Project On

“Green HRM Practice for Sustainable Workplace in the Banking Sector of Bangladesh”

UNITED INTERNATIONAL UNIVERSITY

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Letter of Transmittal

To,

Piana Monsur Mindia

Assistant Professor,

School of Business and Economics

United International University

Subject: Submission of the Project Report

Dear Madam,

I am pleased to inform you that I have successfully completed my project report, which is a crucial requirement for the fulfillment of my BBA degree. My research focused on "Green Human Resource Management in Banking Organizations" where I discussed the application of green HRM policies aimed at promoting the sustainable use of resources within the banking and broader business sectors.

The process of completing this report has been a tremendous learning experience. I incorporated the knowledge gained from my university studies, adding practical insights wherever possible. While gathering the necessary information was a challenging task, I relied on my skills in business communication, internet literacy, and maintained integrity and diligence to achieve the objectives of my project.

I deeply appreciate all the guidance I received from you throughout this journey. I have ensured that my report aligns with all the guidelines and expectations you shared.

I sincerely hope you will consider my project report for approval and extend your kind support in this regard.

Your obedient student,

Name: Minara Khatun

Id: 111 181 108

Department of BBA

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Acknowledgement

I would like to begin by expressing my deepest gratitude to Almighty Allah for His countless blessings throughout this journey. This project report would not have been possible without the invaluable guidance, knowledge, and direction of my esteemed faculty and project supervisor, Piana Monsur Mindia, Assistant Professor, United International University. Thank you so much, ma'am, for your unwavering support, which played a crucial role in the successful completion of this report.

Although I did not conduct my project within a specific company, I had the opportunity to engage with several officials from various banks during my information-gathering process. I discovered that some banking organizations have already implemented Green HRM policies and I am grateful to the employees and staff I encountered along the way. They generously shared valuable insights and provided critical information. Some also entrusted me with confidential data, requesting that it remain undisclosed.

I would like to extend my heartfelt thanks to all those individuals, as well as the employees from various organizations, whose guidance and support contributed significantly to the completion of my report.

Executive Summary

This project report is a crucial requirement for completing the Bachelor of Business Administration (BBA) degree at United International University (UIU). After successfully completing 123 credits, I selected the topic: **'The Concept of Green Human practice for sustainable workplace in the banking sector of Bangladesh**.' My supervisor gladly accepted the topic and encouraged me to pursue it.

Green Human Resource Management (GHRM) refers to the effective use of HR functions to foster the sustainable use of resources in business organizations, contributing to environmental sustainability. GHRM emphasizes eco-friendly HR policies and practices that not only help organizations achieve their financial goals but also minimize environmental harm. It aims to promote the use of products, services, and processes that reduce pollution and limit the depletion of natural resources, creating a balance between organizational success and environmental stewardship. By adopting GHRM, banks can reduce their overall environmental impact. Simple measures like reducing paper use, conserving energy, and promoting digital banking can make a big difference. For example, banks can train employees to use resources efficiently and avoid waste, helping the bank to lower its carbon footprint.

Through my research, I found that the implementation of GHRM in the Bangladeshi banking sector holds immense potential. By adopting GHRM practices, banks can not only contribute to environmental conservation but also align with their broader business objectives. This synergy between sustainability and profitability is crucial for fostering a responsible banking industry in Bangladesh.

Finally, I offer recommendations to help the banking sector effectively implement GHRM practices, ensuring that they not only meet business goals but also contribute to a sustainable, environmentally friendly workplace.

Table of content

Chapter One: Introduction

Chapter Two: Literature Review

Chapter Three: Organizational Background

Chapter One

Introduction of the Report

1.1 Origin of the Report

This project report is a key requirement for earning a Bachelor of Business Administration (BBA) degree from United International University (UIU). Upon completing 120 credits, students are given the option to choose between an internship or a project. I chose the project option, a four-month course, which allows for in-depth research into a specific sector or organization related to my major. With guidance from my project supervisor, I selected the topic: 'The Concept of Green Human Resource Management (GHRM) in the Bangladesh Banking Sector.' My supervisor was enthusiastic about the topic and encouraged me to explore it further.

1.2 Scope of the Report

This report covers a broad range of valuable insights. It will provide crucial information for human resource managers in the banking sector about the significance of Green HRM practices. Readers will also learn about the structure and key components of a project report. Bank managers will gain an understanding of the necessity and benefits of implementing Green Banking and Green HRM in their organizations. Moreover, customers may be encouraged to support environmentally friendly banking practices, while university lecturers and students can use this report to compare Green HRM with traditional HRM approaches.

1.3 Objectives of the Report

Every report has specific objectives, outlining the purpose and goals behind its creation. These objectives help readers quickly grasp the core focus of the report. The objectives of this project report are divided into two parts:

a. Primary Objective:

The primary objective of GHRM in Bangladesh's banking sector is to create a sustainable workplace that aligns environmental goals with business objectives. Through GHRM, banks can lower their environmental impact, reduce costs, comply with regulations, improve their brand image, and attract talent.

b. Specific Objectives:

1. To explain the concept of Green Banking and Green HRM.
2. To analyze Green Human Resource Management practices and their importance.

3. To explore the procedures, impacts, and significance of Green HRM in the banking sector.
4. To provide recommendations for the effective implementation of Green HRM in Bangladeshi banks, promoting a sustainable workplace environment.

1.4 Methodology of the Report

This involves identifying the relationship between a dependent variable and more independent variables. It explores how certain factors environmental analysis, program awareness, performance appraisal, program awareness and training influence sustainable green hrm. The statistical approach includes tests for normality, mean calculations, and standard deviations to determine the relationships between variables.

1.4.1 Sampling Technique

The sample size (n=5 for various variables) is calculated based on standard deviation of the population acceptable magnitude of error and confidence level. On this analysis use convenience sampling technique where participants are selected based on specific criteria or availability rather than random sampling.

1.4.2 Data Collection Process

The data presented involves structured quantitative measurements, such as confidence intervals, mean values, variance, and normality tests .data collection was likely done through structured questionnaires evaluations, where respondents rated various aspects of their environment and programs on a Likert scale. The resulting numerical data was then used in the regression analysis.

1.4.3 Data Collection

This report utilizes both primary and secondary data to explore the implementation of Green Human Resource Management (GHRM) practices in the banking sector. The sources of data are outlined below:

a. Primary Sources

The analysis mainly focusses on primary data because it works at specific variables like environmental analysis, training programs, and performance appraisal, collecting real data to perform regression, descriptive analysis, correlation and normality tests.

b. Secondary Sources

i. Websites of various local and international banks that have adopted Green HRM.
ii. Published articles, research papers, and documents authored by experts on GHRM and sustainability.
iii. Online resources to clarify concepts and resolve any uncertain situation.

1.4.4 Questionnaire and data collection technique

The study has been written using both primary and secondary data. primary data have been collected through questionnaire survey. On this survey answered on a four-point Likert scale from 4= strongly agree to 1=disagree. On these report mean, median, standard deviation and regression analysis were used to analysis data. MS Word, MS Excel and IBM SPSS was used to analysis the data.

1.5 Limitation of the report

The simplest and most impactful improvement is to increase the sample size. A larger dataset will provide more reliable results, reduce the risk of statistical errors and allow for generalization across the entire banking sector. Gathering data from a more diverse range of banks in different regions can enhance the representativeness of the findings.

By addressing these limitations, future studies can draw more reliable conclusions, providing the banking sector with better insights into how to effectively implement Green HRM practices.

I was highly motivated to create my project report on this topic, which inspired me to put in extra effort and enhance the report with relevant and valuable information. This determination allowed me to complete the report within the given timeframe.

Chapter Two

Literature Review

Literature Review

Environmental awareness has gained prominence in public, political, and business sectors globally, especially in the 21st century. Treaties like the Kyoto Protocol (1997), Bali Action Plan (2007), and the Copenhagen Accord (2009) highlight the need to address industrial pollution and the use of toxic chemicals that harm the environment. These international agreements have triggered a worldwide movement toward environmental sustainability, significantly influencing various industries, including the banking sector in Bangladesh.

In Bangladesh, the banking sector has started recognizing the importance of sustainability in its operations. Given the significant impact that financial institutions can have on driving sustainable practices, Green HRM has become a focal point in improving environmental performance. Banks are integrating green policies, focusing on energy-saving initiatives, reducing carbon footprints, and promoting environmental awareness among employees.

In the context of Green HRM in the Bangladeshi banking sector, Environmental Facilities are the most emphasized aspect, reflecting the sector's focus on sustainable infrastructure. HR can implement GHRM practices by promoting energy-efficient workplaces, encouraging paperless operations, and initiating recycling programs. These initiatives not only reduce the bank's environmental footprint but also enhance the organization's public image and employee satisfaction. DeCenzo and Robbins suggest that employees are more engaged and satisfied when they work for organizations that take a proactive approach to environmental sustainability. This is particularly relevant in the Bangladeshi banking industry, where GHRM can improve organizational efficiency and attract talent that values corporate social responsibility. According to Renwick et al. (2013), Green HRM involves HR practices that promote sustainable use of resources and the reduction of a business's environmental footprint. This concept focuses on transforming traditional HR practices—like recruitment, training, and performance management—by integrating environmental objectives. In the banking sector, this could translate into hiring practices that prioritize environmentally-conscious individuals, and performance appraisals that include sustainability-related KPIs. Shen et al. (2016) identify several barriers to the successful implementation of GHRM in developing countries, including Bangladesh. These challenges include a lack of awareness, insufficient technological infrastructure, and resistance to change within organizations. Many banks in Bangladesh, especially smaller institutions, may find it difficult to adopt advanced environmental technologies or to fully integrate GHRM due to these constraints. However, larger banks have the resources to lead the way, influencing smaller institutions to follow.

2.1 The Concept of Green Banking Bangladesh:

Green Banking is a sustainability-driven approach within the banking sector of Bangladesh, integrating environmental, economic, and social dimensions into banking practices. The objective of Green Banking is to enhance the efficiency of banking processes, infrastructure, and technology while minimizing the environmental footprint. It encourages eco-friendly initiatives such as reducing paper usage, promoting digital banking, and supporting projects with a positive environmental impact. Through these measures, Green Banking ensures that banks contribute to sustainable growth by reducing environmental harm and preserving natural resources. Green Banking aligns with the country's broader sustainable development goals. The Bangladesh Bank (central bank) has played a key role in encouraging financial institutions to adopt Green Banking practices. It issued guidelines in 2011, asking banks to incorporate sustainability in their operations, such as forming Green Banking units and offering financial products and services that support environmentally sustainable projects. These efforts help the banking sector in Bangladesh become a driving force for environmental protection and resource conservation.

2.2 Key Components of Green Banking in Bangladesh:

Paperless Banking: By shifting to digital platforms for customer services, banks aim to reduce paper use, cutting down on the demand for paper and saving trees.

Green Financing: Banks provide financial support to projects that aim to reduce carbon emissions, support renewable energy, and promote environmentally friendly technologies.

Energy-efficient Infrastructure: Banks invest in solar-powered branches, energy-saving lighting, and other sustainable infrastructure to reduce their carbon footprint.

CSR (Corporate Social Responsibility): Financial institutions in Bangladesh integrate green initiatives into their CSR activities, ensuring their commitment to environmental sustainability through tree planting, awareness campaigns, and more.

Source: Suhaimi, S. (2011). Strategic Green HRM: A Proposed Model that supports corporate environmental citizenship,2011

2.3 The Concept of Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) is the strategic utilization of HRM practices to promote the sustainable use of resources in business organizations, contributing to environmental sustainability. In the context of the banking sector in Bangladesh, GHRM focuses on implementing eco-friendly HR policies to reduce the environmental impact of banking operations. These practices not only help banks achieve their financial objectives but also build a positive environmental reputation. Through green recruitment, training, and employee engagement, banks can minimize the negative environmental effects traditionally associated with their operations (Prasad, 2013). By adopting GHRM, banks in Bangladesh are playing a crucial role in reducing resource consumption and preventing environmental degradation.

2.4 Key Features of GHRM

Green Recruitment: Hiring employees with a mindset for sustainability.

Green Training: Providing training on environmental practices and resource conservation.

Employee Engagement: Encouraging employees to adopt eco-friendly behaviors at work.

Green Performance Management: Recognizing and rewarding employees for contributing to sustainability goals.

These practices help organizations meet their financial targets while also contributing to environmental protection.

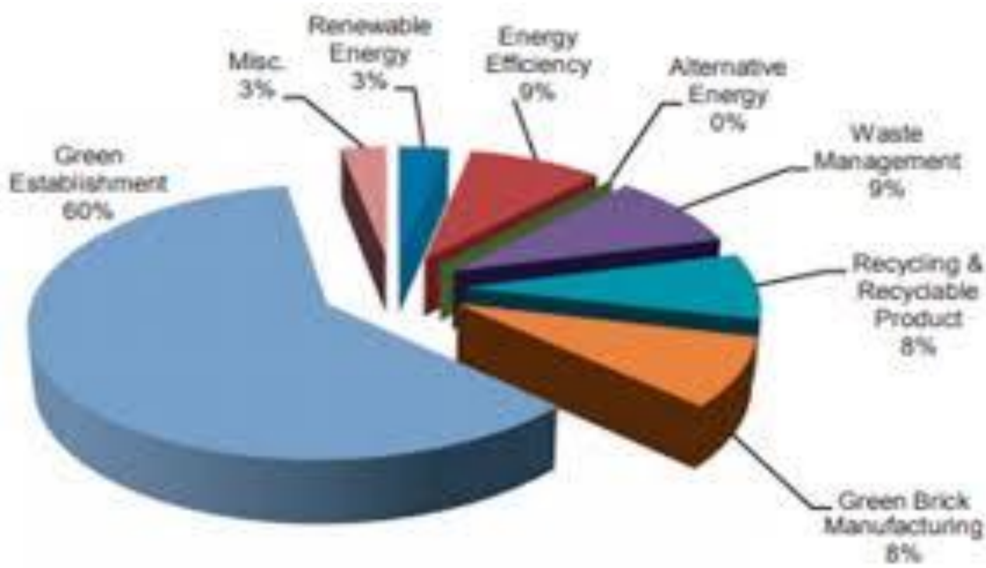
Source: Prasad, A. (2013). Green HRM – Partner in Sustainable Competitive Growth. Journal of Management Sciences and Technology, 1(1), October 2013.

Chapter Three

Organizational background

3.1 Industry scenario

The banking sector in Bangladesh is gradually recognizing the importance of environmental sustainability and Green Human Resource Management (GHRM) practices are beginning to take hold as a result. The global trend towards eco-friendly and sustainable business practices has influenced this shift with banks increasingly acknowledging their role in reducing their environmental footprint. Although the adoption of GHRM is still in its early stages in Bangladesh, a few leading banks have started to implement green initiatives, signaling a growing commitment to sustainability.



The pie chart shows the distribution of green banking investments in Bangladesh across various sectors. Most funds (60%) are allocated to "Green Establishments" like energy-efficient buildings, while sectors like waste management (9%), recycling (8%), and green brick manufacturing (8%) also receive attention. However, renewable energy (3%) and alternative energy (0%) are underfunded.

Banks are focusing on internal sustainability, such as green offices and waste management, which is a positive step. But there are some lacks of investment in renewable and alternative energy is concerning, as these sectors are crucial for reducing carbon emission. Bangladesh's banks should diversify green investments, especially in renewable energy, and regulatory bodies should incentivize green finance. Awareness campaigns could further boost participation in eco-friendly initiatives. some banks are incorporating environmental performance metrics into their employee appraisals and offering training programs focused on sustainability. These steps not only help reduce the environmental impact of the banking sector but also foster a workplace culture that values sustainability, thus enhancing employee engagement and satisfaction. However, despite these positive developments, the widespread adoption of GHRM in Bangladesh faces several challenges. Many banks and financial institutions are still primarily focused on short-term financial performance, with limited awareness and investment in long-term environmental strategies. Furthermore, there is a lack of regulatory pressure and incentives to adopt green practices, which has slowed the overall implementation of GHRM policies in the industry.

3.2 Included organizations in the research

Several banks in Bangladesh, including BRAC Bank, Dutch-Bangla Bank, and Bank Asia, have begun integrating GHRM practices as part of their larger corporate sustainability strategies. These institutions are adopting policies such as energy-efficient workspaces, reducing paper usage through digital banking solutions, promoting recycling programs, and encouraging employee participation in environmental awareness programs. Green banking initiatives, such as eco-friendly loans for sustainable projects, are also being rolled out to support environmentally responsible business practices.

Bangladesh Bank's Green Banking Guidelines: Bangladesh Bank introduced the Green Banking Policy Guidelines in 2011, which directed all banks to adopt environmentally responsible policies. This framework is divided into three phases, requiring banks to establish green banking units, set green finance goals, and allocate resources to sustainable projects. Because of this initiative, banks are encouraged to invest in renewable energy, energy-efficient projects, and other environmentally friendly industries.

Green Finance: Many banks in Bangladesh have started providing green financing for projects that promote environmental sustainability. BRAC Bank and Bank Asia have been leaders in financing solar energy, waste management, and other green projects. In 2022, the total green finance disbursed by banks and non-bank financial institutions in Bangladesh stood at around BDT 25 billion (approximately USD 294 million), reflecting a steady increase in investment in green projects.

BRAC Bank's Green Initiatives: BRAC Bank has been a pioneer in green banking in Bangladesh. The bank has introduced paperless banking through digital solutions, reducing its environmental footprint significantly. Additionally, BRAC Bank offers green loans to promote energy-efficient and sustainable business practices, particularly targeting small and medium enterprises (SMEs) that adopt green technology.

Dutch-Bangla Bank's Green Banking Practices: Dutch-Bangla Bank Limited (DBBL) is another notable example. DBBL has set up solar-powered ATMs and is working towards reducing its carbon footprint by promoting paperless banking and offering financial support for renewable energy projects. The bank has committed to increasing its green finance portfolio in alignment with Bangladesh Bank's directives.

Data on Renewable Energy Financing: According to Bangladesh Bank, 15% of total green financing by banks and non-bank financial institutions in Bangladesh in 2022 was allocated to renewable energy projects. This includes funding for solar energy installations, bio-gas plants, and energy-efficient technologies in industries. The solar energy sector alone has seen substantial investment, with financing from both local banks and international organizations.

Bank Asia's Green Initiatives: Bank Asia has integrated Green HRM into its operations, promoting a sustainable workplace and energy-saving measures. The bank has financed several environment-friendly projects, including waste management and sustainable agriculture initiatives. Bank Asia also runs employee awareness programs to foster a green culture within the organization.

Chapter Four

HR Function of the Banking Sector of Bangladesh

The Human Resource (HR) function in the banking sector of Bangladesh is evolving to address the demands of digital transformation, sustainability, and regulatory compliance. Key HR functions like recruitment, training, employee engagement, and performance management are adapting to align with the industry's shift toward technology and sustainable practices.

4.1 Recruitment and Talent Acquisition: The banking industry in Bangladesh is highly competitive, requiring HR departments to focus on hiring skilled, tech-savvy, and adaptable professionals. Banks are increasingly using digital platforms and online job portals to streamline the recruitment process. Additionally, there is a growing emphasis on hiring talent with expertise in fintech, digital banking, and sustainable finance, reflecting the sector's changing needs

4.2 Training and Development: Employee development is a key focus for HR in banks, especially as financial services become more digital. Banks now offer training in areas like digital banking, cybersecurity, data analytics, and global banking compliance. Many are also adding training on sustainability and Green HRM to support their environmental goals.

4.3 Employee Engagement and Retention: Retaining top talent in a competitive market is a challenge for HR. Banks in Bangladesh are implementing employee engagement initiatives, such as flexible working conditions, wellness programs, and opportunities for career progression, to enhance job satisfaction. The focus on creating a positive work environment has become even more critical in the wake of the COVID-19 pandemic, which highlighted the importance of employee well-being and remote work capabilities

4.4 Performance Management: Performance management systems in the banking sector are becoming more dynamic and data-driven. Banks are using Key Performance Indicators (KPIs) and real-time performance tracking systems to ensure alignment with organizational goals. Additionally, there is an increasing emphasis on incorporating sustainability metrics into employee evaluations, particularly in banks adopting Green Banking and GHRM practices.

4.5 Compensation and Benefits: HR functions in the banking sector include developing competitive compensation packages that attract and retain skilled professionals. While salary remains a crucial component, non-monetary benefits like health insurance, pension plans, and incentives for professional development are becoming equally important. Some banks have also introduced bonuses tied to the achievement of sustainability goals as part of their compensation structure.

4.6 Compliance and Risk Management: With increasing regulatory scrutiny from the Bangladesh Bank and other international financial bodies, HR departments must ensure that employees are well-versed in compliance, anti-money laundering (AML) regulations, and risk management protocols. Regular compliance training and audits have become standard practices in the banking sector.

HR is focusing on developing a tech-savvy workforce capable of managing digital banking technologies. Green initiatives are increasingly integrated, with HR playing a vital role in recruitment and promoting eco-friendly practices. As the banking industry continues to transform, HR departments must adopt innovative approaches to recruit, train, and retain talent while promoting sustainability and ensuring compliance. By integrating new technologies and green practices, HR can contribute to creating a more efficient, competitive, and environmentally conscious banking sector in Bangladesh.

Chapter Five

Analysis & Findings

Analysis

Table: 5.1

Descriptive Statistics

	Mean	Std. Deviation	N
Environmental_Awarness	3.12	.388	50
Training_Program	2.90	.353	50
Environmental_Facilities	3.02	.359	50
Program_Awareness	2.76	.409	50
Performance_Appraisal	2.98	.318	50

5.1 Descriptive statistics: This table shows descriptive statistics for five variables related to environmental and HR practices, summarizing their means, standard deviations, and the number of observations (N = 50 for all).

For Environmental Awareness, mean: 3.12, which indicates a relatively high level of awareness among the participants and Std. Deviation: 0.388, showing low variability in responses. For training program Mean: 2.90, slightly lower than Environmental Awareness and Std. Deviation: 0.353, indicating slightly more variability compared to Environmental Awareness. Environmental facilities, mean: 3.02, which suggests a good level of available environmental facilities in the context. Std. Deviation: 0.359, indicating responses are relatively consistent. Program awareness Mean: 2.76, the lowest mean among the variables, indicating lower awareness of specific programs compared to the other factors. Std. Deviation: 0.409, showing the highest variability among the variables, meaning participants had differing levels of awareness of these programs. Performance Appraisal, mean: 2.98, suggesting that performance appraisals related to environmental aspects are moderately implemented. Std. Deviation: 0.318, showing responses were fairly consistent among participants.

Table: 5.2

Correlations

		Environmental_Awarness	Training_Program	Environmental_Facilities	Program_Awareness	Performance_Appraisal
Environmental_Awarness	Pearson Correlation	1	.080	-.002	-.034	.109
	Sig. (2-tailed)		.581	.987	.815	.452
	N	50	50	50	50	50
Training_Program	Pearson Correlation	.080	1	.025	.388**	.030
	Sig. (2-tailed)	.581		.862	.005	.838
	N	50	50	50	50	50
Environmental_Facilities	Pearson Correlation	-.002	.025	1	.349*	-.019
	Sig. (2-tailed)	.987	.862		.013	.895
	N	50	50	50	50	50
Program_Awareness	Pearson Correlation	-.034	.388**	.349*	1	.027
	Sig. (2-tailed)	.815	.005	.013		.853
	N	50	50	50	50	50
Performance_Appraisal	Pearson Correlation	.109	.030	-.019	.027	1
	Sig. (2-tailed)	.452	.838	.895	.853	
	N	50	50	50	50	50

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

5.2 Correlation: This table shows **correlations** between five variables related to environmental awareness and HR practices. The **Pearson correlation** values indicate the strength and direction of relationships between variables, while the **significance (Sig.) values** show how statistically meaningful those correlations are.

The strongest correlation is between Training Program and Program Awareness (0.388), suggesting that employees who go through training programs are more likely to be aware of other programs, which could reflect the effectiveness of training in raising awareness. Program Awareness shows moderately strong correlations with both Environmental Facilities (0.349) and Performance Appraisal (0.027), meaning that better facilities and appraisals tend to be associated with higher program awareness. This is the strongest correlation in the table, indicating a moderate positive relationship. It suggests that as the Training Program improves or is implemented more effectively, the Program Awareness tends to increase as well. This link may indicate that training plays a crucial role in raising awareness of various environmental or organizational programs.

Table: 5.3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.154[a]	.024	-.063	.400	.024	.272	4	45	.894

a. Predictors: (Constant), Performance_Appraisal, Environmental_Facilities, Training_Program, Program_Awareness

5.3 Model Summary: This Model Summary of a regression analysis that looks at the combined effect of several predictors like Performance Appraisal, Environmental Facilities, Training, Program Awareness on an outcome to Green HRM. Here R (0.154) is the correlation coefficient, indicates a positive relationship between the combined predictors. This correlation means that while these variables are moving in the same general direction as the outcome, their relationship is strong. But training programs, environmental facilities, program awareness, and performance appraisals have positive effect on the Green HRM outcome in this analysis.

Table: 5.4

ANOVA

Model	Sum of square	df	F	Sign F
Regression	.174	5	.272	.021b
Residual	7.186	45		
total	7.360	50		

Anova: P-value of .021B suggests that the model is statistically significant. A common threshold for significance is $p < .05$, so this model provides strong evidence that the predictors are related to GREEN HRM. The bank can arise Effective performance appraisal systems that include sustainability goals can encourage employees to align their behavior with environmentally friendly practices, raising overall awareness. Also Training programs focused on sustainability can directly improve employees' knowledge and skills related to environmental awareness, equipping them to make greener choices at work. Awareness of environmental programs within the organization can inspire employees to actively participate in these initiatives, thereby increasing their overall environmental consciousness. Finally, we can say there are positive relationship among the variable and this way bank can increase green HRM in their workplace.

Table: 5.5

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound
1	(Constant)	2.515	.853		2.948	.005	.797	4.233
	Training_Program	.122	.177	.111	.688	.495	-.235	.478
	Environmental_Facilities	.030	.171	.028	.178	.860	-.314	.375
	Program_Awareness	-.085	.163	-.090	-.522	.604	-.413	.243
	Performance_Appraisal	.132	.180	.108	.735	.466	-.230	.494

a. Dependent Variable: Environmental_Awarness

This coefficient provides the output of a multiple regression analysis with the dependent variable and independent variables. Positive values suggest a direct relationship with training program, environmental facilities, performance appraisal and negative values suggest an inverse relationship with program awareness.

Findings

- Most employees in the banking sector are aware of general environmental issues but lack awareness of specific green programs.
- Limited awareness of green initiatives highlights the need for better communication and employee engagement.
- Employees who receive training are more likely to be aware of environmental programs, demonstrating that training is key to building green awareness.
- Green HRM practices are present in the banking sector but are not fully integrated, requiring a stronger push for maximum benefits.

- Findings indicate a positive relationship between the following factors and Green HRM:

- Environmental awareness
- Training programs
- Facilities supporting green practices
- Performance appraisal systems aligned with environmental goals

Chapter Six

Recommendation & Conclusion

6.1 Recommendation

Banks can enhance sustainable practices by:

- Addressing gaps in awareness of green programs.
- Optimizing training programs to develop environmental skills.
- Aligning performance appraisals with green objectives to reinforce accountability.

- ➢ Training programs are critical for raising awareness of sustainability within organizations.
- ➢ Incorporating Green HRM into training modules ensures employees understand their strategic role in promoting sustainability.
- ➢ Banks should focus on regular and comprehensive training through workshops, seminars, and online courses covering:

- The importance of environmental sustainability.
- Integration of sustainability with HR functions.
- Ways employees can contribute to sustainability goals.

- ➢ Clear appraisal criteria should recognize and reward contributions toward environmental sustainability.
- ➢ Integrating sustainability-related goals in performance evaluations motivates employees to adopt greener practices.
- ➢ Invest in eco-friendly infrastructure such as energy-efficient lighting, recycling bins, and sustainable materials.
- ➢ Provide resources like bike racks and EV charging stations to promote green commuting options.
- ➢ Banks should diversify their investments in green projects to reduce their environmental footprint.
- ➢ Regulatory bodies can provide incentives to encourage banks to increase green finance portfolios.
- ➢ Regularly seek employee feedback on the effectiveness of Green HRM practices and sustainability initiatives.
- ➢ Establish a feedback loop to ensure continuous improvement and make adjustments based on employee insights.

6.2 Conclusion

So, finally, the report can be summed up by saying that Green HRM has been one of the most important factors in a modern-day business. The implementation of Green Human Resource Management (GHRM) in the Bangladeshi banking sector presents a significant opportunity for organizations to align their business practices with environmental sustainability. While some leading banks have made commendable progress by integrating Green HRM into their operations, there is still much work to be done across the industry.

Renwick et al. (2013) argue that GHRM practices that align HR policies with sustainability goals can lead to a significant reduction in an organization's environmental footprint while simultaneously fostering a positive work environment. Moreover, studies by Shen et al. (2016) highlight that organizations that prioritize Green HRM in performance evaluations experience better alignment between employee contributions and sustainability goals, resulting in greater organizational success.

However, as highlighted by Rahman & Chowdhury (2019), the widespread adoption of GHRM in Bangladesh's banking sector is still in its early stages. Although some banks are leading the way, greater industry-wide efforts are required to ensure the broader implementation of green policies. Investment in renewable energy, employee training, and a focus on sustainable performance metrics are key strategies for fostering a culture of environmental responsibility within banks.

For conclusion finally we can say, Green HRM is not only a responsibility but also an opportunity for banks to lead by example, contributing to a greener future while achieving their business goals. With the right strategies and commitment from leadership, Green HRM can become a transformative force in the banking industry, driving long-term sustainability and success.

Appendix: A

Questionnaire

Green HRM Practice for Sustainable Workplace in the Banking Sector of Bangladesh.

1. Name

2. Age

3. Industry Name

4. Workplace

5. job position

6. How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?

- Strongly Agree
- Agree
- Sometimes
- Disagree

7. How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?

- Strongly Agree
- Agree
- Sometimes
- Disagree

8. Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?

- Strongly Agree
- Agree
- Sometimes
- Disagree

9. To what extent do you believe that employees at your bank are engaged ininitiatives that promote environmental sustainability?

- Strongly Agree
- Agree
- Sometimes
- Disagree

10. How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?

- Strongly Agree
- Agree
- Sometimes
- Disagree

11. In your opinion, how effectively does your bank integrate sustainable HRMpractices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?

Mark only one oval.

- Strongly Agree
- Agree
- Sometimes
- Disagree

12. Has your bank offered any training programs on sustainable HRM practices inthe past year?

Mark only one oval.

- Strongly Agree
- Agree
- Sometimes
- Disagree

13. How comprehensive do you find the content of the sustainable HRM trainingprograms provided by your bank?

- Strongly Agree
- Agree
- Sometimes
- Disagree

14. How effective was the training in increasing your understanding and implementation of sustainable HRM practices?

Mark only one oval.

- Strongly Agree
- Agree
- Sometimes
- Disagree

15. To what extent has the training on sustainable HRM practices helped you inapplying these practices in your daily work?

- Strongly Agree
- Agree
- Sometimes
- Disagree

16. What additional topics related to sustainable HRM would you like to seecovered in future training sessions? (Select all that apply)
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

17. How would you rate the environmental sustainability features of your bank'sfacilities (energy-efficient lighting, water-saving fixtures, green building certifications)?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

18. How accessible are resources for sustainable practices (recycling bins, bikeracks, electric vehicle charging stations) at your workplace?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

19. To what extent do you feel that the physical workspace at your bank supports environmentally sustainable behaviors (use of natural light, indoor plants, open spaces)?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

20. How often does your bank seek employee feedback on improving the environmental sustainability of its facilities?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

21. What sustainable commuting options does your bank support or provide toemployees (public transportation subsidies, carpool programs, bike-to-work incentives)?
   - Strongly Agree

- Agree
- Sometimes
- Disagree

22. How aware are you of the sustainable HRM programs and initiatives implemented by your bank (wellness programs, diversity and inclusion initiatives, environmental sustainability programs)?
    - Strongly Agree
    - Agree
    - Sometimes
    - Disagree

23. Have you participated in any of your bank's sustainable HRM programs inthe past year?
    - Strongly Agree
    - Agree
    - Sometimes
    - Disagree

24. How effective do you believe your bank's sustainable HRM programs are inpromoting a sustainable and healthy work environment?
    - Strongly Agree
    - Agree
    - Sometimes
    - Disagree

25. To what extent do you feel that employees at your bank are engaged andmotivated to participate in sustainable HRM programs?
    - Strongly Agree
    - Agree
    - Sometimes
    - Disagree

26. In your opinion, how significant is the impact of your bank's sustainable HRMprograms on overall employee satisfaction and retention?
    - Strongly Agree
    - Agree
    - Sometimes
    - Disagree

27. To what extent are sustainability-related goals and objectives included inyour performance appraisal process?
    - Strongly Agree
    - Agree
    - Sometimes
    - Disagree

28. How effectively does your bank's performance appraisal system evaluateemployees on their contributions to sustainability initiatives (reducing paper usage, energy conservation, promoting green practices)?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

29. How often does the performance appraisal process provide feedback onsustainable HRM practices and offer development opportunities related to sustainability?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

30. How well does your bank's performance appraisal system recognize andreward employees for their efforts and achievements in sustainable HRM practices?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

31. How do you perceive the importance placed on sustainability in your performance appraisal compared to other performance criteria (financial targets,customer satisfaction)?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

32. How well does your bank's performance appraisal system recognize andreward employees for their efforts and achievements in sustainable HRM practices?
   - Strongly Agree
   - Agree
   - Sometimes
   - Disagree

33. How do you perceive the importance placed on sustainability in your performance appraisal compared to other performance criteria (financial targets,customer satisfaction)?
   - Strongly Agree
   - Agree
   - Sometimes

- Disagree

Appendix: B

Descriptive Statistics

	Mean	Std. Deviation	N
Environmental_Awarness	3.12	.388	50
How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?	3.28	.497	50
Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?	3.16	.650	50
To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability?	3.00	.728	50
How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?	3.04	.669	50
In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?	3.12	.627	50

Correlations

		Environmental_Awarness	How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?	Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?	To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability?	How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?	In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?
Pearson Correlation	Environmental_Awarness	1.000	.458	.667	.723	.627	.527
	How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?	.458	1.000	.238	.113	.211	.021
	Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?	.667	.238	1.000	.560	.079	.102
	To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability?	.723	.113	.560	1.000	.251	.134
	How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?	.627	.211	.079	.251	1.000	.329
	In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?	.527	.021	.102	.134	.329	1.000
Sig. (1-tailed)	Environmental_Awarness	.	<.001	<.001	<.001	<.001	<.001
	How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?	.000	.	.048	.218	.070	.443
	Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?	.000	.048	.	.000	.293	.240
	To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability?	.000	.218	.000	.	.039	.177
	How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?	.000	.070	.293	.039	.	.010
	In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?	.000	.443	.240	.177	.010	.
N	Environmental_Awarness	50	50	50	50	50	50
	How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?	50	50	50	50	50	50
	Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?	50	50	50	50	50	50
	To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability?	50	50	50	50	50	50
	How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?	50	50	50	50	50	50
	In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?	50	50	50	50	50	50

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	1.000[a]	1.000	1.000	.000	1.000	.	5	44	.

a. Predictors: (Constant), In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?, How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?, To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability? , How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?, Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.360	5	1.472	.	.[b]
	Residual	.000	44	.000		
	Total	7.360	49			

a. Dependent Variable: Environmental_Awarness

b. Predictors: (Constant), In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?, How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?, To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability? , How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?, Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.331E-16	.000		.	.	.000	.000
	How aware are you of your bank's policies regarding environmental sustainability and sustainable HRM practices?	.200	.000	.256	.	.	.200	.200
	Has your bank provided training on environmental sustainability and sustainable HRM practices in the past year?	.200	.000	.336	.	.	.200	.200
	To what extent do you believe that employees at your bank are engaged in initiatives that promote environmental sustainability?	.200	.000	.376	.	.	.200	.200
	How often does your bank implement sustainable practices (energy conservation, waste reduction, use of eco-friendly materials) in its daily operations?	.200	.000	.345	.	.	.200	.200
	In your opinion, how effectively does your bank integrate sustainable HRM practices (promoting work-life balance, fair labor practices, diversity and inclusion) with its environmental sustainability goals?	.200	.000	.324	.	.	.200	.200

a. Dependent Variable: Environmental_Awarness

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