect aspects that determine a successful organisational change towards GBPM in the

banking sector. The remaining 42 sub-codes, which are called “child codes”, were formulated for deeper analysis of factors. Consequently, subcodes reflect the reasons why the highlighted factors are important.

Furthermore, 152 excerpts matching prepared codes were discovered. In the media section, it can be seen how many excerpts and from which file were used during the research. Most extracts were used from the second respondent’s answers document.

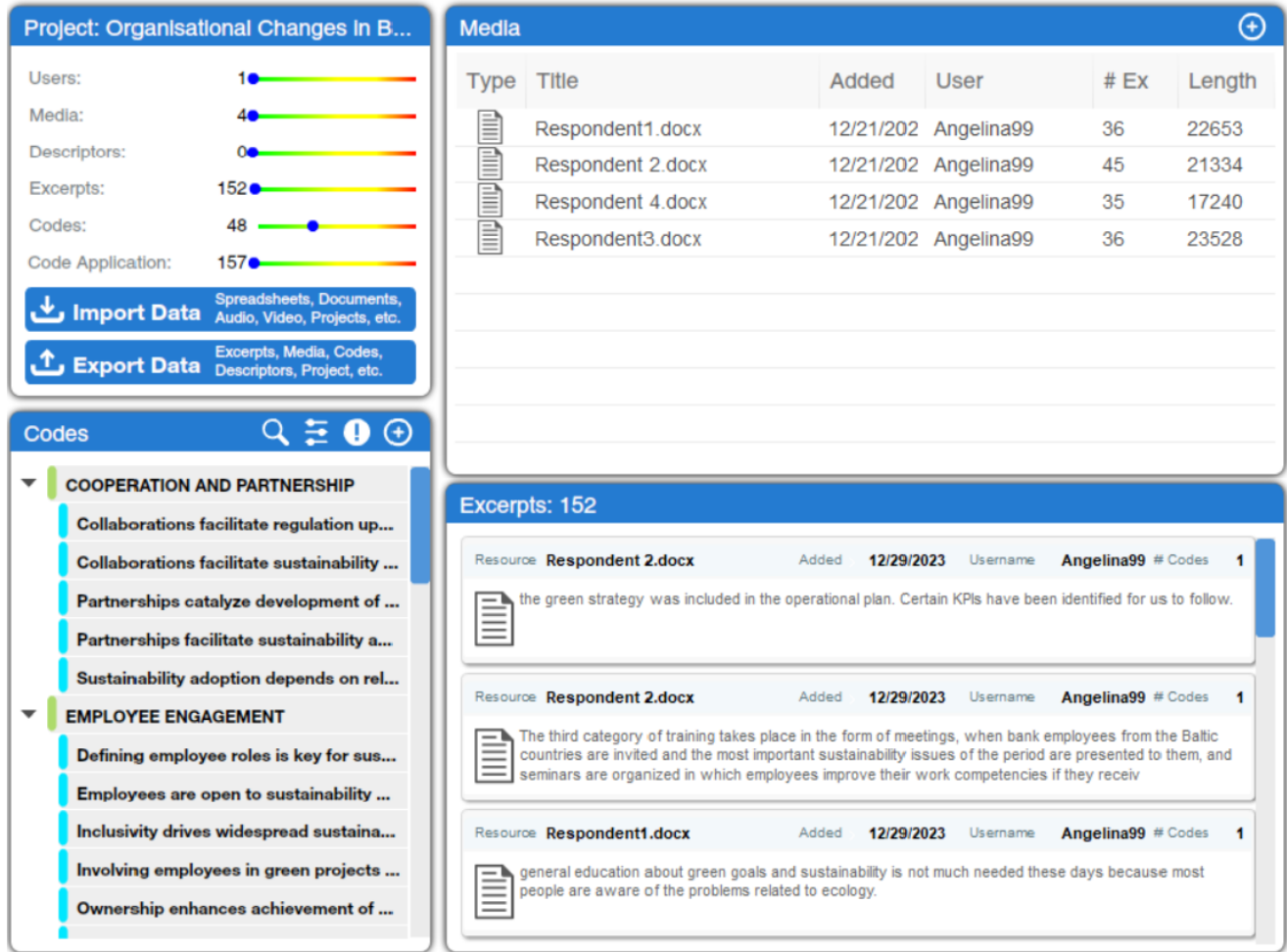


Figure 10. Project summary. Compiled by the author (2024)

4.2.1. The importance of the creation of a clear vision in an organizational change towards Green Business Process Management within banking sector

Codes	Sub-codes	Excerpts
Clear vision	Clear vision attracts stakeholders	“...helps attract the attention of stakeholders.” (R4)
	Sustainability focuses on goals rather than visions	<p>“...visions related to sustainability are better treated through the prism of goal setting. After all, green projects have always been financed, just in the modern world, when the problems of climate change are becoming more and more apparent, the issuance of green loans and other green services by banks is like the "PR" of the importance of sustainability...” (R1)</p> <p>“...vision is not the main aspect that determines the organizational changes of banks in order to carry out green banking...” (R1)</p> <p>“...green banking is not a vision, it is already one of the necessary areas of the bank's activity...” (R1)</p>
	Vision emphasizes longevity and societal impact	“...our bank's vision is related to sustainability strategies, namely to enable many residents and businesses to create their own successful future. The orientation towards long-term and external impact, towards the impact on society and the ecosystem, has been present since the establishment of the bank...” (R3)
	Vision enables the tracking of outcomes	<p>“...helps to focus on the result of monitoring achievements.” (R4)</p> <p>“...is the constant review of goals and processes, because sustainability is an ongoing process in the market that requires continuous response by changing and adjusting goals and strategies.” (R3)</p> <p>“...determine how success achieved will be measured...” (R3)</p>
	Vision ensures the realization of identified sustainability programs	<p>“...it cannot be a separate branch of the bank's activities, otherwise the bank cannot be called green...” (R1)</p> <p>“...overall vision of the bank is related to aspects of sustainability.” (R2)</p> <p>“Vision, mission, and strategy development always come first.” (R2)</p> <p>“...a vision must be created so that all sustainable activities are fulfilled and improved...” (R4)</p>
	Vision gives meaning to sustainability goals	“...covers all the activities that a green bank must cover. This can be related to both green finance and sustainability initiatives, as well as green products and services being developed.” (R4)

		<p>“...it is like the road-map of the entire organization, according to which goals are set and operational strategies are developed...” (R4)</p> <p>“...gives a certain value charge to the change, and without the value charge and its meaning, it is very difficult to implement changes...” (R3)</p>
	Vision maps the path to sustainability goals	<p>“...the green strategy was included in the operational plan...” (R2)</p> <p>“...it is important to determine your materiality and to know how the bank's positive and negative impact on the environment manifests itself. Once the vision, mission and strategies are set, then it's time to work with customers, integrate new processes, update risk assessment methods, etc.” (R2)</p> <p>“...no bank can yet be considered sustainable, but a clear vision helps create a foundation for sustainability.” (R4)</p> <p>“...it becomes clear what goals must be set and in what ways to achieve them. In the case of our bank, sustainability standards are included in the bank's vision, so it is very clear what tasks to perform and how...” (R4)</p>

Table 6. Analysis of an importance of the clear vision creation in an organizational change towards GBPM within banking sector. Compiled by the author (2023)

After analysing the importance of vision for banks moving towards GBPM, it was observed that vision gives meaning to sustainability goals. Respondent R4 claimed that *“A clear vision covers all the activities that a green bank must cover. This can be related to both green finance and sustainability initiatives, as well as green products and services being developed.”*. The same respondent claimed that *“The vision is very important, because it is like the road-map of the entire organization, according to which goals are set and operational strategies are developed. It is like a unit of measurement for what the organization should become...”* (R4). Another respondent added to this idea that vision *“...gives a certain value charge to the change, and without the value charge and its meaning, it is very difficult to implement changes. Without this element of meaning, an organization cannot fully successfully transform towards sustainability. Vision is the basis of the impact of meaning and the established purpose of the company...”* (R3). Moreover, it is believed that vision maps the path to sustainability goals. In other words, creating a vision helps an organisation to define a new status quo and set precise strategies for future operations. *“Everything depends on the created vision, mission and established health strategies. It is important for banks to integrate green strategies into the general strategy of the bank's activities,*

into the plan of business activities and goals. It is important to determine your materiality and to know how the bank's positive and negative impact on the environment manifests itself. Once the vision, mission and strategies are set, then it's time to work with customers, integrate new processes, update risk assessment methods, etc.” (R2). Respondent R2 also shared that in their bank “...the green strategy was included in the operational plan. Certain KPIs have been identified for us to follow...”. Indeed, the vision of each analysed bank is linked to green banking and carries a significant message to society about the importance of sustainability. In this way, respondent R4 confirmed the importance of vision factor and stated that “when the bank has concretely determined what is to be achieved in the green area, it becomes clear what goals must be set and in what ways to achieve them. In the case of our bank, sustainability standards are included in the bank's vision, so it is very clear what tasks to perform and how...”. In other words, “...a clear vision helps create a foundation for sustainability.” (R4). According to answers of respondents, another reason why vision is important is that vision ensures the realization of identified sustainability programs. “Vision, mission, and strategy development always come first.” (R2) and so “...the overall vision of the bank is related to aspects of sustainability.” (R2). The same was said by the respondent R1 that the vision “...cannot be a separate branch of the bank's activities, otherwise the bank cannot be called green...”. The opinions of the previously mentioned interviewers were confirmed by the fourth respondent. He told that “...a vision must be created so that all sustainable activities are fulfilled and improved...” (R4). Nevertheless, vision enables the tracking of outcomes. Indeed, every change that occurs in an operating company must be monitored, especially in those organisations that are planning to apply GBPM practices in their activities, since “...sustainability is an ongoing process in the market that requires continuous response by changing and adjusting goals and strategies.” (R3) In this case, respondent R4 told: “The created vision helps to focus on the result of monitoring achievements...”. The third respondent added to this thought that vision “...determines how success achieved will be measured. In other words, how will we measure achievements so that they are tracked.” (R3). Here is another take on the importance of vision – “Having a clear vision helps attract the attention of stakeholders.” (R4). The message presented in the vision attracts the attention of stakeholders, since green banking offers services that have a contribution to the welfare of society in the context of both present and future, promotes the development of responsible business strategies and thus attracts not only new partners, but also new customers.

However, the opinion of one of respondent R1 was that sustainability focuses on goals rather than visions, and states that “...visions related to sustainability are better treated through the prism of goal setting. Indeed, green projects have always been financed, just in the modern world, when the problems of climate change are becoming more and more apparent, the issuance of green loans and other green services by banks is like the "PR" of the importance of sustainability. Therefore, I can say that it is the green goals, and not the vision, that give banks the opportunity to operate sustainably, because there are direct needs and requirements supported by regulations that encourage banks to be green...”. The respondent added that “...green banking is not a vision, it is already one of the necessary areas of the bank's activity...” (R1). Which is why, it can be said that “...vision is not the main aspect that determines the organizational changes of banks in order to carry out green banking...” (R1).

4.2.2. The importance of leadership commitment in an organizational change towards Green Business Process Management within banking sector

Codes	Sub-codes	Excerpts
Leadership commitment	Leadership buy-in drives sustainable business integration	<p>“...sustainability is a very new subject. It takes a lot of interest to make big changes towards green banking...” (R2)</p> <p>“...for a company's green banking journey - leadership is the most important factor...” (R2)</p> <p>“...everything started with the involvement of top management in our bank...” (R2)</p> <p>“...the involvement of the top managers who create the vision, mission and strategies...” (R2)</p> <p>“The activity and involvement of top managers can be added to the success factors...” (R2)</p> <p>“...support must be received from the top managers...” (R4)</p> <p>“It is very important for every sustainability manager to believe in the idea of sustainability and foster it within the organization.” (R3)</p> <p>“Without buy in from the top management, this kind of transformation will not happen...” (R3)</p> <p>“...to ensure that this new topic, which competes with many other topics in the business, appears in the overall business strategy...” (R3)</p>
	Leadership crafts a roadmap to sustainability	<p>“...an important role is played by the head of sustainability and his team, who carry out the instructions of the top management...” (R1)</p>

		<p>“...with good and appropriate leadership and management, everything can be changed, because then there are initiatives to create new goals, set a new vision, involve employees in joint activities...” (R2)</p> <p>“...leadership can help determine the road-map, which projects the bank will finance in the future depending on the set goals.” (R4)</p>
	Leadership motivates employees to embrace sustainability	<p>“...sustainability managers are like organizational activists who spread the word about the importance of sustainability and encourage the whole company to contribute more actively to green actions...” (R1)</p>
	Leadership to clarify employees' role in sustainability	<p>“...it is not only important that the company contributes to green activities, but it is also important for the person to feel that his activities contribute to improving sustainability...” (R1)</p> <p>“...it is a must to explain employees how they themselves contributes to sustainability...” (R1)</p> <p>“...leadership has an impact on how each employee understands their purpose and where their work and executive tasks add value to the overall green performance of the organization...” (R1)</p> <p>“...leadership and management that help broadcast the importance of the shift towards green banking to all employees...” (R2)</p> <p>“It is important to communicate to employees how they contribute to the overall green banking operation and what each department's contribution to the overall result is...” (R3)</p>
	Leadership to empower employees for sustainability participation	<p>“...that in this case a strict system is needed to ensure that employees behave in an ecological manner...” (R1)</p> <p>“...provide opportunities for employees to develop green behaviours. Much depends on the manager who finds ways for each employee to personally contribute to the common green goal. This can be related to saving electricity and saving other resources.” (R4)</p>
	Leadership to foster employee sustainability awareness	<p>“...the ability of its managers to convey the importance of sustainability to all employees...” (R1)</p> <p>“...it is very important how managers broadcast the need and explain the necessity of implementing new tools...” (R1)</p> <p>“...sustainability managers are like organizational activists who spread the word about the importance of sustainability and encourage the whole company to contribute more actively to green actions...” (R1)</p> <p>“...leadership is the tool that determines how green aspirations will be understood by all employees and what will be done differently...” (R1)</p>

		<p>“...spreading the importance of sustainability to employees must be one of the priorities...” (R2)</p> <p>“...the influences of my approach already appears, because I initiate the need...” (R2)</p> <p>“...without top management, it is impossible to ensure the full involvement...” (R2)</p> <p>“It is important to remind employees about the importance of sustainability...” (R4)</p> <p>“Leadership is very important because it can influence most of the banking activities...” (R4)</p> <p>“...gather around yourself ambassadors who will help spread the message of the importance of sustainability. As a believer, I believe that spreading the importance of sustainability, speaking in business language so that everyone knows the importance of change is the key to success, so that all employees are motivated not only to perform activities according to sustainability standards, but also to think sustainably in everyday life.” (R3)</p>
	<p>Leadership's perspective on sustainability drives employee acceptance</p>	<p>“...it is very important for a sustainability manager to influence other employees...” (R1)</p> <p>“...my personal attitude both has and does not affect the opinion of the employees...” (R2)</p> <p>“Personal perspective is important because from personal belief in sustainability comes the belief that one can succeed in achieving good green performance...” (R4)</p>

Table 7. Analysis of an importance of leadership commitment in an organizational change towards GBPM within banking sector. Compiled by the author (2023)

After analysing the importance of the leadership commitment factor, it became clear that, first of all, leadership buy-in drives sustainable/green business integration. Respondent shared that “...sustainability is a very new subject. It takes a lot of interest to make big changes towards green banking...” (R2), so “...everything started with the involvement of top management in our bank...” (R2). Therefore, it is necessary “...to ensure the involvement of senior management. In other words, to ensure that this new topic, which competes with many other topics in the business, appears in the overall business strategy...” (R3). All this can be summed up in the answer of the third respondent: “Without buy in from the top management, this kind of transformation will not happen. It is necessary to ensure that the top management team understands the topic of sustainability as strategically important and communicates this within the organization. Otherwise, there is a risk that sustainability can remain an extracurricular, extra, imaginary activity. It is very important to install sustainability into the internal real business processes,

because it is a change in the business model. And such serious and major changes are impossible to achieve without the involvement and support of top management.” Thus, leadership and management are believed to be the beginning of the success of the change. (R3). Also, leadership commitment crafts a roadmap to sustainability: *“...leadership can help determine the road-map, which projects the bank will finance in the future depending on the set goals.”* (R4). The second respondent also agreed with that statement and said that *“...with good and appropriate leadership and management, everything can be changed, because then there are initiatives to create new goals, set a new vision, involve employees in joint activities...”* (R2). Additionally, leadership is needed to clarify employees’ role in sustainability. *“...leadership is an integral part of the shift towards green banking. Good leadership has an impact on how each employee understands their purpose and where their work and executive tasks add value to the overall green performance of the organization...”* (R1). The third respondent shared the same opinion: *“It is important to communicate to employees how they contribute to the overall green banking operation and what each department's contribution to the overall result is. Then the organization's community has formed the basis of a common vision and works purposefully on the realization of the goals.”* (R3). It can also be said that leadership's perspective on sustainability drives employee acceptance. Respondent R4 shared that their *“Personal perspective is important because from personal belief in sustainability comes the belief that one can succeed in achieving good green performance. Admiration of the work is created, which positively affects the attitude of other employees towards work and towards sustainable goals.”* Respondents R1 and R2 also agreed that managers/leaders with their experience and belief in the sustainability idea motivate employees to actively contribute to green activities. Furthermore, leadership empowers employees for sustainability participation. It is known that managers in organisations are responsible for ensuring employees’ engagement and they should *“...provide opportunities for employees to develop green behaviours. Much depends on the manager who finds ways for each employee to personally contribute to the common green goal. This can be related to saving electricity and saving other resources.”* (R4). Also, managers have the power to consolidate a system which *“...is needed to ensure that employees behave in an ecological manner...”* (R1). Moreover, leadership motivates employees to embrace sustainability and foster employee sustainability awareness. This was the point of the first respondent who stated that *“...sustainability managers are like organizational activists who spread the word about the importance of sustainability and encourage the whole company to*

contribute more actively to green actions. Change is a long-term process that requires time for all employees to believe in the importance of sustainability and change, which comes from strong leadership and proper management. I believe that this aspect has the most influence on the successful organizational change of financial sector organizations towards green banking. The CEO, board and sustainability leaders are the main axes on which the bank's green success depends...” (R1).

4.2.3. The importance of collaboration and partnership in an organizational change towards Green Business Process Management within banking sector

Codes	Sub-codes	Excerpts
Collaboration and partnership	Collaborations facilitate regulation updates	“...banks cooperate closely on the topic of sustainability...” (R3)
	Collaborations facilitate sustainability awareness	“...this is particularly important in the area of sustainability, as entirely new competencies are required...” (R1) “...so, partnership is like a support that helps to run green operations smoothly... (R1) “...bank invites certain lecturers from different fields who present it to employees, business and private clients.” (R4)
	Partnerships catalyse development of green models	“...in the field of sustainability, there is a lot of collaboration between institutions in different fields...” (R1) “...together with other banks we initiated a project...” (R2) “...no single organization would be able to achieve sustainability goals on its own...” (R2) “We cooperate with start-ups that develop green products...” (R3)
	Partnerships facilitate sustainability adoption at all levels	“...if there was no customer demand, then there would be no meaningful feedback about the benefits of green banking...” (R2) “...sustainability and green banking are relatively new concepts in the market, so it is especially important to look for partners and build relationships with other market participants.” (R3)
	Sustainability adoption depends on relations between bank and external partners	“...when talking about sustainability, it is important to think not only about the organization itself, but also about the suppliers of certain services and goods...” (R4)

Table 8. Analysis of an importance of collaboration and partnerships in an organizational change towards GBPM within banking sector. Compiled by the author (2023)

While analysing respondents' answers regarding the collaboration and partnership factor, it was noticed that cooperation with representatives of different fields helps bank to acquire new information for the development of green banking. For example, collaboration and partnership facilitate sustainability awareness. Respondent R1 shared: *"...this is particularly important in the area of sustainability, as entirely new competencies are required. For example, there are jobs where it is necessary to analyse soil erosion maps and this requires new knowledge that probably not all bank employees have..."* and *"...partnership is like a support that helps to run green operations smoothly..."*. Also, one of the interviewers told about their banking experience in training arrangement: *"...the bank organizes educational projects for customers about the importance of green banking and its impact on the environment. In order to organize such seminars, the bank invites certain lecturers from different fields who present it to employees, business and private clients..."* (R4). As already mentioned, it is a must for banking sector organisations to collaborate in order to develop green strategies. In this way, partnerships catalyse development of green models. Thus, respondents shared some real cooperation practices: *"...we do a lot of work with the association of the bank with other banks. Since we all face the same requirements, we carry out quite a few activities together, such as creating physical risk maps. Also, we work with a hydrometeorological service that provides us with maps of how the climate will change in 100 years according to IPCC scenarios. Also, we are working with VU scientists on the construction of efficient buildings, we are analysing how many inefficient buildings there are in Lithuania and what financing is needed to modernize those buildings. In the field of sustainability, there is a lot of collaboration between institutions in different fields..."* (R1); *"We cooperate with start-ups that develop green products, for example, special financing was created for planting new forests. This is a new financing product that helps increase the forested area in the country and observe CO2 emissions. This product was launched together with the start-up. A product was also created for sustainable farms, where drones measure farm parameters and help transform that farm into a more sustainable one..."* (R3). Additionally, partnerships factor facilitates sustainability adoption at all levels. In this case, cooperation is treated through the direct influence of banks on other market players and society. Which is why, respondent R3 told: *"...sustainability and green banking are relatively new concepts in the market, so it is especially*

important to look for partners and build relationships with other market participants in this area. In general, in order to make society more fundamentally sustainable, it is necessary to include as many links as possible, from cooperation with other market players to the involvement of customers. Banks play an important role in the green transformation of the market. After all, banks themselves have to become sustainable organizations, but they also have to enable the transformation of other market participants towards green activities, so financial sector organizations must cooperate with interested parties not only for their own, but also for the sustainability goals of society. I believe that banks that want to become leaders in the field of sustainability must constantly seek cooperation with other market players, businesses.”.

4.2.4. The importance of employee engagement in an organizational change towards Green Business Process Management within banking sector

Codes	Sub-codes	Excerpts
Employee engagement	Defining employee roles is key for sustainability	“...only then can banks purposefully pursue green activities...” (R2) “...more important to understand how each employee and department contributes to green banking through the tasks they perform...” (R3)
	Employees are open to sustainability approach	“...these days most people are already interested in sustainability and ecology problems...” (R1) “...employees are very involved in the topic of sustainability...” (R4)
	Inclusivity drives widespread sustainability acceptance	“...only by fully involving all departments and employees in green goals can a bank be treated as green/sustainable...” (R1) “...every organization is made up of employees, whose involvement is very important for the company to achieve new changes...” (R2) “...sustainability is a very new subject. It takes a lot of interest to make big changes towards green banking...” (R2) “...involvement of different departments in green activities...” (R2) “...sustainability must be integrated into all areas of the business: processes, culture, communication with customers, product development, etc.” (R4) “...the more employees and departments are involved, the more successful the company can achieve...” (R3) “...to enter the entire organisation, bottom up and up bottom to include all functions...” (R3)

	<p>Involving employees in green projects facilitates their understanding of sustainability</p>	<p>“...only then can banks purposefully pursue green activities...” (R2) “The more employees are involved in shared green tasks, the better they understand each employee’s personal contribution to green goal...” (R4) “...active involvement of employees is important in that employees learn what sustainability is, what is its impact on the environment and how it must be implemented in one and another of the bank’s activities.” (R4)</p>
	<p>Ownership enhances achievement of sustainability</p>	<p>“...companies do not understand for a very long time where to start ownership of this topic, because this topic is very complex, includes many dimensions and, in principle, it covers the scope of the entire company’s activities...” (R3)</p>
	<p>Personal behaviour influences overall workplace sustainability</p>	<p>“...The bank itself must promote the ecological behaviour of employees and the formation of other habits...” (R1) “...started to carry out organizational and cultural change actions, which are not directly related to the bank’s activities, but simply help employees understand the importance of sustainability, even in banking.” (R3) “Day-to-day sustainability is embedded in the organization and we see that the habits of the employees are changing and the changes are really visible...” (R3)</p>
	<p>Sustainability champions drive sustainability adoption</p>	<p>“...the sustainability team is not large, so there is a constant need to find like-minded people and spread the word about sustainability to other departments in the organization...” (R1) “...sustainability managers are like organizational activists who spread the word about the importance of sustainability and encourage the whole company to contribute more actively to green actions...” (R1) “...we established the Baltic Sustainability Office...” (R2) “...there should be a clear leader in the bank who would develop this topic in the bank, who could cover different work areas, understand how sustainability should be integrated into various bank activities...” (R4)</p>

Table 9. Analysis of an importance of employee engagement in an organizational change towards GBPM within banking sector. Compiled by the author (2023)

According to the respondent’s opinion, employees’ engagement helps to define employees’ roles which is necessary for sustainability in the context of business, since “...only then bank scan purposefully pursue green activities...” (R2). Respondent R3 agreed to that statement and claimed that it is “...important to understand how each employee and department contributes to green

banking through the tasks they perform. In this case, it is very important to find out the contribution of each person and the function performed to the overall result. Then the green goals can be pursued very effectively...” (R3). Moreover, involving employees in green projects facilitates their understanding of sustainability. Here is what respondents R4 said about employee engagement: “The more employees are involved in shared green tasks, the better they understand each employee’s personal contribution to green goals. Also, if the employee’s role is related to customer service, the employee will have more competencies to present the importance of sustainability to customers as well. Therefore, the involvement of employees helps to educate not only the employees themselves, but also the bank’s customers...”. Respondents mentioned that “...these days most people are already interested in sustainability and ecology problems, they are aware, so a large part of employees supports the changes, because they see what is happening in the world and want to contribute to the implementation of green strategies...” (R1). This means that getting employees involved in green activities is not a difficult process in these days, since most people are already concerned about current ecological issues. Thus, respondent R4 shared: “In our bank, we notice that employees are very involved in the topic of sustainability. It is actually interesting and attractive to most employees. Most of the employees are open, so culturally transforming our organization towards sustainability was not difficult...”. Respondent R1 provided almost similar example: “...these days most people are already interested in sustainability and ecology problems, they are aware, so a large part of employees supports the changes, because they see what is happening in the world and want to contribute to the implementation of green strategies...” (R1). It proves it once again that employees are open to sustainability approach and the more employees are involved, the more they care. In other words, the more contributors get involved the more personal green personal behaviour occurs which influences overall workplace sustainability. In this case, respondent R3 claimed: “The organization is a community, it is people who work together, so they are connected not only by cultural, value, behavioural norm sets. When we started to communicate the topic of sustainability in the organization, we simultaneously started to carry out organizational and cultural change actions, which are not directly related to the bank’s activities, but simply help employees understand the importance of sustainability, even in banking.”. The first respondent also agreed that banks must include employees as much as possible and said that “... bank itself must promote the ecological behaviour of employees and the formation of other habits...” (R1). Also, the third respondent shared good practices of their bank: “Day-to-

day sustainability is embedded in the organization and we see that the habits of the employees are changing and the changes are really visible. Employees are beginning to understand for themselves the importance of the shift towards sustainability in their daily lives as well.” (R3).

Furthermore, it is important to mention that, in banks, sustainability teams are not large, consequently sustainability managers have to look for organisation’s sustainability ambassadors from other departments. In this way, respondent R1 claimed that “*...the sustainability team is not large, so there is a constant need to find like-minded people and spread the word about sustainability to other departments in the organization...*” and mentioned that “*...sustainability managers are like organizational activists who spread the word about the importance of sustainability and encourage the whole company to contribute more actively to green actions...*”. Also, employee engagement is vital, since Inclusivity drives widespread sustainability acceptance. These are the thoughts of respondent on that statement: “*I think that in order for an organization to achieve green activities, it is necessary to change within the organization. Sustainability covers many areas. Sustainability must be integrated into all areas of the business: processes, culture, communication with customers, product development, etc.*” (R4). The same thing was meant by the respondent R1: “*...only by fully involving all departments and employees in green goals can a bank be treated as green/sustainable...*”. Also, the second respondent commented that: “*...every organization is made up of employees, whose involvement is very important for the company to achieve new changes...*” (R2), especially when “*...sustainability is a very new subject. It takes a lot of interest to make big changes towards green banking...*” (R2). The importance of the employee engagement factor can be summed up in the words of the third respondent: “*The transformation of financial institutions towards green banking depends not only on the creation of a vision and the involvement of top management. In general, an organization can be called sustainable if all company departments are involved in green activities. Employee engagement is a very important aspect because the more employees and departments are involved, the more successful the company can achieve. Therefore, as I mentioned, it is very important to have not only your functional team, but also green activities employees – ambassadors who contribute to spreading the spirit of green activities throughout the organization. It is very difficult to focus on twat in one function, because you need to cover all functions of the bank, for example, from HR activities to risk modelling departments, to administration and product development. Virtually all functions require change, so involving all employees in green activities is very important.*” (R3).

4.2.5. The importance of implementation of innovations in an organizational change towards
Green Business Process Management within banking sector

Codes	Sub-codes	Excerpts
Implementation of innovations	Changes cause discomfort among employees	<p>“...there are different employees who find it difficult to get used to the ongoing changes, to acquire new knowledge and competences...” (R2)</p> <p>“...every change, especially in a large organization, is not easy...” (R2)</p> <p>“It's no exception that most people are suspicious of change, and the same happens inside companies. Changing the status quo of companies gives employees some discomfort and uncertainty.” (R3)</p>
	Employees hold a positive stance on innovation	<p>“...the majority of employees are aware of the importance of change, consciously consider ecological issues, and are ready to learn and work differently, namely using updated technologies...” (R1)</p> <p>“...employees support changes...” (R1)</p> <p>“As I mentioned, our bank's employees are open to innovation, so innovations are always welcome. Employees understand that the implementation of each innovation affects their professional knowledge, so there is more positive feedback.” (R4)</p>
	Innovation alters work processes	<p>“...keyboard work is reduced; more time is spent on analysis...” (R1)</p> <p>“...improve their work competencies if they receive more responsibilities in addition to their main tasks...” (R2)</p> <p>“...job descriptions of certain employees have changed...” (R2)</p> <p>“...the tools contribute to efficient operations, save time and allow employees to focus more on data analysis than processing...” (R4)</p> <p>“...if an innovation is introduced, it means that many links of the organization have to learn to work in a new way...” (R3)</p> <p>“...the constant search for new ways to perform certain processes, the implementation of updated technological tools is very important for financial sector organizations to achieve green banking.” (R3)</p>
	Innovation is integral to sustainability	<p>“...it is a must, because the implementation of innovations makes work performance more efficient...” (R1)</p> <p>“...everything related to sustainability is new, so it requires quite a few innovative solutions...” (R2)</p>
	Regular innovation aids employee adaptation to change	<p>“The more an organization innovates, the easier it is for employees to adapt to updates and changes in the nature of work.” (R3)</p>

	<p>Regulation drives sustainability adoption</p>	<p>“...a specific system is needed everywhere, so that the internal system is regulated and taken into account by all employees, whether it is related to work matters or daily life...” (R1)</p> <p>“...different banking regulations and directives that encourage and force organizations in the financial sector to focus on specific aspects related to sustainability and green strategies...” (R1)</p> <p>“...financial sector is affected by most regulations...” (R2)</p> <p>“...if there were no regulation, then it is difficult for the financial sector to manoeuvre how to do what...” (R2)</p>
	<p>Transform internally before innovating green products</p>	<p>“...in today's world, green activities are fully integrated into all company processes, strategies and goals...” (R1)</p> <p>“...internal transformation of the company...” (R2)</p> <p>“...transformation must first take place internally, and only later the creation of products, as the goals and strategies must first be set, and then the tools that will be used to develop sustainability and its theme externally must be discovered.” (R4)</p>

Table 10. Analysis of an importance of implementation of innovations in an organizational change towards GBPM within banking sector. Compiled by the author (2023)

“Sustainability is a new discipline that requires changes in classic business models, standard products, etc. This is where the innovation aspect comes into play. The whole sector is looking for innovation and change. The significance of innovation is very high both in terms of culture and processes. Above all, organizations must learn to be open to innovation, because in sustainability, the way we do something today may already be different tomorrow. Therefore, the constant search for new ways to perform certain processes, the implementation of updated technological tools is very important for financial sector organizations to achieve green banking.” (R3). That means that innovations alter work processes. Work becomes more efficient, since updated information systems and applications are used: *“...keyboard work is reduced; more time is spent on analysis...”* (R1). Respondent R4 expressed a similar opinion: *“...the tools contribute to efficient operations, save time and allow employees to focus more on data analysis than processing...”*. Also, innovations improved *“...work competencies...”* (R2) and some *“...job descriptions of certain employees have changed...”* (R2). It was identified that, innovations are integral to sustainability, because *“...everything related to sustainability is new, so it requires quite a few innovative solutions...”* (R2). Respondent R1 also told: *“...it is a must, because the*

implementation of innovations makes work performance more efficient. It is especially relevant when it comes to data management, processing large amounts of data, calculation, etc....”.

When it comes to innovations in the banking sector, not only updated information systems, but also changing regulations must be mentioned. It was identified that regulations drive sustainability adoption. As respondent R1 claimed: *“...different banking regulations and directives that encourage and force organizations in the financial sector to focus on specific aspects related to sustainability and green strategies...”*. Also, it was mentioned that *“...if there were no regulation, then it is difficult for the financial sector to manoeuvre how to do what...”* (R2). Thus, updated regulations in accordance with modern issues encourage banks to move towards green banking and conduct “responsible business”.

Also, respondents mentioned that changes cause discomfort among employees. *“...every change, especially in a large organization, is not easy...”* (R2) and *“...there are different employees who find it difficult to get used to the ongoing changes, to acquire new knowledge and competences...”* (R2). Respondent R3 added that *“It's no exception that most people are suspicious of change, and the same happens inside companies. Changing the status quo of companies gives employees some discomfort and uncertainty.”*. However, it is known that *“The more an organization innovates, the easier it is for employees to adapt to updates and changes in the nature of work.”* (R3), consequently regular innovation aids employee adaption to change. Which is why, respondent R4 noted in their answers that banks have to transform internally before innovating green products and claimed that *“It is worth noting that the transformation must first take place internally, and only later the creation of products, as the goals and strategies must first be set, and then the tools that will be used to develop sustainability and its theme externally must be discovered.”*

4.2.6. The importance of trainings and competence development in an organizational change towards Green Business Process Management within banking sector

Codes	Sub-codes	Excerpts
Trainings and competence development	General sustainability training for both employees and customers	<p><i>“...all employees of our bank must undergo general training on climate change...”</i> (R2)</p> <p><i>“...for financial institutions, trainings related to the performance of functions are the most relevant.”</i> (R3)</p>

		“We have general training for all employees...” (R3)
	General sustainability training isn't essential	“...of the problems related to ecology...” (R1) “...general education about green goals and sustainability is not much needed these days because most people are aware of the problems related to ecology...” (R1) “...joint sustainability seminars are organized, which are not only for employees, but also for customers...” (R4)
	Regular segmented training aids information absorption	“...employees can more easily absorb the new information...” (R4) “Training must be ongoing and regular...” (R4)
	Specialized training focused on employees	“...training is distributed among employees depending on their duties...” (R2) “...specialized training that is intended for certain groups of employees...” (R4) “...trainings are important, but nevertheless, the most important trainings in the financial sector are related to raising the competences of employees, namely green finance.” (R3) “Then we have specialized training for different departments of the bank. Those trainings are already separate from the general trainings and relate to specific aspects of each department. These trainings can be considered as trainings for improving the competences of employees.” (R3)
	Training focused on employee role in sustainability achievement	“...There is no general training on sustainability, except only workshops, what processes and how they should take place and how sustainability should be reflected in the role of each employee...” (R1)
	Training promotes innovation	“Timely organization of employee training supports the trend of innovative work and provides opportunities for banks to maintain innovation.” (R3)
	Training promoting current knowledge	“...when it comes to upskilling training, it is important to enable employees to work with new technologies in a timely manner...” (R1) “...educate employees taking into account modern innovations...” (R2) “...continuous digging of this topic, sharing of knowledge, development of competences.” (R3) “...the topic of sustainability evolves quickly, so it is necessary to follow all the updates and thus provide employees with new knowledge.” (R3) “...sustainability is an ever-evolving topic, it is very important for organizations to keep up with news and current events and thus disseminate updated information and knowledge to all employees in a timely manner...” (R3)
	Training to focus on building new competencies	“...seminars are organized in which employees improve their work competencies...” (R2)

		<p>“...nowadays, training has to be more about competence building...” (R1)</p> <p>“...general training is not carried out in our bank, but seminars are organized to raise the competencies required by using updated technology...” (R1)</p> <p>“...seminars are being organized that tell how artificial intelligence can help banks achieve their goals. It is likely that this will soon be integrated into banking operations and green targets can be achieved even faster than usual...” (R1)</p> <p>“...green behaviour is more valued through work competencies, namely the ability and knowledge to finance green projects in order to reduce the overall percentage of financing unsustainable projects...” (R1)</p> <p>“...employees improve their work competencies...” (R2)</p> <p>“...innovations are being implemented that require new competencies...” (R2)</p> <p>“...it is important to know how to use new information technologies, in this case new knowledge is required, which leads to raising the qualifications of employees...” (R4)</p>
	<p>Understanding sustainability's importance improves adaptation</p>	<p>“...It is important, but even more important is to understand why it is important to the organization, what the goals of the organization are...” (R1)</p> <p>“...some banks still claim that the main objective of banks is profit and this is completely against the principles of sustainability...” (R2)</p> <p>“...training is extremely important so that everyone in the company understands why the organization's activities are filled with sustainability strategies and how everyone can contribute to it...” (R2)</p> <p>“...moving towards sustainable operations, all departments must be included in it...” (R2)</p> <p>“...sustainability training programs were developed for employees to understand why it is important and how our bank contributes to it...” (R2)</p> <p>“...when there is awareness, changing habits becomes a natural process...” (R4)</p> <p>“...sustainability topics and sub-topics can be difficult to understand by these employees who do not touch specific sustainability tasks or have little exposure to it...” (R4)</p> <p>“...a separate educational line and we find that employees are interested...” (R3)</p> <p>“...it is important that employees receive support, understand the meaning of the changes and what the big picture is...” (R3)</p>

		<p>“...it is difficult to explain a major transformation to everyone, it is a creative task to find a simplified narrative of change.” (R3)</p> <p>“...the understanding that this topic is significant and relevant for the organization...” (R3)</p> <p>“...the training organized by the bank is not only a means of educating employees to work in the most innovative ways, but also a tool for spreading the importance of sustainability.” (R3)</p>
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Table 11. Analysis of an importance of trainings and competence development in an organizational change towards GBPM within banking sector. Compiled by the author (2023)

The last factor which was analysed is related to employee training and competence development. Respondent R3 claimed: “...*sustainability is an ever-evolving topic, it is very important for organizations to keep up with news and current events and thus disseminate updated information and knowledge to all employees in a timely manner...*”. Thus, training and competence development promotes current knowledge. It is very important to “...*continuously “digging” of this topic, sharing of knowledge, development of competences.*” (R3) and “...*educate employees taking into account modern innovations...*” (R2). Additionally, training is needed to focus on building new competencies. Respondent R2 shared that in their bank “...*seminars are organized in which employees improve their work competencies...*”, since “...*innovations are being implemented that require new competencies...*”. Similar opinion was expressed by respondent R4: “...*it is important to know how to use new information technologies, in this case new knowledge is required, which leads to raising the qualifications of employees...*”. For example, respondent R1 told that “...*seminars are being organized that tell how artificial intelligence can help banks achieve their goals. It is likely that this will soon be integrated into banking operations and green targets can be achieved even faster than usual...*”, therefore, employees must be informed about further changes and new ways of working. Moreover, training is essential to understand sustainability’s importance which improves adaptation. Respondent R2 shared: “...*some banks still claim that the main objective of banks is profit and this is completely against the principles of sustainability...*”. Which is why, “...*training is extremely important so that everyone in the company understands why the organization's activities are filled with sustainability strategies and how everyone can contribute to it...*” (R2). Respondent R3 shared some positive practice and told that their bank “...*simultaneously started to carry out organizational and cultural change actions,*

which are not directly related to the bank's activities, but simply help employees understand the importance of sustainability, even in banking. We have a separate educational line and we find that employees are interested...". The same respondent added: *"The financial sector has not yet fully transitioned to sustainability, like the entire business market, after all, the field of sustainability is new and constantly evolving. The first stage is the understanding that this topic is significant and relevant for the organization..."* (R3), so *"...it is important that employees receive support, understand the meaning of the changes and what the big picture it is..."* (R3).

It should be noted that banks distinguish between types of training. Some trainings are for general exposure, while other are for employees with specific duties. Respondent R2 shared that in their bank *"...training is distributed among employees depending on their duties..."*. Respondent R4 claimed that *"...specialized training that is intended for certain groups of employees..."* are organised. Respondents place more emphasis on training related to competence development. For example, respondent R3 told: *"The trainings are important, but nevertheless, the most important trainings in the financial sector are related to raising the competences of employees, namely green finance."* Respondent R1 agreed and claimed that *"...green behaviour is more valued through work competencies, namely the ability and knowledge to finance green projects in order to reduce the overall percentage of financing unsustainable projects..."*. Also, the third respondent added: *"Banks focus more on functional training. General training on sustainability is organized through different internal communications and engagement activities (events related to sustainability, etc.). However, for financial institutions, trainings related to the performance of functions are the most relevant."* (R3). Therefore, respondent R1 even claimed that general sustainability training isn't essential and told that *"...general education about green goals and sustainability is not much needed these days because most people are aware of the problems related to ecology..."*. However, there were no more respondents who agreed with this opinion.

It is important to mention that regular segmented training aids information absorption. Respondent R4 told: *"Training must be ongoing and regular. Of course, it depends on the topics and the specifics of the training itself. After all, if certain regulations remain the same, there can be no new training. If there are major changes, then the training is divided into different parts so that the employees can more easily absorb the new information."* Also, training promotes

innovations, and as the third respondent said: “*Timely organization of employee training supports the trend of innovative work and provides opportunities for banks to maintain innovation.*” (R3).

Thus, the analysis of interviews of all respondents was carried out.

In order to present the research results more clearly and provide conclusions, several visuals were created using the *Dedoose* program. Code clouds visuals are mostly used for qualitative content research. Using code clouds, it is possible to clearly see what the surveyed respondents paid the main attention to. Thus Figure 12 shows the popularity of sub-codes. The ones that appear in the bigger font size were mentioned a lot by the interviewers. This means that these sub-codes were assigned the most excerpts from the respondents’ interview answers. However, those in smaller font were not talked about as such.



Figure 11. Code cloud I. Compiled by the author (2024)

After the analysis of the created visual, it can be concluded that respondents define leadership and management as one of the most important aspects determining a successful organisational change towards GBPM, since leadership buy-in drives sustainable (green) business integration and fosters employee sustainability awareness. Also, it can be seen that respondents paid attention to the aspect of training and competence improvement as well as the employee’ engagement factor. Indeed, in order for bank employees to start working according to the new

green standards, it is necessary to integrate innovations into their work and in this way focus on building new competences. As for the aspect of employee engagement, it must be noted that inclusivity drives widespread sustainability acceptance, therefore, it is also important for banks to take this into account in order to move towards GBPM.

Another visual was created to clarify the obtained results. Figure 13 captures which of the 6 main factors: clear vision; leadership and management; employee’ engagement; cooperation and partnership; implementation of innovations; employee’ training; was more popular compared to others.

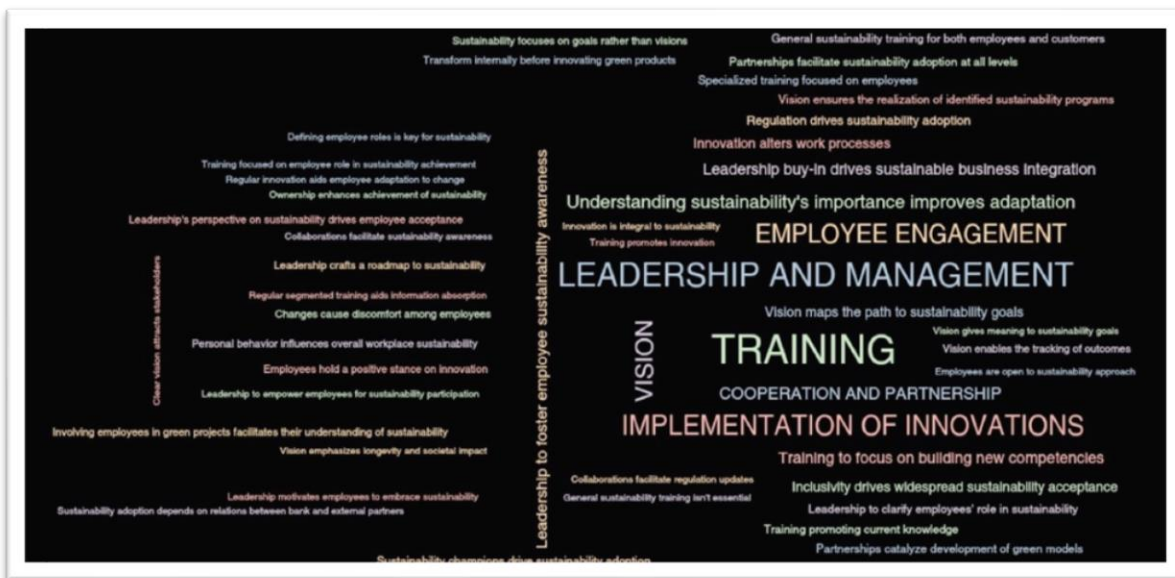


Figure 12. Code cloud II. Compiled by the author (2024)

This code cloud shows the general information of all the results obtained. In the given visual, it can be seen that all factors are represented in a big font. In this way, it can be assumed that all factors are equally important. However, it should be noticed that the font size varies by factor. Therefore, factors can be ranked in order of importance. In this way, ranking can be presented in the following way:

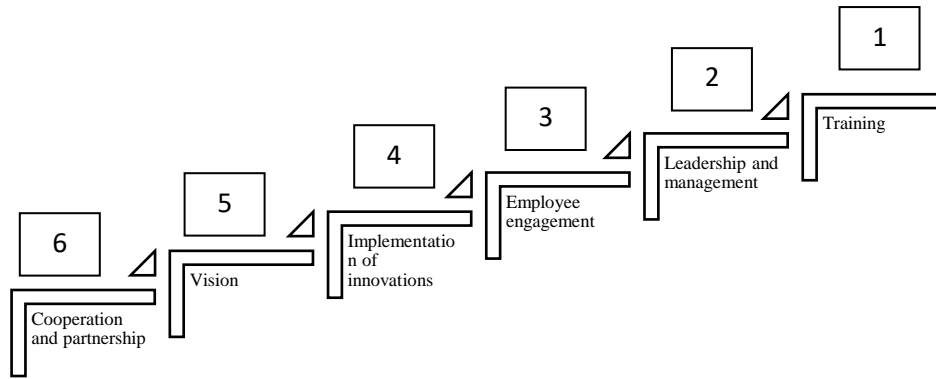


Figure 13. The ranking of factors I. Compiled by the author (2024)

Additionally, the ranking of the importance of factors can be confirmed by the frequency tables presented in the annexe N° 3 of this master’s thesis, which was created using *Excel* program. The table shows how many respondents’ excerpts were assigned to each of the 6 main factors. In this way, factor ranking can be supplemented with the following information:

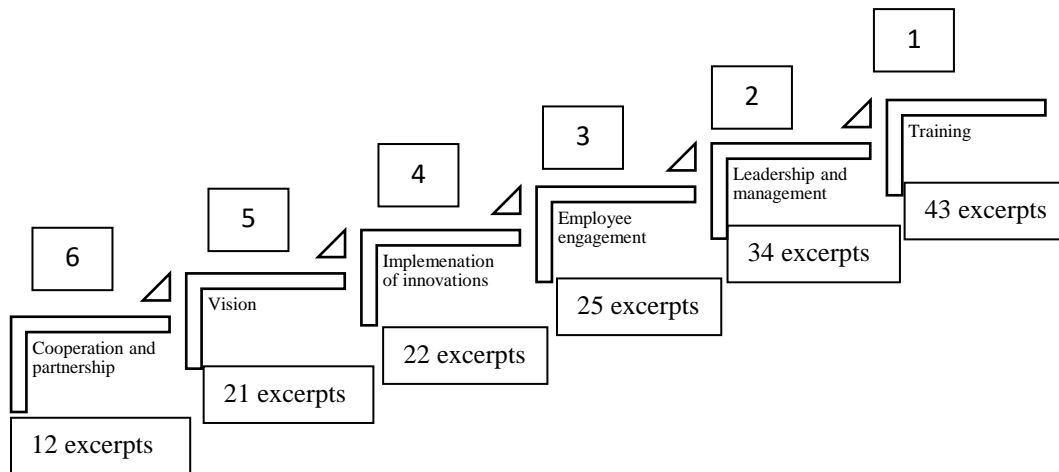


Figure 14. The ranking of factors II. Compiled by the author (2024)

From the obtained results, it can be concluded that most important factors for banks’ transformation towards green banking play employee training and competence development. Figure 15 presents that the most excerpts from the respondents’ interview answers were assigned to those factors (43 excerpts). Therefore, in terms of responses, this aspect is most one out of all six. However, it is necessary to pay attention to the direct responses of the respondents. Upon analysis, it can be observed that all factors are interconnected. some respondents’ comments on various factors are duplicated because they are relevant to multiple, as those comments are

appropriate for several aspects. Additionally, respondents sometimes mentioned the importance of another factor while discussing one aspect. For instance, employee involvement is connected to leadership and management, as it is crucial for managers to engage as many employees as possible in order to achieve goals. At the same time, vision is closely related to leadership, as managers develop business strategies, make future plans, and create a general vision for the entire company. For this reason, the research analysis shows that all the mentioned factors are interrelated and must be integrated with each other. Indeed, having a vision is not sufficient if there are no resources to implement it. Similarly, having competent employees is not enough if they are not informed of the mission they need to accomplish and their purpose in the overall green banking operation. Moreover, while a vision can be established, employees can be trained and leaders can be inspired, however if a company is not prepared to embrace open innovations and form partnerships with other market players, it can be assumed that big goal will not be achieved either. Consequently, summarizing the obtained results leads to the claim that the factors identified in the scientific literature (clear vision, leadership commitment, collaboration and partnership, employee engagement, implementation of innovations, trainings, and competence development) that contribute to a successful organisational change towards green business process management are also relevant in the context of the banking sector. Additionally, it is possible to conclude that a successful organisational change towards GBPM in the banking sector is determined by a combination of all factors mentioned above.

CONCLUSIONS AND RECOMMENDATIONS

1. Summarizing the analysed scientific literature, it could be concluded that business process management is a complex phenomenon, the realization of which requires different resources, such as human resources, finance, information technology, etc. on developed strategies provides opportunities for organizations to increase their activities efficiency, productivity, reduce costs, and carry out activities successfully. The analysis of green business process management was the focus of this thesis. Indeed, it is a business process management strategy based on the original concept of business process management, supplemented with ecological and sustainable business principles. The purpose of this strategy is to minimize or reduce the harmful impact on the environment.
2. Change management is a critical aspect of business process management, aimed at ensuring that the organization is prepared and able to capable of embracing and enduring changes. It is a tool that helps identify internal and external factors and problematic areas of the company that impact on the unsuccessful implementation of changes. In fact, change is one of the most significant challenges for every organisation. Each change must be understood, analysed, evaluated, accepted, realized, and implemented, while maintaining faith in the vision that has been created. In this way, the theory and practice of change management can assist companies in successfully implementing changes. In the context of this master thesis, the concept of green change management was defined. The concept of green change management is based on the fundamental principles of change management, which are expanded to include environmental goals. In other words, organisations that utilise green change management techniques develop strategies and visions that prioritise the importance of sustainability. It also involves instilling in workers a “green-behaviour” attitude, so that all operations based on ecological principles without losing sight of the goal of maximising commercial profit.
3. Banking is one of the oldest industries, and it has undergone significant transformation since its inception. It all started with the ancient marketplace and the use of metal coins. Then it evolved into free-market banking and to the concept of Central Bank. Then the modern banking took place and, in present days, society is facing neobanking system. Moreover, as society and enterprises began to express concerns about the environmental issues, the

banking sector also began to make decisions, and the concept of green banking emerged. Banking activities that adhere to sustainability principles are not solely focused on profitability indicators, but also prioritise solutions that minimise the environmental impact of banks as much as possible. In order for banking activities to align with the principles of green banking, the scientific literature has identified four crucial phases that a bank must undergo to achieve sustainability: defensive banking, preventative banking, offensive banking, and sustainable banking.

4. During the computer-assisted qualitative research, it was identified that the factors (clear vision, leadership commitment, collaboration and partnership, employee engagement, implementation of innovations, trainings and competence development) described in the scientific literature as determinants of successful organisational change towards GBPM, are also relevant for describing the change process of the transformation of banking sector organisations to a sustainable business model, specifically to green banking. A minor dilemma was encountered while analysing the obtained results. The visuals, created using *Dedoose* software, inspired the author of the master thesis to compile a ranking of factor based on the number of excerpts from respondents' answers. The created ranking revealed that the most important factor contributing to the successful green banking is employee training and competence development. However, after conducting a more in-depth analysis of the interviewees' answers, it became evident that all aspects are interconnected and cannot be fully understood in isolation. Therefore, it can be concluded that a successful implementation of GBPM in the banking sector depends on a combination of all the factors mentioned earlier.
5. For the future research, a mixed-method study incorporating both quantitative and qualitative research methods is recommended. In this way, the survey would encompass not only the bank's sustainability managers but also employees. Therefore, the analysis would include insights from a larger number of banks representatives. It would be possible to compare the opinions of both employees and managers regarding the factors that determine a successful transition to towards green banking. Thus, the most important factors would be emphasized by employees at both levels. Additionally, the structural equation modelling (*SEM*) and the calculation of specific coefficients (*alpha Cronbach*) could be included in such research to visually demonstrate which factors have the greatest influence on successful

organisational change. Additionally, banks from all three Baltic countries should be included in the analysis. In this case, it would be possible to compare the success of the three countries in transitioning to green business process management and examine the level of success of the change achieved. Another research study could analyse the impact of green banking on the financial indicators of banks. In this case, the research would be quantitative, involving regression analysis and would be more related for studies of economics and finance programmes.

6. Based on the analysis of the scientific literature and the results of the conducted research, recommendations can be made to the organisations of Lithuanian banking sector. Considering the conducted research, respondents said that not a single Lithuanian bank has yet achieved a comprehensive green banking business model. In this way, banks must improve not only the factors discussed in the research, but also take more radical decisions that could provide long-term benefits. As an example, since the Lithuanian market is not big, Lithuanian banks must cooperate not only with local market players. It is recommended to create partnerships with foreign banks that carry out successful green banking activities. For example, cooperation with one of the world's most sustainable bank – Triodo – could provide opportunities for Lithuanian banks to obtain valuable insights and knowledge about successful green banking. Indeed, Lithuanian banks could seek to attract employees of foreign green banks who could share practices and advice on how to achieve green banking results in a more efficient way. Also, it can help to improve banks' brand reputation, since sustainability is becoming extremely important to customers, investors, and stakeholders. Therefore, by demonstrating a commitment to sustainability through partnerships with sustainable banks, Lithuanian banking sector organisations can enhance their brand image and attract more customers who value sustainability. Moreover, banks should closely cooperate with media and thus educate the society about benefits and importance of green banking. In other words, banks need to spread the importance of sustainability aspects in a wider range in order to make this topic more widely analyzed not only among businesses, but also in society.

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POKYČIŲ VALDYMO TAIKYMAS INTEGRUOJANT ŽALIAJĄ VERSLO PROCESŲ VALDYMO MODELĮ BANKININKYSTĖS SEKTORIUJE

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Magistro baigiamasis darbas

Verslo Procesų Valdymo Programa

Ekonomikos ir Verslo Administravimo fakultetas, Vilniaus Universitetas

Darbo vadovė Assoc. Prof. dr. Viktorija Cohen, Vilnius, 2024

SANTRAUKA

71 puslapiai, 14 paveikslai, 11 lentelės, 84 šaltiniai.

Pagrindinis šio magistro baigiamojo darbo tiklas – išnagrinėti veiksmų, prisidedančių prie sėkmingo organizacinio pokyčio link žaliojo verslo procesų valdymo bankininkystės sektoriuje, svarbą.

Magistro baigiamasis darbas yra sudarytas iš trijų pagrindinių dalių: Lietuvos ir užsienio autorių mokslinės literatūros analizės, tyrimo atlikimo ir jo rezultatų aprašymo, bei išvadų ir rekomendacijų pateikimo.

Literatūros analizėje apžvelgiama verslo procesų valdymo teorija, taip pat, nagrinėjama žaliojo verslo procesų valdymo samprata, supažindinama su pokyčių valdymo apibrėžimu, apžvelgiama žaliųjų pokyčių valdymo sąvoka ir aprašomas bankininkystės sektoriaus organizacijų perėjimo prie žaliosios bankininkystės procesas.

Remiantis išanalizuota mokslinė literatūra, autorė atliko kompiuterinį kokybinį tyrimą. Tyrimas buvo paremtas vienu žymiausių Lietuvos bankų tvarumo vadovų interviu. Diskusijoje apie bankų organizacinius pokyčius link žaliosios bankininkystės dalyvavo keturi respondentai. Buvo nustatyta, kad literatūroje aprašyti veiksniai – aiški vizija, lyderystė ir vadovavimas, bendradarbiavimas ir partnerystė, darbuotojų įtraukimas, inovacijų diegimas, darbuotojų mokymai ir kompetencijų ugdymas – yra aktualūs veiksniai apibūdinant ir bankininkystės sektoriaus organizacinių pokyčių procesą. Atlikus respondentų atsakymų analizę, paaiškėjo, kad visi paminėti aspektai yra susiję tarpusavyje ir negali būti įgyvendinami atskirai. Todėl, galima prieiti prie išvados, kad sėkmingą organizacinį pokytį link žaliojo verslo procesų valdymo bankininkystės sektoriuje lemia visų anksčiau minėtų veiksnių derinys.

Pateiktos išvados apibendrina išnagrinėtos literatūros ir atlikto tyrimo įžvalgas. Taip pat, pasiūlymuose pateikiamos rekomendacijos būsimiems tyrimams. Autorė tiki, kad šis darbas atskleidžia pokyčių vadybos svarbą integruojant naujus procesus bankų sektoriaus organizacijose. Taip pat, autorė mano, kad šis magistro darbas gali tapti tinkamu pagrindu tolimesniems tyrimams.

**APPLICATION OF CHANGE MANAGEMENT TOWARDS GREEN BUSINESS
PROCESS MANAGEMENT WITHIN THE BANKING SECTOR**

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Master Thesis

Business Process Management Master Programme

Faculty of Economics and Business Administration, Vilnius University

Supervisor Assoc. Prof. dr. Viktorija Cohen, Vilnius, 2024

SUMMARY

71 pages, 14 figures, 11 tables, 84 references.

The main purpose of this master thesis is to examine the importance level of factors that contribute to the successful organizational change towards green business process management in the banking sector.

The master thesis consists of three main parts; the analysis of scientific literature of Lithuanian and foreign authors, the research and its results, a conclusion and recommendations.

Literature analysis reviews the business process management theory as well as explores the concept of GBMP, introduces the definition of change management, presents the concept of the green change management and describes the process of banking sector organizations' transformation towards green banking.

According to the analysed scientific literature, the author carried out computer-assisted qualitative research. The research was based on interviews of sustainability managers of the most known Lithuanian banks. Therefore, four respondents participated in the discussion about organisational change towards green banking. It was identified that the factors – clear vision, leadership commitment, collaboration and partnership, employee engagement, implementation of innovations, trainings and competence development – described in the scientific literature, are also relevant for describing the change process of the transformation of banking sector organisations to sustainable business model, namely to green banking. After making an analysis of interviewees' answers, it became clear that all aspects are connected and cannot be fully realised separately. Thus, it is possible to come to the final conclusion that a successful organisational change towards GBPM in the banking sector is determined by a combination of all previously mentioned factors.

The presented conclusions summarize the insight of the analysed scientific literature and the conducted research. Additionally, recommendations for future researches are provided in the proposals. The author believes that this master thesis reveals the importance of change management in the integration of new concept processes in banking sector organisations. Also, the author believes that this thesis can become an appropriate foundation for future researches.

ANNEXES

Annex N°. 1 **Invitation for the interview**

Good evening,

I am a 2nd year student of Vilnius University's business process management programme. I am currently preparing my final master's thesis and conducting research, the purpose of which is to evaluate the factors that determine a successful organizational change towards green business process management in the banking sector.

In fact, the analysed topic is extremely relevant in society, after all, in the context of modern global climate problems, it is very important for companies to consider the level of sustainability and to include processes in the company's activities that can help reduce the amount of carbon dioxide (CO₂) emitted by companies.

It is true that the application of green strategies is usually mentioned when analysing the activities of companies in the industrial sector, but the banking sector must not be an exception. Indeed, banks are one of the most important parts of the economic system, which has a lot of influence on the growth of the country's economy and the development of industrial projects. Therefore, it is extremely important that banks finance projects that are as environmentally friendly as possible and rationally assess their impact on the environment and encourage organizations in other sectors to develop activities based on the principles of sustainability.

It is good that some of Lithuanian banks follow the principles of sustainability and contribute to the preservation of the environment. However, the integration of green strategies into the activities of organizations is a long-term process, therefore, it is interesting what factors help banks to ensure the successful organizational change towards green business process management.

The research method is qualitative, so I invite you to contribute to the discussion about the importance of green banking and take part in an interview and answer my pre-prepared open questions. Interview questions are related to organizational changes towards green banking and with green banking strategies. Interview questions will be provided in advance so that you can prepare to answer them.

All your answers will be anonymous, and the received data will be presented in a summarized form, and

your personal information will not be mentioned. The study is intended for managers and sustainability managers of the banks. Your answers will help to conduct thorough investigation, achieve good results and contribute to the sustainability issue. I will definitely share the results with you.

For your convenience, we can schedule a meeting online. I really hope you will find time for the interview in your schedule. Duration of the preliminary meeting - up to 1 hour.

Sincerely,
Angelina Romachina

Annex N°. 2 **Qualitative survey**

INTERVIEW PROTOCOL N°. 1

Factors that mostly contribute to the successful organizational change towards green business process management in the banking sector

- Gender. A woman.
- Work experience. Up to 5 years
- Expert N°. 1

1) FIRST QUESTION

Do you agree that the success of organizational change towards a green business process model lies in internal organizational change? If so, how? If not, why?

“Yes, I agree. It is not an external process. It is true that earlier, green activities of organizations were associated with corporate social responsibility. Then it was seen as an external activity of organizations. However, in today's world, green activities are fully integrated into all company processes, strategies and goals. The banking sector is no exception. Changes in green banking are taking place in all departments of the bank and include various aspects. These aspects are related to both product development, product pricing, and internal office infrastructure changes, etc.”

2) SECOND QUESTION

What steps or stages were included in the organizational change process of the bank where you work to achieve green BPM?

„I want to emphasize that this is not a linear process, because different innovations are integrated over time, providing opportunities for banks to smoothly carry out activities based on the principles of green banking. However, most of the time, it all starts with creating a green banking strategy. It should be mentioned that this strategy must be fully integrated into the overall business strategy and related to the company's overall activities. It cannot be a separate branch of the bank's activities, otherwise the bank cannot be called green. The next stage is related to different banking regulations and directives that encourage and force organizations in the financial sector to focus on specific aspects related to sustainability and green strategies. For example, climate change indicators have been integrated into the risk assessment process and are now one of the

main criteria that must be taken into account when pitching to other companies and financing projects. In this way, the creation of the green strategy and the introduced regulations lead to the natural emergence and development of changes within the bank, as each department and employee receives additional tasks, requirements according to which they have to perform their work. “

CLEAR VISION

3) THIRD QUESTION

Do you think that creating a clear vision helps the organization to achieve successful new (green) direction performance results? If so, how? If not, why?

„In my opinion, it is not possible to directly name the vision as one of the aspects contributing to successful organizational changes towards green process management in the banking sector, because the vision is what the bank would like to be (for example, the greenest bank of all existing ones). In this case, green banking is not a vision, it is already one of the necessary areas of the bank's activity, like risk management, the pursuit of profitability, etc. When it comes to green banking, it would be more appropriate to say that banks are not creating visions, but are looking for tools that help to carry out green activities. In other words, the bank operates as usual, just new tools are used for new needs, taking into account the ecological problems of the modern world. There is a paradigm shift, but it is not a vision. Unless a vision is created for competitive advantage among other financial institutions, but with internal organizational change, it does not have much impact. “

4) FOURTH QUESTION

Has the vision created in the bank where you work, related to sustainability, helped the organization to successfully fulfill the set green goals? If so, how did it help? If not, why?

„Since I gave the answer to the previous question that vision is not the main aspect that determines the organizational changes of banks in order to carry out green banking, I can add that visions related to sustainability are better treated through the prism of goal setting. After all, green projects have always been financed, just in the modern world, when the problems of climate change are becoming more and more apparent, the issuance of green loans and other green services by banks is like the "PR" of the importance of sustainability . Therefore, I can say that it

is the green goals, and not the vision, that give banks the opportunity to operate sustainably, because there are direct needs and requirements supported by regulations that encourage banks to be green.“

LEADERSHIP COMMITMENT

5) FIFTH QUESTION

What is the impact of good leadership on organizational change towards green business process management?

„I believe that leadership and management is a very important aspect that has a positive impact on the green goals and strategies that a company develops. Good leadership is the tool that determines how green aspirations will be understood by all employees and what will be done differently. The importance and necessity of the change is determined by the CEO of the bank. Also, an important role is played by the head of sustainability and his team, who carry out the instructions of the top management. Leadership is an integral part of the shift towards green banking. Good leadership depends on how each employee understands their purpose and where their work and executive tasks add value to the overall green performance of the organization. Also, I want to emphasize that sustainability managers are like organizational activists who spread the word about the importance of sustainability and encourage the whole company to contribute more actively to green actions. Change is a long-term process that requires time for all employees to believe in the importance of sustainability and change, which comes from strong leadership and proper management. I believe that this aspect has the most influence on the successful organizational change of financial sector organizations towards green banking . The CEO and sustainability leaders are the main axis on which the bank's green success depends.“

6) SIXTH QUESTION

Does your personal approach to the green activities of the organization affect the opinion of other employees? If so, what influence does your attitude have on the opinion of employees? If not, why?

„It is very important for a sustainability manager to influence other employees in the field because, above all, it is necessary to attract people to his team. In other words, indirect ambassadors within

the organization are important. In this case, I don't mean members of the sustainability manager's team, but employees from other departments as well. In general, the sustainability team is not large, so there is a constant need to find like-minded people and spread the word about sustainability to other departments in the organization. In fact, it is not very difficult to influence the opinion of other employees, because these days most people are already interested in sustainability and ecology problems, they are aware, so a large part of employees support the changes, because they see what is happening in the world and want to contribute to the implementation of green strategies.“

7) SEVENTH QUESTION

How do you, as a sustainability manager, motivate employees to adhere to green standards? If so, how do you do it? If not, why?

„I believe that in this case a strict system is needed to ensure that employees behave in an ecological manner. Also, employees must be provided with all the comfortable conditions that lead to ecological behavior. For example, if the company aims to do more sorting, then it is necessary to ensure that employees can easily do this in the office. Our bank employees are conscious, they know that it is necessary to save, sort and act ecologically. In this case, in banks, green behavior is more valued through work competencies, namely the ability and knowledge to finance green projects in order to reduce the overall percentage of financing unsustainable projects. However, as I mentioned, a specific system is needed everywhere, so that the internal system is regulated and taken into account by all employees, whether it is related to work matters or daily life.“

COOPERATION AND PARTNERSHIP

8) EIGHTH QUESTION

Does cooperation and partnership with interested parties influence organizational changes in banks that are transforming their operations towards green business process management? If so, what kind? If not, why?

„This aspect is very important. All companies have partners, and banking sector organizations are no exception. This is particularly important in the area of sustainability, as entirely new competencies are required. For example, there are jobs where it is necessary to analyze soil

erosion maps and this requires new knowledge that probably not all bank employees have. Then they turn to certain institutions and ask for help. For example, when extending the speech about the analysis of soil erosion maps, the professors of Vilnius University are approached, who explain how it should be done properly. Partnership is mandatory because bank employees are not experts in all areas, so partnership is like a support that helps to run green operations smoothly.“

9) NINTH QUESTION

What green results have already been achieved in collaboration with stakeholders?

„We do a lot of work with the association of banks with other banks. Since we all face the same requirements, we carry out quite a few activities together, such as creating physical risk maps. Also, we work with a thermometeorological service that provides us with maps of how the climate will change in 100 years according to IPCC scenarios. Also, we are working with VU scientists on the construction of efficient buildings, we are analyzing how many inefficient buildings there are in Lithuania and what financing is needed to modernize those buildings. In the field of sustainability, there is a lot of collaboration between institutions in different fields.“

IMPLEMENTATION OF INNOVATIONS

10) TENTH QUESTION

Does the implementation of innovations affect the bank's successful organizational changes in transforming operations towards a green business process management model? If so, what is the impact?

„Yes, it is a must, because the implementation of innovations makes work performance more efficient. It is especially relevant when it comes to data management, processing large amounts of data, calculation, etc. Currently, seminars are being organized that tell how artificial intelligence can help banks achieve their goals. It is likely that this will soon be integrated into banking operations and green targets can be achieved even faster than usual.“

11) ELEVENTH QUESTION

Did the introduction of innovations, new technologies and tools lead to a change in the nature of the employees' work and an increase in the level of qualification? If so, what changes took place and what did employees need to learn?

„Undoubtedly. Employees in different roles had to learn new processes so that the implemented systems could be integrated into the work. Keyboard work is reduced, more time is spent on analysis.“

1 2) TWELFTH QUESTION

How do the employees of your organization react to the introduced innovations and how did the introduction of innovations contribute to the formation of green behavior?

„Of course, there are different employees who find it difficult to get used to the ongoing changes, to acquire new knowledge and competences. However, as I mentioned before, the majority of employees are aware of the importance of change, consciously consider ecological issues, and are ready to learn and work differently, namely using updated technologies. Again, I will repeat that it is very important how managers broadcast the need and explain the necessity of implementing new tools. This also depends on the attitude of the employees towards the introduced innovations and the acquisition of new competences.“

EMPLOYEE ENGAGEMENT

13) THIRTEENTH QUESTION

What influence does the active involvement of employees in the company's activities have on organizational changes towards green business process management?

„Of course it has a big impact. As I said, processes do not take place centrally. In every department of the bank, green activities must be thought of. All functions, processes, operating principles must be adapted according to established green strategies. It is important for all employees to understand how the bank is working towards its green goals and how this may affect the outside world. Only by fully involving all departments and employees in green goals can a bank be treated as green/sustainable.“

14) FOURTEENTH QUESTION

Is it important for bank employees, in general, to understand the importance of sustainable operations? If so, why? If not, why?

„It is important, but even more important is to understand why it is important to the organization, what the goals of the organization are and what added value each employee creates in the area of sustainability. It must be explained to the employee how he/she himself/herself contributes to sustainability, only then does each employee's personal desire to contribute to green activities and the desire to spread that importance to others appear. This issue should be looked at more broadly, namely from the organization's own activities and the ability of its managers to convey the importance of sustainability to all employees. In this case, it is not only important that the company contributes to green activities, but it is also important for the person to feel that his activities contribute to improving sustainability. It is worth noting that many employees even choose a good place based on the company's sustainability indicators.“

15) FIFTEENTH QUESTION

Did bank employees have to change their habits and behavior as the bank transformed towards green banking? If so, what changes have occurred?

„The bank itself must promote the ecological behavior of employees and the formation of other habits. For example, an analysis of the employees' vehicles is carried out every year, namely an analysis of CO2 emissions. In the event that the permitted level of CO2 emissions exceeds the norm, the bank's management encourages employees to choose more sustainable vehicles. Of the faithful, there is no additional control, only a certain incentive to choose alternatives.“

TRAININGS AND COMPETENCE DEVELOPMENT

16) SIXTEENTH QUESTION

Does the bank where you work organize training for employees on the importance of green business process management? If yes, what kind of training is organized and what are the training topics?

„There is no general training on sustainability, except only workshops , what processes and how they should take place and how sustainability should be reflected in the role of each employee. It is more related to the direct tasks of the employees. As I mentioned, general education about green goals and sustainability is not much needed these days because most people are aware of the

problems related to ecology. Therefore, general training is not carried out in our bank, but seminars are organized to raise the competencies required by using updated technology. “

17) SEVENTEENTH QUESTION

What influence does the organization of timely employee training have on organizational changes towards a green business process management model?

„When it comes to upskilling training, it is important to enable employees to work with new technologies in a timely manner. “

18) EIGHTEENTH QUESTION

Is training related to sustainability important for bank employees and the organization as a whole? If so, why? If not, why?

„It was important 5 years ago, but as I mentioned, nowadays, training has to be more about competence building. “

INTERVIEW PROTOCOL N°. 2

Factors that mostly contribute to the successful organizational change towards green business process management in the banking sector

Data about the respondent:

- Gender. Man.
- Work experience. Up to 5 years
- Expert N°. 2

1) FIRST QUESTION

Do you agree that the success of organizational change towards a green business process model lies in internal organizational change? If so, how? If not, why?

„Yes and no, because we are talking about the financial sector, which is rather strictly regulated. There are three main components: regulation, customer demand and internal transformation of the company. The activity and involvement of top managers can be added to the success factors. All three aspects are needed for the financial sector to successfully transition towards green banking. Indeed, if there was no customer demand, then there would be no meaningful feedback about the benefits of green banking. Also, if there were no regulation, then it is difficult for the financial sector to maneuver how to do what, if there are no established specific standards, how and what should happen.“

2) SECOND QUESTION

What steps or stages were included in the organizational change process of the bank where you work to achieve green BPM?

„Vision, mission, and strategy development always come first. Then the involvement of the top managers who create the vision, mission and strategies. Involvement of partners. A decision that is important. Now the overall vision of the bank is related to aspects of sustainability. Involvement of different departments in green activities. Then work with streams, where you need to improve. Regulation.“

CLEAR VISION

3) THIRD QUESTION

Do you think that creating a clear vision helps the organization to achieve successful new (green) direction performance results? If so, how? If not, why?

„Definitely, yes. Everything depends on the created vision, mission and established health strategies. It is important for banks to integrate green strategies into the general strategy of the bank's activities into the plan of business activities and goals. It is important to determine your materiality and to know how the bank's positive and negative impact on the environment manifests itself. Once the vision, mission and strategies are set, then it's time to work with customers, integrate new processes, update risk assessment methods, etc. “

4) FOURTH QUESTION

Has the vision created in the bank where you work, related to sustainability, helped the organization to successfully fulfill the set green goals? If so, how did it help? If not, why?

„Yes, it helped. Our vision is purposefully integrated into the overall operation of the bank and our goal is to exploit the green super cycle, to allocate more capital to greenness, to assess risks differently, to assess the impact on the environment. We established the Baltic Sustainability Office, which employs 7 people. Also, the green strategy was included in the operational plan. Certain KPIs have been identified for us to follow. Sustainability training programs were developed for employees to understand why it is important and how our bank contributes to it. We started active communication with employees and the public about the importance of preserving the natural environment. In addition, the job descriptions of certain employees have changed, because innovations are being implemented that require new competencies. The integration of green strategies into the processes of operational risk assessment and crediting has begun. There are many examples, in fact the change has happened fundamentally. “

LEADERSHIP COMMITMENT

5) FIFTH QUESTION

What is the impact of good leadership on organizational change towards green business process management?

„I am very happy that everything started with the involvement of top management in our bank, because there are banks where sustainability managers are still trying to convince the top managers that green banking is important and necessary. In our bank, the shift towards green banking has been accepted smoothly. Leadership is very important because there is a top down approach where all activities still need to be approved by the top managers. It is leadership and management that help broadcast the importance of the shift towards green banking to all employees. After all, if the organization is moving towards sustainable operations, all departments must be included in it. Green banking does not work otherwise. Everything starts with the top management, this is a necessary criteria for a successful transformation. I would say that from a prioritization perspective, what is important for a company's green banking journey - leadership is the most important factor. After all, there are many changes related to green banking, the importance and necessity of which must be broadcast to all employees. Also, new additional responsibilities appear for the employee, which also needs to be instilled. Without top management, it is impossible to ensure the full involvement of the entire organization's employees in green activities. No successful change can happen without leadership. The contribution of senior management and the head of sustainability is greatest in this area. After all, with good and appropriate leadership and management, everything can be changed, because then there are initiatives to create new goals, set a new vision, involve employees in joint activities. You can have a beautiful vision, but only good leaders can make it happen. It is possible to have good employees who are willing to change, but without management it is impossible to do this, because resources, proper division of work, etc. are needed.“

6) SIXTH QUESTION

Does your personal approach to the green activities of the organization affect the opinion of other employees? If so, what influence does your attitude have on the opinion of employees? If not, why?

„My personal approach to green banking is primarily influenced by myself. In other words, my belief in the importance of sustainability motivates me to do more. However, since the financial sector is affected by most regulations and all processes are strictly and concretely defined, it is quite difficult to use creativity. After all, a green loan is a green loan. Not much can be changed. However, in terms of my opinion that it is necessary to educate employees and customers, in this

case, the influence of my approach already appears, because I initiate the need for this need and work with the communication department. Then ways are developed to educate both employees and customers. In answer to the question, my personal attitude both has and does not affect the opinion of the employees, because it depends on which stage my attitude can change or improve the current situation and where it cannot. “

7) SEVENTH QUESTION

As a sustainability manager, how do you motivate employees to adhere to green standards? If so, how do you do it? If not, why?

ANSWER:

COOPERATION AND PARTNERSHIP

8) EIGHTH QUESTION

Does cooperation and partnership with interested parties influence organizational changes in banks that are transforming their operations towards green business process management? If so, what kind? If not, why?

„No single organization would be able to achieve sustainability goals on its own. Partnerships in sustainability are mutually beneficial. As I mentioned, sustainability is a new field that requires a lot of additional knowledge. Therefore, both banks and bank clients need certain knowledge and ways to carry out sustainable activities. For example, a banking initiative has created a tool that helps companies calculate their CO2 emissions levels and better understand their physical climate change risks and how this affects their finances. Partnership in the field of sustainability is one of the common goals of both banks and bank partners. “

9) NINTH QUESTION

What green results have already been achieved in collaboration with stakeholders?

„As I mentioned, together with other banks we initiated a project, we created a tool - the CO2 emission calculator - which helps other companies to calculate the amount of emissions. Also, we cooperated with universities and together assessed the level of energy efficiency of buildings in Lithuania. Of course, we also work with startups and help them understand how to help self-assess

sustainability. Also, in cooperation with Swedish banks, we have created an app that enables every person to calculate their personal CO2 level. This app is free for all residents of Lithuania and Latvia. “

IMPLEMENTATION OF INNOVATIONS

10) TENTH QUESTION

Does the implementation of innovations affect the bank's successful organizational changes in transforming operations towards a green business process management model? If so, what is the impact?

„Yes, because almost everything related to sustainability is new, so it requires quite a few innovative solutions on how we can achieve sustainability goals. Basically, innovation is an integral part of the financial sector and sustainability is no exception in the perspective of innovation. After all, sustainability is a new need, which is why apps, etc. are being created. “

11) ELEVENTH QUESTION

Did the introduction of innovations, new technologies and tools lead to a change in the nature of the employees' work and an increase in the level of qualification? If so, what changes took place and what did employees need to learn?

„It depends on the size of the innovation. Sustainability is a very new subject. It takes a lot of interest to make big changes towards green banking. “

12) TWELFTH QUESTION

How do the employees of your organization react to the introduced innovations and how did the introduction of innovations contribute to the formation of green behavior?

„As everyone has different employees in change management. Some accept change positively, while others find it more difficult to do so as more new tasks and responsibilities arise. Very much depends on innovation projects. It is impossible to give an exact answer, because every change, especially in a large organization, is not easy. After all, all employees are used to doing their jobs, so big changes are not always welcomed. “

EMPLOYEE ENGAGEMENT

13) THIRTEENTH QUESTION

What influence does the active involvement of employees in the company's activities have on organizational changes towards green business process management?

„This question can be answered very simply. Undoubtedly, it has a big impact, because every organization is made up of employees, whose involvement is very important for the company to achieve new changes. The process of change towards green banking is no exception. Green banking and sustainability in general are relatively new areas of activity that still have many uncertainties, challenges and innovations to adapt to and learn about, both for senior sustainability managers and for staff in other departments.“

14) FOURTEENTH QUESTION

Is it important for bank employees, in general, to understand the importance of sustainable operations? If so, why? If not, why?

„It is important for employees of banking sector organizations to understand not only the general aspect of the importance of sustainability, but also to understand how each employee contributes to the achievement of the bank's overall green goals. Only then can banks purposefully pursue green activities.“

15) FIFTEENTH QUESTION

Did bank employees have to change their habits and behavior as the bank transformed towards green banking? If so, what changes have occurred?

„When it comes to the financial sector, it is important to consider how banks lend, what projects they finance, etc. Personal actions, in terms of sorting, saving, do not have a significant negative impact on the environment. The impact of the banking sector on the natural environment is not as direct as, for example, the impact of industrial or textile companies. In relation to banks, it is discussed what financing criteria and investment methods prevail in the market so that they comply with sustainability principles and strategies. Of course, our bank has internal operational CO2 goals, that we have to save electricity, organize more meetings online, reduce the number of business trips, etc. We have different attitudes about how we must work in the office, but the most

important thing is to realize that the materiality of banking in sustainability and climate change is through lending and financing. It is the sustainable growth and financing that is the biggest responsibility of banks. “

TRAININGS AND COMPETENCE DEVELOPMENT

16) SIXTEENTH QUESTION

Does the bank where you work organize training for employees on the importance of green business process management? If yes, what kind of training is organized and what are the training topics?

„Yes, trainings are organized. As for training, it is divided into three categories. The first category - all employees of our bank must undergo general training on climate change, why it is happening and why it is important. The second category of training is distributed among employees depending on their duties. The third category of training takes place in the form of meetings, when bank employees from the Baltic countries are invited and the most important sustainability issues of the period are presented to them, and seminars are organized in which employees improve their work competencies if they receive more responsibilities in addition to their main tasks. “

17) SEVENTEENTH QUESTION

What influence does the organization of timely employee training have on organizational changes towards a green business process management model?

„It has only a positive influence. It is very important to monitor sustainability issues and educate employees taking into account modern innovations. After all, green banking is a new field that requires a lot of knowledge. Therefore, it is very important to educate employees from the beginning and organize timely sustainability training. “

18) EIGHTEENTH QUESTION

Is training related to sustainability important for bank employees and the organization as a whole? If so, why? If not, why?

„Yes, it is very important. Despite the fact that the topic of sustainability is very relevant now, not all people understand the essence of this problem. In fact, not a few banks are only aware of the

ongoing problems, but do not fully understand how to properly carry out their activities in order to contribute to the preservation of the natural environment. Therefore, some banks are waiting for a direct instruction from the Central Bank to implement any changes. Therefore, spreading the importance of sustainability to employees must be one of the priorities. Some banks still claim that the main objective of banks is profit and this is completely against the principles of sustainability. I believe that training is extremely important so that everyone in the company understands why the organization's activities are filled with sustainability strategies and how everyone can contribute to it. Only then will the total added value of the organization in the perspective of sustainability emerge.“

INTERVIEW PROTOCOL N°. 3

Factors that mostly contribute to the successful organizational change towards green business process management in the banking sector

Data about the respondent:

- Gender. Woman.
- Work experience. Up to 5 years
- Expert N°. 3

1) FIRST QUESTION

Do you agree that the success of organizational change towards a green business process model lies in internal organizational change? If so, how? If not, why?

„In an organization, internal aspects are the foundation of everything. If the organization changes only in response to the environment, this is not a sign of leadership. Mere reaction to the outside and adaptation to new circumstances does not mean a full-fledged organizational change. A sign of leadership is changing from within by predicting future changes in the market. Sustainability has become a serious business function with the emergence of different requirements, regulations, when companies began to understand that the shift towards green activities is especially relevant in the current times, and therefore there was a need to change business models. All this is unequivocally related to the need for the organization to change from within, and these are serious and big changes. First of all, changes start from within, namely from the prevailing understanding and sense of urgency for change in the company. Then there is an identification of the importance of change in the organization and thus begins a big internal journey involving different people, customers, partners and all departments of the bank.“

2) SECOND QUESTION

What steps or stages were included in the organizational change process of the bank where you work to achieve green BPM?

„The financial sector has not yet fully transitioned to sustainability, like the entire business market, after all, the field of sustainability is new and constantly evolving. The first stage is the understanding that this topic is significant and relevant for the organization. Then the discovery

of the ownership of this topic is required. Some companies do not understand for a very long time where to start ownership of this topic , because this topic is very complex, includes many dimensions and, in principle, it covers the scope of the entire company's activities. For example, we have chosen the path where there is one centralized team, but after the program approach we include all the functions (cobweb), you manage centrally, but leave it to different departments. The second stage is to create ownership and governance. The third stage is to ensure the involvement of senior management. In other words, to ensure that this new topic, which competes with many other topics in the business, appears in the overall business strategy. The fourth stage is to enter the entire organization bottom up and up bottom to include all functions. Finding personal relevance for each function so that each department has its own role in the transformation. The fifth step is to determine how success achieved will be measured. In other words, how will we measure achievements so that they are tracked. The sixth step is to create a simplified version of the transformation, especially when it is so large. After all, it is difficult to explain a major transformation to everyone, it is a creative task to find a simplified narrative of change. The seventh stage is the continuous digging of this topic, sharing of knowledge, development of competences. Eighth is the constant review of goals and processes, because sustainability is an ongoing process in the market that requires continuous response by changing and adjusting goals and strategies.“

CLEAR VISION

3) THIRD QUESTION

Do you think that creating a clear vision helps the organization to achieve successful new (green) direction performance results? If so, how? If not, why?

„Vision is necessary. It is needed, first of all, as an internal agreement in the organization towards which the company must move. At the same time, it gives a certain value charge to the change, and without the value charge and its meaning, it is very difficult to implement changes. Without this element of meaning, an organization cannot fully successfully transform towards sustainability. Vision as the basis of the impact of meaning and the established purpose of the company. But I have to say that just creating a vision will not be enough. This is a more general aspect of the activity that must go hand in hand with the specific objectives set. But it is certainly very important.“

4) FOURTH QUESTION

Has the vision created in the bank where you work, related to sustainability, helped the organization to successfully fulfill the set green goals? If so, how did it help? If not, why?

„In our organization, the transformation towards green banking is very close, because it has been culturally close to us since the company was founded. In other words, since the very formation of the bank, our bank's vision is related to sustainability strategies, namely to enable many residents and businesses to create their own successful future. The orientation towards long-term and external impact, towards the impact on society and the ecosystem, has been present since the establishment of the bank. The vision did not need to be changed and it served us well in bringing the theme of sustainability into the bank's operations. Basically, the keywords of sustainability and green banking are related to longevity.“

LEADERSHIP COMMITMENT

5) FIFTH QUESTION

What is the impact of good leadership on organizational change towards green business process management?

„Without buyin from the top management, this kind of transformation will not happen. It is necessary to ensure that the top management team understands the topic of sustainability as strategically important and communicates this within the organization. Otherwise, there is a risk that sustainability can remain an extracurricular, extra, imaginary activity. It is very important to install sustainability into the internal real business processes, because it is a change in the business model. And such serious and major changes are impossible to achieve without the involvement and support of top management.“

6) SIXTH QUESTION

Does your personal approach to the green activities of the organization affect the opinion of other employees? If so, what influence does your attitude have on the opinion of employees? If not, why?

„Yes, it has. It is very important for every sustainability manager to believe in the idea of sustainability and foster it within the organization. Therefore, it is very important what kind of

team the sustainability manager assembles and what kind of initiatives he organizes inside the company. It is important to communicate to employees how they contribute to the overall green banking operation and what each department's contribution to the overall result is. Then the organization's community has formed the basis of a common vision and works purposefully on the realization of the goals. “

7) SEVENTH QUESTION

As a sustainability manager, how do you motivate employees to adhere to green standards? If so, how do you do it? If not, why?

„The first thing to understand is that this is not a one-man job and one man cannot make a big difference in a big organization. Therefore, it must be a collective effort. Therefore, one of the means of motivation is to gather a team around you. In other words, gather around yourself ambassadors who will help spread the message of the importance of sustainability. As a believer, I believe that spreading the importance of sustainability, speaking in business language so that everyone knows the importance of change is the key to success, so that all employees are motivated not only to perform activities according to sustainability standards, but also to think sustainably in everyday life.“

COOPERATION AND PARTNERSHIP

8) EIGHTH QUESTION

Does cooperation and partnership with interested parties influence organizational changes in banks that are transforming their operations towards green business process management? If so, what kind? If not, why?

„As I have mentioned before, sustainability and green banking are relatively new concepts in the market, so it is especially important to look for partners and build relationships with other market participants in this area. In general, in order to make society more fundamentally sustainable, it is necessary to include as many links as possible, from cooperation with other market players to the involvement of customers. Banks play an important role in the green transformation of the market. After all, banks themselves have to become sustainable organizations, but they also have to enable the transformation of other market participants towards green activities , so financial

sector organizations must cooperate with interested parties not only for their own, but also for the sustainability goals of society. I believe that banks that want to become leaders in the field of sustainability must constantly seek cooperation with other market players, businesses.“

9) NINTH QUESTION

What green results have already been achieved in collaboration with stakeholders?

„In general, Lithuanian banks cooperate closely on the topic of sustainability. New systems are being created, updated regulations are being established, and joint projects are being organized that are related to spreading sustainability to other business market participants. Also, cooperation with other market players is underway. We cooperate with startups that develop green products, for example, special financing was created for planting new forests. This is a new financing product that helps increase the forested area in the country and observe CO2 emissions. This product was launched together with the startup. A product was also created for sustainable farms, where drones measure farm parameters and help transform that farm into a more sustainable one.“

IMPLEMENTATION OF INNOVATIONS

10) TENTH QUESTION

Does the implementation of innovations affect the bank's successful organizational changes in transforming operations towards a green business process management model? If so, what is the impact?

„If an organization seeks leadership rather than minimal change, then the role of innovation is very important. Sustainability is a new discipline that requires changes in classic business models, standard products, etc. This is where the innovation aspect comes into play. The whole sector is looking for innovation and change. The significance of innovation is very high both in terms of culture and processes. Above all, organizations must learn to be open to innovation, because in sustainability, the way we do something today may already be different tomorrow. Therefore, the constant search for new ways to perform certain processes, the implementation of updated technological tools is very important for financial sector organizations to achieve green banking.“

11) ELEVENTH QUESTION

Did the introduction of innovations, new technologies and tools lead to a change in the nature of the employees' work and an increase in the level of qualification? If so, what changes took place and what did employees need to learn?

„The performance of certain functions was definitely determined. In short, if an innovation is introduced, it means that many links of the organization have to learn to work in a new way.“

12) TWELFTH QUESTION

How do the employees of your organization react to the introduced innovations and how did the introduction of innovations contribute to the formation of green behavior?

„It's no exception that most people are suspicious of change, and the same happens inside companies. Changing the status quo of companies gives employees some discomfort and uncertainty. In this case, it is important that employees receive support, understand the meaning of the changes and what the big picture is. The more an organization innovates, the easier it is for employees to adapt to updates and changes in the nature of work.“

EMPLOYEE ENGAGEMENT

13) THIRTEENTH QUESTION

What influence does the active involvement of employees in the company's activities have on organizational changes towards green business process management?

„The transformation of financial institutions towards green banking depends not only on the creation of a vision and the involvement of top management. In general, an organization can be called sustainable if all company departments are involved in green activities. Employee engagement is a very important aspect because the more employees and departments are involved, the more successful the company can achieve. Therefore, as I mentioned, it is very important to have not only your functional team, but also green activities employees - ambassadors who contribute to spreading the spirit of green activities throughout the organization. It is very difficult to focus on twat in one function, because you need to cover all functions of the bank, for example, from HR activities to risk modeling departments, to administration and product development.“

Virtually all functions require change, so involving all employees in green activities is very important.“

14) FOURTEENTH QUESTION

Is it important for bank employees, in general, to understand the importance of sustainable operations? If so, why? If not, why?

„Yes, it is important, but it is even more important to understand how each employee and department contributes to green banking through the tasks they perform. In this case, it is very important to find out the contribution of each person and the function performed to the overall result. Then the green goals can be pursued very effectively.“

15) FIFTEENTH QUESTION

Did bank employees have to change their habits and behavior as the bank transformed towards green banking? If so, what changes have occurred?

„Organizational sustainability is a small part of the footprint in the overall corporate context. The bank's biggest impact on the environment is through financing. The organization is a community, it is people who work together, so they are connected not only by cultural, value, behavioral norm sets. When we started to communicate the topic of sustainability in the organization, we simultaneously started to carry out organizational and cultural change actions, which are not directly related to the bank's activities, but simply help employees understand the importance of sustainability, even in banking. We have a separate educational line and we find that employees are interested. Donors are interested in sustainability issues and really take into account certain decisions of the organization, how to save, etc. Day-to-day sustainability is embedded in the organization and we see that the habits of the employees are changing and the changes are really visible. Employees are beginning to understand for themselves the importance of the shift towards sustainability in their daily lives as well.“

TRAININGS AND COMPETENCE DEVELOPMENT

16) SIXTEENTH QUESTION

Does the bank where you work organize training for employees on the importance of green business process management? If yes, what kind of training is organized and what are the training topics?

„Yes, we have a separate training package. We have general training for all employees. These trainings are generally about sustainability and the impact of banks on the environment. Then we have specialized training for different departments of the bank. Those trainings are already separate from the general trainings and relate to specific aspects of each department. These trainings can be considered as trainings for improving the competences of employees.“

17) SEVENTEENTH QUESTION

What influence does the organization of timely employee training have on organizational changes towards a green business process management model?

„Since sustainability is an ever-evolving topic, it is very important for organizations to keep up with news and current events and thus disseminate updated information and knowledge to all employees in a timely manner. Timely organization of employee training supports the trend of innovative work and provides opportunities for banks to maintain innovation. As for general training on the importance of sustainability, it is also important for employees to uphold green standards of behavior on a daily basis and to spread this to family and friends. In this way, the training organized by the bank is not only a means of educating employees to work in the most innovative ways, but also a tool for spreading the importance of sustainability.“

18) EIGHTEENTH QUESTION

Is training related to sustainability important for bank employees and the organization as a whole? If so, why? If not, why?

„The trainings are important, but nevertheless, the most important trainings in the financial sector are related to raising the competences of employees, namely green finance. As I have mentioned before, the topic of sustainability evolves quickly, so it is necessary to follow all the updates and thus provide employees with new knowledge. Banks focus more on functional training. General training on sustainability is organized through different internal communications and engagement

activities (events related to sustainability, etc.). However, for financial institutions, trainings related to the performance of functions are the most relevant. “

INTERVIEW PROTOCOL N°. 4

Factors that mostly contribute to the successful organizational change towards green business process management in the banking sector

Data about the respondent:

- Gender. Woman.
- Work experience. Up to 5 years
- Expert N°. 4

1) FIRST QUESTION

Do you agree that the success of organizational change towards a green business process model lies in internal organizational change? If so, how? If not, why?

„I agree with this statement. I think that in order for an organization to achieve green activities, it is necessary to change within the organization. Sustainability covers many areas. Sustainability must be integrated into all areas of the business: processes, culture, communication with customers, product development, etc.“

2) SECOND QUESTION

What steps or stages were included in the organizational change process of the bank where you work to achieve green BPM?

„I think that, first of all, there should be a clear leader in the bank who would develop this topic in the bank, who could cover different work areas, understand how sustainability should be integrated into various bank activities. Indeed, sustainability topics and sub-topics can be difficult to understand by these employees who do not touch specific sustainability tasks or have little exposure to it. Also, support must be received from the top managers, different departments of the bank for the development of green activities. In addition, a vision must be created so that all sustainable activities are fulfilled and improved.“

CLEAR VISION

3) THIRD QUESTION

Do you think that creating a clear vision helps the organization achieve successful new (green) direction performance results? If so, how? If not, why?

„The vision is very important, because it is like the road-map of the entire organization, according to which goals are set and operational strategies are developed. It is like a unit of measurement for what the organization should become. A clear vision covers all the activities that a green bank must cover. This can be related to both green finance and sustainability initiatives, as well as green products and services being developed. Having a clear vision helps attract the attention of stakeholders. Vision helps people see what needs to be done and when. The created vision helps to focus on the result of monitoring achievements.“

4) FOURTH QUESTION

Has the vision created in the bank where you work, related to sustainability, helped the organization to successfully fulfill the set green goals? If so, how did it help? If not, why?

„When the bank has concretely determined what is to be achieved in the green area, it becomes clear what goals must be set and in what ways to achieve them. In the case of our bank, sustainability standards are included in the bank's vision, so it is very clear what tasks to perform and how. Arguably, no bank can yet be considered sustainable, but a clear vision helps create a foundation for sustainability.“

LEADERSHIP COMMITMENT

5) FIFTH QUESTION

What is the impact of good leadership on organizational change towards green business process management?

„Leadership is very important because it can influence most of the banking activities. The supply of green products in the financial markets leadership has the effect of explaining how such products are attractive in the market, how such products can attract investor partners, how these products are important in business and future perspectives. On the other hand, leadership can

help determine the road-map, which projects the bank will finance in the future depending on the set goals.“

6) SIXTH QUESTION

Does your personal approach to the green activities of the organization affect the opinion of other employees? If so, what influence does your attitude have on the opinion of employees? If not, why?

„Personal perspective is important because from personal belief in sustainability comes the belief that one can succeed in achieving good green performance. Admiration of the work is created, which positively affects the attitude of other employees towards work and towards sustainable goals.“

7) SEVENTH QUESTION

As a sustainability manager, how do you motivate employees to adhere to green standards? If so, how do you do it? If not, why?

„The bank has many different initiatives that are being implemented. It is important to remind employees about the importance of sustainability and to provide opportunities for employees to develop green behaviors. Much depends on the manager who finds ways for each employee to personally contribute to the common green goal. This can be related to saving electricity and saving other resources.“

COOPERATION AND PARTNERSHIP

8) EIGHTH QUESTION

Does cooperation and partnership with interested parties influence organizational changes in banks that are transforming their operations towards green business process management? If so, what kind? If not, why?

„Partnerships are also important, because when talking about sustainability, it is important to think not only about the organization itself, but also about the suppliers of certain services and goods. Everything depends on the activities of the suppliers and with whom the banks work. The external relations that are created can also indicate the level of sustainability of the bank.“

9) NINTH QUESTION

What green results have already been achieved in collaboration with stakeholders?

„I cannot give many examples. One of them would be that the bank organizes educational projects for customers about the importance of green banking and its impact on the environment. In order to organize such seminars, the bank invites certain lecturers from different fields who present it to employees, business and private clients.“

IMPLEMENTATION OF INNOVATIONS

10) TENTH QUESTION

Does the implementation of innovations affect the bank's successful organizational changes in transforming operations towards a green business process management model? If so, what is the impact?

„When it comes to innovation, in finance it is very much treated through the creation of new services, so it is a very important aspect for sustainability. After all, the impact of the bank on the environment is analyzed through green products (green bonds, loans, green credits, etc.). It is worth noting that the transformation must first take place internally, and only later the creation of products, as the goals and strategies must first be set, and then the tools that will be used to develop sustainability and its theme externally must be discovered.“

11) ELEVENTH QUESTION

Did the introduction of innovations, new technologies and tools lead to a change in the nature of the employees' work and an increase in the level of qualification? If so, what changes took place and what did employees need to learn?

„Yes, because the tools contribute to efficient operations, save time and allow employees to focus more on data analysis than processing. Also, it is important to know how to use new information technologies, in this case new knowledge is required, which leads to raising the qualifications of employees.“

12) TWELFTH QUESTION

How do the employees of your organization react to the introduced innovations and how did the introduction of innovations contribute to the formation of green behavior?

„As I mentioned, our bank's employees are open to innovation, so innovations are always welcome. Employees understand that the implementation of each innovation affects their professional knowledge, so there is more positive feedback. “

EMPLOYEE ENGAGEMENT

13) THIRTEENTH QUESTION

What influence does the active involvement of employees in the company's activities have on organizational changes towards green business process management?

„First of all, the active involvement of employees is important in that employees learn what sustainability is, what is its impact on the environment and how it must be implemented in one and another of the bank's activities. The more employees are involved in shared green tasks, the better they understand each employee's personal contribution to green goals. Also, if the employee's role is related to customer service, the employee will have more competencies to present the importance of sustainability to customers as well. Therefore, the involvement of employees helps to educate not only the employees themselves, but also the bank's customers. “

14) FOURTEENTH QUESTION

Is it important for bank employees, in general, to understand the importance of sustainable operations? If so, why? If not, why?

„Yes, it is important and I mentioned it in the answer to the previous question. “

15) FIFTEENTH QUESTION

Did bank employees have to change their habits and behavior as the bank transformed towards green banking? If so, what changes have occurred?

„In our bank, we notice that employees are very involved in the topic of sustainability. It is actually interesting and attractive to most employees. Most of the employees are open, so culturally transforming our organization towards sustainability was not difficult. It's difficult to comment on habits, but I can say from experience that if employees know how sustainability and green bank

operations can contribute to solving real problems, they behave accordingly in the work environment. When there is awareness, changing habits becomes a natural process.“

TRAININGS AND COMPETENCE DEVELOPMENT

16) SIXTEENTH QUESTION

Does the bank where you work organize training for employees on the importance of green business process management? If yes, what kind of training is organized and what are the training topics?

„Our bank has several levels of training. First of all, joint sustainability seminars are organized, which are not only for employees, but also for customers. These are open access workshops that anyone can join. Also, there are general trainings about sustainability specifically in the perspective of the bank's operations. This training is intended for all employees. And third-level training is specialized training that is intended for certain groups of employees.“

17) SEVENTEENTH QUESTION

What influence does the organization of timely employee training have on organizational changes towards a green business process management model?

„Training must be ongoing and regular. Of course, it depends on the topics and the specifics of the training itself. After all, if certain regulations remain the same, there can be no new training. If there are major changes, then the training is divided into different parts so that the employees can more easily absorb the new information.“

18) EIGHTEENTH QUESTION

Is training related to sustainability important for bank employees and the organization as a whole? If so, why? If not, why?

„I don't think there is a single point because it depends on how much each employee was already involved in the topic of sustainability. Each employee's experience in this area is different. But sustainability will always be something new, as it is a new topic in a market where new aspects emerge over time.“

Annex N°. 3 Tables of frequencies

	VISION	Clear vision attracts stakeholders	Sustainability focuses on goals rather than visions	Vision emphasizes longevity and societal impact	Vision enables the tracking of outcomes	Vision ensures the realization of identified sustainability programs	Vision gives meaning to sustainability goals	Vision maps the path to sustainability goals
Respondent3	0	0	0	1	2	0	1	0
Respondent1	0	0	3	0	0	1	0	0
Respondent4	0	1	0	0	1	2	0	5
Respondent2	0	0	0	0	0	2	0	2
Totals	21	1	3	1	3	5	1	7

	LEADERSHIP AND MANAGEMENT	Leadership buy-in drives sustainable business integration	Leadership crafts a roadmap to sustainability	Leadership motivates employees to embrace sustainability	Leadership to clarify employees' role in sustainability	Leadership to empower employees for sustainability participation	Leadership to foster employee sustainability awareness	Leadership's perspective on sustainability drives employee acceptance
Respondent3	0	3	0	0	1	0	1	0
Respondent1	0	0	1	1	3	1	4	1
Respondent4	0	1	1	0	0	1	2	1
Respondent2	0	6	1	0	1	0	3	1
Totals	34	10	3	1	5	2	10	3

	COOPERATION AND PARTNERSHIP	Collaborations facilitate regulation updates	Collaborations facilitate sustainability awareness	Partnerships catalyse development of green models	Partnerships facilitate sustainability adoption at all levels	Sustainability adoption depends on relations between bank and external partners
Respondent3	0	1	0	1	1	0
Respondent1	0	0	1	1	0	0
Respondent4	0	0	1	0	0	1
Respondent2	0	0	0	2	3	0
Totals	12	1	2	4	4	1

	EMPLOYEE ENGAGEMENT	Defining employee roles is key for sustainability	Employees are open to sustainability approach	Inclusivity drives widespread sustainability acceptance	Involving employees in green projects facilitates their understanding of sustainability	Ownership enhances achievement of sustainability	Personal behaviour influences overall workplace sustainability	Sustainability champions drive sustainability adoption
Respondent3	0	1	0	2	0	1	2	0
Respondent1	0	0	1	1	0	0	1	2
Respondent4	0	0	1	1	2	0	0	1
Respondent2	0	1	0	3	1	0	0	1
Totals	25	2	4	7	3	1	4	4

	IMPLEMENTATION OF INNOVATIONS	Changes cause discomfort among employees	Employees hold a positive stance on innovation	Innovation alters work processes	Innovation is integral to sustainability	Regular innovation aids employee adaptation to change	Regulation drives sustainability adoption	Transform internally before innovating green products
Respondent3	0	1	0	2	0	1	0	0
Respondent1	0	1	2	1	1	0	2	1
Respondent4	0	0	1	1	0	0	0	1
Respondent2	0	1	0	3	1	0	4	1
Totals	22	3	3	5	2	1	5	3

	TRAINING	General sustainability training for both employees and customers	General sustainability training isn't essential	Regular segmented training aids information absorption	Specialized training focused on employees	Training focused on employee role in sustainability achievement	Training promotes innovation	Training promoting current knowledge	Training to focus on building new competencies	Understanding sustainability's importance improves adaptation
Respondent3	0	2	0	0	2	0	1	3	0	6
Respondent1	0	0	1	0	0	1	0	1	6	1
Respondent4	0	1	0	2	2	0	0	0	1	2
Respondent2	0	1	0	0	1	0	0	1	3	5
Totals	43	4	1	2	5	1	1	5	10	14

