

ADOPTION AND IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN BANGLADESH: A CASE STUDY ON PRIVATE COMMERCIAL BANKS

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Abstract

Green Human Resource Management (GHRM) is become very popular topic in the environmental concerned economy as it helps organizations to maintain environment friendly products and operations, to manage corporate environmental programs successfully. The aim of the study is to determine the extent to which private commercial banks in Bangladesh have adopted green human resource management practices and its impact on private banking sector of Bangladesh. The study used primary data collected through a specially designed questionnaire. This study covers medium size of population including all executives of private commercial banks in Bangladesh. The data collected were analyzed using descriptive statistics. The findings indicate that green human resource management practices helps in minimizing environmental pollution by encouraging green practices like: video conferencing, teleconferencing, e-recruitments, recycling, online training programs, environmental training, environmental audit, use energy efficient light bulbs etc. Most of the private commercial banks have green vision and mission statement, including environmental issues in job description and job specification, setting green targets and goals and involving employees to set green strategies. Besides, the results of this study illustrate that green human resource management has a strong impact on the private banking sectors to go green. It can be recommend that private commercial banks should use sky-lights to maximize natural light, use recycled paper, use jute bags instead of ploy bags for official purpose, use teleconferencing, and video-conferencing instead of business travel and include environmental concern in organizational vision/mission statements.

Keywords: Green Human Resource Management, Private Commercial Banks, Descriptive Statistics, Green Human Resource, Green Vision and Mission etc.

Introduction

Today, Green Human Resource Management (GHRM) has become a key business strategy for the significant organizations where human resource departments play an active role in going green at the office (Shaikh, 2010). Green human resource management encompasses all activities aimed at helping an organization carry out its activities for environment management to reduce its carbon footprint in areas such as acquisition of human resources, their induction, performance management, learning and development and compensation and reward management (Bhalla et. al., 2016). Green human resource management refers to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It includes policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha et. al., 2014). Green HR will play an important role in making the employees aware of and concerned for preservation of natural resources and contribute in pollution control,

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waste management and manufacture of eco-friendly products (Nawaratne, 2015). The environmental protection and environmental performance of the firm can be measure by number of activities performed by the firm in the domain of waste management, pollution control systems, recycling and mitigating environmental releases (Lober, 1996). The rise of sustainable development by the mean of environmental management, green human resource management (GHRM) is becoming most important and critical area of research in contemporary research issues (Bhutto et. al., 2016). The focus of current organizations are green human resource management, where human resource department is engaging in greening the culture of the organizations by maintaining green offices and green practices. In order to achieve organizational environmental goals of going green, green human resource management is very a vital factor. This can be achieved by hiring and maintaining green employees, having sufficient knowledge and skills of green employees (Sudin, 2011). Organizations need to conduct an environmental audit, thus changing the organizational culture, thinking about waste management, pollution and helping the society and its own people; those are getting affected by pollution. It also makes employees society members aware of the utilization of natural resources more economically and encourages eco-friendly products (Akkas, 2016). Similarly, green human resource management practices are the actual green HRM programs, processes and techniques that actually get implemented in the organizations in order to reduce negative environmental impacts or enhance positive environmental impacts of the organizations (Nawaratne et al., 2015). Application of new technology could improve the environmental decline by developing, for example, the biotech products and by searching for alternative energy to reduce the use of finite natural resources. Therefore, organizations should put more effort into the research on new technology to minimize the impacts of environmental destruction by creating products that are harmless and less pollution to environment (Aggarwal, 2015). Bangladesh is an emerging country for adopting green human resource management, especially in the banking sectors. The aim of this study is to assess the adoption and impact of green human resource management practices in the banking sectors of Bangladesh.

Green Human Resource Management Practices

This section defines and discusses the nature of green human resource management practices. Green human resource management was defined as “all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green” (Nawaratne et al. 2015). Green job descriptions and person (job) specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie et al., 1995 and Revill, 2000). Green recruitment may include providing information about company’s sustainable development policies and commitments, providing job descriptions, which include a number of environmental aspects, such as, health and safety issues associated to the job, degree of exposure to harmful substances/potential emissions, and so on (Sengupta et al., 2015). In the selection context, when making selection for the job vacancies organization should consider candidates to environmental concern and interest as selection criteria. When

interviewing candidates or evaluating them for selection, environmental-related questions were asked by those organizations (Crosbie et al., 1995 and Reville, 2008). Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organization (Crosbie et al., 1995 and Reville, 2000). Green performance management included corporate-wide environmental performance standards, which cover on-site use, waste management, environmental audits, and the reduction of waste (Sengupta et al., 2015). Besides, Renwick et al. (2008 and 2013) suggested that certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries. Finally, Green reward management was another key function of green human resource management. The sustainability of organization's environmental performance is highly dependent on the green reward management practices of the organizations. Renwick et al., (2008) suggested that several green reward management practices including green pay/reward system, tailor packages to reward green skills acquisition, use of monetary-based environmental management rewards (bonuses, cash, premiums), use of non-monetary based environmental management rewards (sabbaticals, leave, gifts), use of recognition-based environmental management rewards (awards, dinners, publicity, external roles, daily praise), positive rewards in environmental management (feedback), personal reward plan for all to gain green stewardship/citizenship, linking suggestion scheme with rewards system, linking participation in green initiatives with promotion/career gains (managers advance through supporting staff in environmental management), and use of green tax breaks. Renwick et al., (2008 and 2013) suggested that certain green employee relations and union management practices including employee involvement and participation in green suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance (cleaning), employee help-line for guidance in green matters, tailoring green employee involvement schemes to industry/company standards, increasing line/supervisory support behaviors in environmental management, union-management negotiating to reach green workplace agreements, training of union representatives in respect of environmental management aspects, encouraging employees to use green forms of transport, and introducing green whistle-blowing and help-lines.

Literature Review

Green human resource management has been recognized as a critical part in the management of any organization. However, most of the activities in the banking sector are technology based. Consequently, various studies have been conducted on green human resource management in the banking sector as well as in other industries.

Sakhawalkar et. al. (2015) has conducted a study on all IT companies in Pune where non-probability convenient sampling was used & structured questionnaire was filled by employees of IT companies in Pune City. The study revealed the awareness among employees in IT companies & implementation of various green human resource management practices. The study found that companies are going towards the environmental friendly initiatives that reduce an employee's carbon footprint. The results included: electronic data filing, vehicle sharing, video conferencing and virtual interviews, recycling, telecommuting, online training, work at home and developing more energy efficient office spaces. The study also found that respondents are aware about green human resource management practices and known that their organization is following such practices.

Marjan et. al. (2014) conducted a study on identification of the barriers of green human resource management in Iran's oil industry. In the study, 12 experts & HR Managers from oil industry were interviewed; it was found that there is lack of comprehensive plan to implement green human resource management & ambiguous green values were considered as barrier to green human resource management.

Aggarwal et al. (2015) conducted a study on green human resource management and found that green human resource management helped in minimizing environmental pollution by encouraging practices like car-pooling, video conferencing, e-recruitments, use of CFC-free air fresheners, recycling, online training programs, etc. They concluded that green human resource management was the integral of this century to outlast in the contemporary biz world by having an edge over the competitors, developing distinct green image in the market, conforming corporate social responsibility and accomplishing the motives of being an entrepreneur by generation of employment opportunities for talented eco-friendly manpower.

Jabbar et. al. (2014) conducted an investigation the factors that motivate employees towards organizations environmental performance. The 178 respondents (employees) of the firms that use green human resource management practices have taken for research. Convenient sampling was used for data collection. The result of the study revealed that human resource management practices influence employee motivation to become involved in environmental performance of the organization. The study also found that employees are more motivated through monetary rewards rather than non-monetary. Supervisors support also enhances the morale of employee to take initiatives towards environmental sustainability. Furthermore, rewards have positive impact on employees' motivation towards eco-initiatives.

Kim (2005) investigated how employees of the hotel industry perceived green practices. The data was collected from 220 respondents (employees) working in eight green certified hotels in Orlando where results found that performance levels of green practices implemented by hotels were lower than the importance levels of those same green practices as perceived by hotel employees. The study also reveals that there is positive correlation between organizational commitment and green practices.

Yusoff et. al. (2015) has done an exploratory study in order to attempt a conceptual understanding of the concept of Green Human Resource Management (HRM) in multinational companies in Malaysia. The study found that most of the

companies are focusing on green human resource management with special attention on five concepts namely: Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), Work-life Balance (WLB), Green Policies and Extra Care Program.

Bhutto et. al. (2016) conducted a study aimed to investigate the impact of green human resource like green recruitment, green training and development and green learning on the firm performance in Pakistan. The study found that majority of the employees prefers those organizations which are ready to go green and practices green human resource management. More specifically, the findings indicate that firms can improve performance by adopting green human resource management.

Renwick et. al. (2008) conducted a study on green human resource management and found that distinguished policies in the field of recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered as powerful tools for aligning employees with an organization's environmental strategy.

Ahmad (2015) discussed about need of developing correlation between existing HR policies and practices with green human resource management for sustainable development. The study suggests that green human resource management can become a key business strategy for an organization with active participation by human resource department.

Mehta et. al. (2017) conducted a research on green human resource management practices and organizational culture in India and found that green goals helped to conceptualize the organization to be a part of the society which worked for sustainability in long term and thus tries to build an organization culture which motivates people to go green for more life. The study suggested that competencies of effective human resource should be engaged in such a way that the major effort of green HRM are fulfilled for increased performance and sustainable development.

Mandip (2012) Conducted a research on green human resource management; people management commitment to environmental sustainability found that green human resource management practices helped organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc.

From the above review of the literatures it is found that some studies have been conducted on green human resource management home and abroad but none of the study looked into adoption and impact of green human resource management practices in the private banking sectors in Bangladesh. So, there is a need to conduct such a study on green human resource management for making human resource practices environment friendly.

Objectives of the Study

The major objective of the study is to assess the adoption and impact of green human resource management practices in the private commercial banks in Bangladesh. The specific objectives of the present study are:

- i. to assess the extent to which commercial banks in Bangladesh have adopted green human resource management;
- ii. to assess the impact of green human resource management practices on the private commercial banks in Bangladesh; and
- iii. to make recommendations for improving better green human resource management in banking sectors.

Methodology of the Study

Research Design

This study adopted an exploratory research that aimed to assess the adoption and impact of green human resource management practices in the private commercial Banks in Bangladesh.

Population Size

According to Bangladesh Bank, 40 private commercial banks are operating in Bangladesh. This study covers medium size of population including all executives of private commercial banks in Bangladesh.

Sample Size and Sampling Technique

The sample size (n) is calculated based on standard deviation of the populations, acceptable magnitude of error and confidence level. According to Zikmund (2003), the sample size can be calculated as follows;

$$n = \left(\frac{ZS}{E}\right)^2 \quad \text{Here, n= sample size}$$

Here, Z= standardized value corresponding to confidence level (95%), S= standard deviation (15) and E=range of error (4). So, the required sample size is 50.

$$n = \left(\frac{(1.96)(15.00)}{4}\right)^2 = 54.022$$

The questionnaire was sent to 50 respondents selected through random sampling technique and 31 filled in questionnaires were returned resulting in response rate of 62%. The respondent's combination was:

Generations of Bank	Number of Banks	Number of Respondents	Total Sample Size
1 st	2	10	50
2 nd	3	15	
3 rd	3	15	
4 th	2	10	

Questionnaire and Data Collection Technique

This study has been written using both primary and secondary data. Primary data have been collected through questionnaire survey. The questionnaire was developed on the basis of an extensive literature review and expert opinion collected from in-

depth interviews. Then, it was pre-tested on a set of 20 experts. It was ended with some corrections and modifications. The questionnaire contained few statements and each statement could be answered on a five point Likert scale from 1= strongly disagree to 5= strongly agree. Secondary data have been collected from various articles, publications, books, news published in daily newspapers, websites and etc.

Data Analyses

Descriptive statistics such as frequency tables, sample percentages, mean scores and standard deviation were used to analyze the data. MS Word, MS Excel, IBM SPSS (version-22) was used to analyze the data.

Results and Analyses

The results of the present study have been presented in tables 1 to 12. The researcher examined the demographic characteristics of the respondents with regard to their management position and tenure of service.

Table 1 shows the position of respondents in the organizational hierarchy. It exhibits that;

Table 1 Frequency distribution showing respondent's position under study

Respondent's Position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	EO	5	16.1	16.1	16.1
	MTO	6	19.4	19.4	35.5
	OFFICER	4	12.9	12.9	48.4
	PO	1	3.2	3.2	51.6
	SEO	4	12.9	12.9	64.5
	SO	11	35.5	35.5	100.0
	Total	31	100.0	100.0	

Source: Field Survey.

It shows that 35.5% of the respondents were senior officer while 19.4% of the respondents were management trainee officer and 12.9% of the respondents were officer as well as senior executive officer.

Table 2 shows the demographic characteristics of the respondents. It exhibits that;

Table 2 Frequency distribution showing tenure of service of respondents under study

Tenure of Service					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 3 years	6	19.4	19.4	19.4
	4 to 7 years	23	74.2	74.2	93.6
	Over 8 years	2	6.4	6.4	100
	Total	31	100.0	100.0	

Source: Field Survey.

It shows that 74.2% of the respondents had served for 4 to 7 years in the bank, while 19.4% had served for not more than 3 years and 6.4% of the respondents had served for more than 8 years in their banks.

Existence of Green Human Resource Management

The respondents were asked that they were conversant or familiar with the term green human resource management. Table 3 shows the respondents perceptions about green human resource management. It exhibits that;

Table 3 Frequency distribution showing respondents perception about green human resource management under study

Familiar or not with Green Human Resource Management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	93.6	93.6	93.6
	No	2	6.4	6.4	100.0
	Total	31	100.0	100.0	

Source: Field Survey.

As shown in table 3, 93.6% of the respondents of private commercial banks were conversant or familiar with green human resource management and only 6.4% respondents didn't familiar with green human resource management.

The respondents were asked that do you think human resources management has direct involvement in green program. Table 4 shows the respondents opinion about green program. It exhibits that;

Table 4. Frequency distribution showing respondents opinion about green program under study

Respondent's Involvement in Green Program					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	31	100.0	100.0	100.0
	No	0	0	0	100.0
	Total	31	100.0	100.0	

Source: Field Survey.

As shown in table 4, 100% of the respondents of private commercial banks were agreed that human resources management has direct involvement in green program.

Extent of Green Human Resource Management Adoption

The respondents were asked to indicate the practices of green human resource management that were used in their organizations. Table 5 shows the respondents opinion about green human resource management adoption. It exhibits that;

Table 5. Frequency distribution showing respondents opinion about green human resource management adoption under study

Green HRM Applications	Currently in Use (%)	Future Use (%)
Green job analysis	48	85
Green human resource planning	55	90
Green recruitment and selection	78	92
Green training and development	62	89
Green performance management	47	82
Green rewards and compensations	78	95
Green employee participation	42	77
Green employee relation	31	85

Source: Field Survey.

As shown table 5, 78% of the respondents of private commercial banks were using green recruitment and selection and green rewards and compensations practices while 62% of the respondents were using green training and development practices. The most popular future uses of green human resource management practices are green human resource planning, green recruitment and selection, green rewards and compensations and green training and development program.

Green Human Resource Management Practices

The findings regarding the relevance of six green human resources management practices in the private commercial banks are presented below;

Management of Organization culture

The respondents were asked to rate the relevance of 4 statements regarding management of organizational culture as applied in their private commercial banks on a scale of 1 to 5. Table 6 contains the results of this finding.

Table 6: Respondents rating on various activities related to management of organizational culture

Descriptive Statistics			
Statements	Variables	Mean Score \bar{X}	Std. Deviation
Top management clarifies information and values of environmental management throughout the organization.	Culture1	4.00	.25820
Top management develops punishment systems and penalties for noncompliance in environmental practices.	Culture2	3.77	.56034
Top management actively supports environmental practices.	Culture3	3.26	.51431
Organizational vision/mission statements include environmental concern.	Culture4	3.26	.51431

Source: Field Survey.

From the table 6, most of the respondents of the private commercial banks in Bangladesh with mean score 4.0 stated that top management clarifies information and values of environmental management throughout the organization. The second in the ranking, with a mean score of 3.77, was that top management develops punishment systems and penalties for noncompliance in environmental practices. Finally the third in the ranking, with mean score 3.26 was that organizational vision/mission statements include environmental concern and top management actively supports environmental practices.

Green Recruitment and Selection

The respondents were asked to rate the relevance of 3 statements regarding green recruitment and selection as applied in their private commercial banks on a scale of 1 to 5. Table 7 contains the results of this finding.

Table 7: Respondents rating on various activities related to green recruitment and selection

Descriptive Statistics			
Statements	Variables	Mean Score \bar{X}	Std. Deviation
Job descriptions and specifications include environmental concerns.	Recruitment1	3.71	.46141
Recruitment messages include environmental behavior/commitment criteria.	Recruitment2	3.65	.55066
Selecting applicants who are sufficiently aware of greening to fill job vacancies.	Recruitment3	3.16	.58291

Source: Field Survey.

From the table 7, most of the respondents with mean score 3.71 stated that job descriptions and specifications include environmental concerns. The second in the ranking, with a mean score of 3.65, was that recruitment messages include environmental behavior/commitment criteria. Finally the third in the ranking, with mean score 3.16 was that selecting applicants who are sufficiently aware of greening to fill job vacancies.

Green Training and Development

The respondents were asked to rate the relevance of 4 statements regarding green training and development as applied in their private commercial banks on a scale of 1 to 5. Table 8 contains the results of this finding.

From the table 8, most of the private commercial banks in Bangladesh respondents with mean score 4.29 stated that all training materials are available online for employee to reduce paper cost. The second in the ranking, with a mean score of 4.00, was that induction programs that emphasize environmental issues. The third in the ranking, with mean score 3.95 was that taking consideration on environmental issues when training requirements were analyzed. Finally, environmental training is given most priority when compared to other types of company training with mean score 3.80.

Table 8: Respondents rating on various activities related to green training and development

Descriptive Statistics			
Statements	Variables	Mean Score \bar{X}	Std. Deviation
All training materials are available online for employee to reduce paper cost.	Training4	4.29	.86385
Induction programs that emphasize environmental issues.	Training3	4.00	.85635
Taking consideration on environmental issues when training requirements were analyzed.	Training1	3.93	.35921
Environmental training is given most priority when compared to other types of company training	Training2	3.80	.54279

Source: Field Survey.

Green Performance Management

The respondents were asked to rate the relevance of 4 statements regarding green performance management as applied in their private commercial banks on a scale of 1 to 5. Table 9 contains the results of this finding.

Table 9: Respondents rating on various activities related to green performance management

Descriptive Statistics			
Statements	Variables	Mean Score \bar{X}	Std. Deviation
Organization incorporates environmental management objectives and targets with the performance evaluation system of the organization.	Performance1	3.87	.49946
Employees know their specific green targets, goals and responsibilities.	Performance2	3.81	.47745
Roles of managers in achieving green outcomes included in appraisals.	Performance4	3.77	.49730
Providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.	Performance3	3.61	.61522

Source: Field Survey.

From the table 9, most of the respondents with mean score 3.87 stated that organization incorporates environmental management objectives and targets with the performance evaluation system of the organization. The second in the ranking, with a mean score of 3.81, was that employees know their specific green targets, goals and responsibilities. The third in the ranking, with mean score 3.77 was that roles of managers in achieving green outcomes included in appraisals. Finally, providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance with mean score 3.61.

Green Rewards and Compensations

The respondents were asked to rate the relevance of 2 statements regarding green rewards and compensations as applied in their private commercial banks on a scale of 1 to 5. Table 10 contains the results of this finding.

Table 10: Respondents rating on various activities related to green rewards and compensations

Descriptive Statistics			
Statements	Variables	Mean Score \bar{X}	Std. Deviation
Link suggestion schemes into reward systems by introducing rewards for innovative environmental initiative or performance.	Compensation2	3.68	.59928
The company offers non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion).	Compensation1	3.65	.70938

Source: Field Survey.

From the table 10, most of the private commercial banks in Bangladesh with mean score 3.68 stated that link suggestion schemes into reward systems by introducing rewards for innovative environmental initiative or performance. Finally, with mean score 3.65 was that the company offers non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion).

Green Employee Participation

The respondents were asked to rate the relevance of 2 statements regarding green employee participation as applied in their private commercial banks on a scale of 1 to 5. Table 11 contains the results of this finding.

Table 11: Respondents rating on various activities related to green employee participation

Descriptive Statistics			
Statements	Variables	Mean Score \bar{X}	Std. Deviation
Organization offers workshops or forums for staff to improve environmental behavior and exchange their tacit knowledge.	Participation2	3.90	.39622
Involve employee in formulating environmental strategy.	Participation1	3.84	.58291

Source: Field Survey.

From the table 11, most of the private commercial banks in Bangladesh with mean score 3.90 stated that organization offers workshops or forums for staff to improve environmental behavior and exchange their tacit knowledge. Finally, with mean score 3.84 was that involve employee in formulating environmental strategy.

Impact of Green Human Resource Management Adoption

Respondents who reported that their organization had adopted green human resource management were asked to indicate their perceptions of the impacts of green human resource management practices on their organizations. This was done by measuring their views on statements about the impact of green human resource management on a scale of 1 to 5. The perceived impacts on the organization were measured by items taken from previous research. Table 12 contains the results of this finding.

Table 12: Respondents rating regarding impact of green human resource management adoption

Descriptive Statistics				
Statements	Variables	Mean Score \bar{X}	Mean Rank Order	Std. Deviation
Paperless policy including use of electronic software or enterprise systems.	Impghrm10	4.52	1	.62562
Ensuring eco-friendly environment.	Impghrm9	4.42	2	.50161
Cleaning AC units regularly to prevent bacteria.	Impghrm14	4.42	3	.67202
Use of recycled paper in the banks to minimize operating costs.	Impghrm5	3.42	4	.80723
Use of sky-lights to maximize natural light throughout the premises.	Impghrm12	4.40	5	.66720
Ensuring online leave application and electronic pay slip generation in the banks.	Impghrm4	4.35	6	.55066
Encouragement of e-recruitment and e-selection process.	Impghrm3	4.35	7	.60819
Establish standards for waste disposal, using environment friendly gadgets, recycling & reuse of products.	Impghrm2	4.29	8	.64258
Ensuring non-smoking policy for improving indoor air quality.	Impghrm11	4.23	9	.84497
Place green live plants on premises for improving the quality of indoor air.	Impghrm13	4.23	10	.66881
Organizations have made the office premises as plastic free zone.	Impghrm8	4.16	11	.73470
Save power and energy by installing timers to automatically turn off lights, use energy efficient light bulbs & switch off electricity when not needed.	Impghrm1	3.94	12	.62905
Use of jute bags instead of ploy bags for official purpose.	Impghrm15	3.94	13	.44238
More involvement of employees for better implementation of Green practices in the organization.	Impghrm7	3.64	14	.70938
Reduce business travel and official tours via teleconferencing, and video-conferencing.	Impghrm6	3.58	15	.99244

Source: Field Survey.

From the table 12, most of the respondents of the private commercial banks in Bangladesh with mean score 4.52 stated that paperless policy including use of

electronic software or enterprise systems had strong impact on green human resource management practices. Besides, with mean score 4.42 also stated that ensuring eco-friendly environment as well as cleaning AC units regularly to prevent bacteria and use of recycled paper in the banks to minimize operating costs to ensure green human resource management. The third in the ranking, with a mean score of 4.40, was that use of sky-lights to maximize natural light throughout the premises. The fourth in the ranking, with a mean score of 4.35, was that ensuring online leave application and electronic pay slip generation in the banks and encouragement of e-recruitment and e-selection process. On the other hand, Establish standards for waste disposal, using environment friendly gadgets, recycling & reuse of products with mean score 4.29 had strong impact on green human resource management practices. Most of the respondents agreed with mean score 4.16 ensuring non-smoking policy for improving indoor air quality as well as Placement green live plants on premises for improving the quality of indoor air to maintain organization green. Respondents also agreed to save power and energy by installing timers to automatically turn off lights, use energy efficient light bulbs & switch off electricity when not needed and use of jute bags instead of ploy bags for official purpose with mean score 3.94. Finally, with mean score 3.58 was that reducing business travel and official tours via teleconferencing and video-conferencing.

Conclusions

This study aimed at determining the extent to which private commercial banks in Bangladesh have adopted green human resource management and to identify impact of green human resource management on private banking sectors. To this end, it establishes that, there is a better sense of appreciation of the concept of green human resource management in the private commercial banks in Bangladesh. It has been found that, private commercial banks in Bangladesh have been implementing a number of green human resource management initiatives. Green human resource management helps in achieving greater efficiency and lower costs within a process, reducing and eliminating ecological wastage and refurbishing human resource products, tools and procedures. Being environmentally conscious organizations are starting to integrate green attempts into their regular work environment. The study findings indicate that green human resource management helps in minimizing environmental pollution by encouraging green practices like, video conferencing, e-recruitments, recycling, online training programs, use energy efficient light bulbs etc. But the most popular future uses of green human resource management practices are green human resource planning, green recruitment and selection, green rewards and compensations and green training and development program and organizations should try to adopt green human resource management practices. The results of this study illustrate that green human resource management has a strong impact on the private banking sectors to go green. It should therefore encourage authorities to implement green human resource management practices in their organizations, both to improve ecological environment and talented eco-friendly manpower. We recommend that private commercial banks should use sky-lights to maximize natural light, use recycled paper, use jute bags instead of ploy bags for official purpose, use teleconferencing, and video-conferencing instead of business travel and include environmental concern in organizational vision/mission statements.

The present study suffers from certain limitations. The study covers only private banking sector and all other sectors remain unexplored and the sample studied for the survey was not enough. Further research could be done to determine the factors influencing the adoption of green human resource management in the banking and financial sectors in Bangladesh and measuring the relationship between green human resource management and job satisfaction or organizational change in Bangladesh.

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