

**DISSERTATION PAPER  
ON  
CAUSE AND EFFECT OF GREEN HUMAN RESOURCE MANAGEMENT  
PRACTICES ON JAMUNA BANK LIMITED.**

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**Submitted for the partial fulfilment of the degree of  
Master of Business Administration**



**Date of submission:** 3<sup>rd</sup> February, 2021

## LETTER OF TRANSMITTAL

Date: 3<sup>rd</sup> February, 2021

Amir Husen  
Assistant Professor

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**Subject: Submission of the Project Paper**

Honorable Sir,

At first I would like to thank you for giving me such an important job to prepare an project paper on **Cause and Effect of Green Human Resource Management Practices on Jamuna Bank Limited**. The report is based primary observation data and some other informal information sources.

This was a unique opportunity for me to work independently with such an interesting topic where I can apply my theoretical knowledge, sitting inside a real business environment. This report was performed widely on my part and I have tried my best to complete the paper in appropriate way even though having faced some obstacles.

Thank you for giving me this opportunity and shall be available for any further clarification you may require.

Sincerely yours,

-----  
Maksuda Akter  
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## **CERTIFICATE OF APPROVAL**

This is to certify that, Maksuda Akter, ID: MBA2001019008 is a student of MBA program Sonargaon University. She has completed the project report entitled Cause and Effect of Green Human Resource Management practices on Jamuna Bank Limited.

I am pleased to certify that the data and the findings presented in the report in is an authentic work of, I strongly recommend the report presented by Maksuda Akter, for further academic session.

I also certify that Maksuda Akter bears strong moral character and a very pleasing personality. It has indeed been a great pleasure of me working with her.

I wish her every success in life.

Supervisor

-----  
**Amir Husen**

Assistant Professor

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## **STUDENTS' DECLARATION**

I hereby declare that the Study report on Cause and Effect of Green Human Resource Management practices on Jamuna Bank Limited. Includes the results of my own works, pursued under the supervision of Amir Husen, Assistant Professor, Department of Business Administration, Sonargaon University.

Further affirm that the work presented in this report is original and no part or whole this report has been submitted to, in any form, any other university or institution for any degree or any other purpose.

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## **ACKNOWLEDGEMENT**

At first I would to thank Almighty **ALLAH** who gave me to prepare this Dissertation paper. I also give thanks to the respondents who give their valuable opinion and help me to prepare my survey properly. This report has created a deal of interest to me.

Preparation of this report received assistance, guidance and too valuable time of many important and prestigious personalities. I would like to express my appreciation to my supervisor Amir Husen, Assistant Professor, Department of Business Administration, Sonargaon University and I also thanks to, Lutfar Rahman, Officer, Jamuna Bank Limited. I would like to thanks the authority to the Sonargaon University for allowing me to do my report here.

## **EXECUTIVE SUMMARY**

This report title Cause and Effect of Green Human Resource Management practices study on Jamuna Bank Limited prepared to fulfill the partial requirement of project of MBA program under Sonargaon University. Green Human Resource Management essential for every organization. It's mainly environment friendly human resource practice in the organization. This report surveys the cause, effect, barriers of Green Human Resource Management. The report is divided into five chapters. Chapter one is introductory which includes the Introduction, Significance, Methodology, Objectives, & Limitation of the study.

Chapter two focuses on the Literature review of the report. Chapter three is the theoretical concept which is divided into the means of Green Human Resource Management, Characteristics of Green Human Resource Management, Advantage & Disadvantage of Green Human Resource Management and Difference between the Green Human Resource Management and Conventional Human Resource Management.

Chapter Four contains the data analysis part which focuses the introduction information about the respondents, knowledge about the Green Human Resource Management, awareness about the Green Human Resource Management and opinion and suggestion about the Green Human Resource Management. The collected data was analyzed by SPSS.20 version software and finally data was presented in graphs and tables.

At last chapter focuses on the findings, recommendation and Conclusion. Finally it is said that Green Human Resource Management

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## Acronyms

HRM	Human Resource Management
GHRM	Green Human Resource Management
JBL	Jamuna Bank Limited
HR	Human Resources
HRD	Human Resource Department
KPI	Key performance Indicators
SMART	Specific, Measurable, Attainable ,Realistic & Timely
IT	Internet Times

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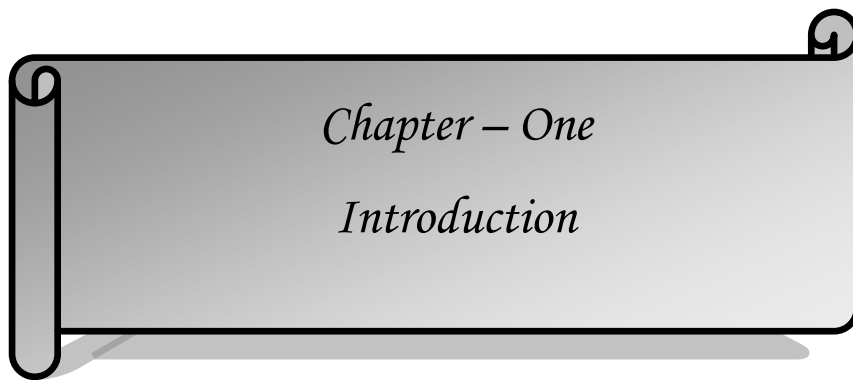
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*Chapter – One*

*Introduction*

## 1.1 Introduction:

In recent years environment destroy many ways. Destroying environment it's harmful for men's & wild life. It's threatening for the living place earth. Every day we see that many types of pollution like Water, Air, Soil & Noise. With major these pollution we invented some new pollution like Thermal, Visual, Lighting, Plastic Littering and Radioactive. This new types of pollution main sources are Industry and organization. Stop that kind of pollution people remedies some Green project like Green Environment, Green Banking, Green Finance, Green Human Resource Management, Green Building, Green Field project, Green marketing, Green Products.

Green means G=Give care to environment and people, R=Respond as soon as possible, E=Environmentalism comes first, E=Economic returns will follow, N=Networking is to interact and pass message, S=Social harmony will be accomplished (Albert p.k. Lau-2009, Urban dictionary, 2009)

Human resource management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce (Ricky W. Griffin, 2005). Green Human Resources Management is give importance for Eco Friendly Environment. Many organizations have started practicing best practices by giving importance for sustainability. Example: Reducing use of all the employees cars and encouraging carpooling, Conducting internal energy audit to monitor energy consumed and save, Go ahead with paperless and avoiding un-wanted printing, Practicing Recycle, Spreading awareness among employees and their family members, Use of advanced technology like Virtual learning, Teleconferences to avoid employees travel, Saving water through most efficient ways and practices, Best practice by exploring opportunities for alternative energy sources, Saving electricity by using power saving lights and machines, Encouraging GREEN office environment - which creates excellent work environment, Encouraging organic garden for vegetable, fruits for employees canteen(Gowdara PH.D Human Resource Management, Symbiosis International University, Poona-2017,quora.com)

Jamuna Bank Limited (JBL) is a Banking Company registered under the Companies Act, 1994 of Bangladesh with its Head Office currently at Hadi Mansion, 2, Dilkusha C/A, Dhaka-1000, and Bangladesh. The Bank started its operation from 3rd June 2001.

The Bank provides all types of support to trade, commerce, industry and overall business of the country. JBL's finances are also available for the entrepreneurs to set up promising new ventures and BMRE of existing industrial units. The bank was established by a group of local entrepreneurs who are well reputed in the field of trade, commerce, industry and business of the country. The Bank offers both conventional and Islamic banking through designated branches. Total employee of Jamuna bank 2824 male representation 2406 & female 418. Their permanent staff 1974, Probationary staff 199, SME Sales 80, Casual staff 571 (Jamuna bank Annual Report-2018).

Jamuna bank tries to practices Green Human resource Management policy. (HR- Human Resource department) had great Knowledge about Green Human resource Management. They have also known about the Recruiting process & selection, Compensation, Benefits, Job design. They are started practices Green Human resource Management policy initially but in seven to ten years they are fully practices Green Human resource Management policy.

The study also examines how the awareness about Green HRM, Causes of Green HRM, Benefits of Green HRM ,Effects of Green HRM, Barriers of Green HRM, Practices of Green HRM. The rest of the paper is prepared as follows. It begins appraisal of journalism on Green Human Resource Management and some other website also the definition of scholars.

## **1.2 Significance of the study:**

The findings of the study will return to benefit of the organization considered that Green Human Resource Management plays an important role for eco-friendly environment.

Green Human Resource Management reduces the use of environmentally damaging chemicals in their products. Green HR commitment and following the green value and practices. Green Human Resource Management use solar energy and their office based on paperless office.



Green performance management system important to communicate green schemes to all levels of staff. It is successful through developing performance indicators for each risk area in environmental awareness and instruction. Green Recruitment and selection Process Company use the website or web portal to reduce wastage of print materials. Training employee on green HRM program mostly use online course material rather than handout material reducing the uses of paper. It's creating green workplace for the employee.

This would expectedly heighten awareness of the providers and the user of this policies counterattack to possible threatens. To the future people, this study can provide the baseline information on the recent status of Green Human Resource Management.

### 1.3 Methodology of the study:

This is a casual study whereas to identify the Cause and Effect of Green Human Resource Management practices study on Jamuna Bank. Convenience random sampling technique was used to Select 6 respondents who are employees of HRD of JBL. A structured questionnaire was developed with each statement using a five point likert scale, ranging from strongly disagree (1) to strongly agree (5). Total of 23 items were included in the survey questionnaire based upon the prior studies.

**Population:** Total 14 employees are working in the Human Resource Department of Jamuna Bank Limited.

**Sample size:** Out of 14 employees, 6 employees are selected randomly.

Collected data was analyzed by the SPSS.20 version software. Finally data was presented by tables and graphs.

## 1.4 Objectives of the study

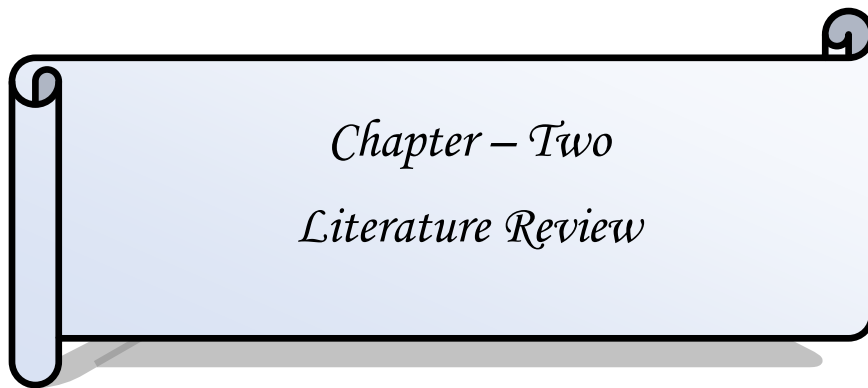
The primary objective of this report is to identify the cause and effects of Green Human Resource Management. The other specific objective can be stated as under:

- To know the level of awareness about Green Human Resource Management.
- To identify the perception of employee on Green Human Resource Management.
- To Know the Barriers of Green Human Resource Management.
- To make recommendation for Human Resource Department.

## 1.5 Limitations of the study

This thesis study was not free from limitation. It is key to note that these limitation somehow contributed in developing a shining and excellent report. Below these limitations are:

- This report was time constrained.
- This report was made by primary information that's why some respondent feel disturbance and boring to fill up the questionnaire.
- Some respondents didn't get their time for busy schedule.
- There is a Possibility of having some mistake in this report though best effort has been applied to avoid any kind of mistake.
- This study is conducted only one bank. So there is a problem to generalize the findings.



*Chapter – Two*  
*Literature Review*

## 2. Literature Review:

**Kulshrestha & Srivastava (2018)** explained that main focuses reduce to waste and optimize the use of resources. Focuses not only the reduction of carbon footprint of each employee and retain to talent also focuses on vital two elements friendly human resource practices and preservations of the knowledge capital. Ensure this policy improves productivity but several areas company incorporate such as internet using reduces business trips.

**Rajah A.A et al (2015)** identified and enlighten that Green human resource practices under the 12 function of human resource management. The ultimate aim of Green Human Resource Management practices is to improve the organizations sustainable environment performance. Green HRM practices are more powerful tools in making organizations and their operations green and suggest that organizations be required to give more priority to make each function of HRM green.

**Hussain (2018) described** It involves undertaking environmental friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which is in turn help organizations to reduce employee carbon footprints by the likes of electronic filing, car sharing, job sharing and teleconferencing and virtual interviews, recycling, telecommuting, online training, energy efficient office spaces etc. The responsibility of the present generations, HR managers is to create awareness amongst the youngsters and among the employees about the Green HRM, Green Movement utilization of natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation. HR has a role in the pursuit of greener business practices, a role to save planet Earth and recruit new employees and enforce greener working practices and change environmentally unfriendly behaviors.

**Mishra (2017)** said that Green human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement and compensation. There is further scope to utilize the full potential of GHRM practices for encouraging pro-environmental behavior in the organizations.

**Zubair and Khan (2019)** said that relatively a new idea and is gaining limelight with the acknowledgement of the importance of environmental concerns and role organizations can play. Basis of this idea can be linked to the ‘Green Movement’ that actually guides idea of promotion of sustainable practices in different functions of an organization.

**Peerzadah, et al (2018)** found that the green performance, green behaviors, green attitude, and green competencies of human resources can be shaped and reshaped through adaptation of green HRM practices. The green human resource management has the responsibility to create green awareness among the new talent and the existing employee working for the organization, encourage their employees for helping the organization to reduce the causes of environmental degradation through green movement, green programs, and practices, retain the resources for future generation.

**S.Vahdati (2018)** explained that combination of environmental management and Human Resource management (HRM) practices. Training and educating about Green Human Resource Management, the employees can be nurtured to develop greener behavior. primary knowledge of newcomer that is employed, the better and cheaper green human resource management can be implemented also organizational culture related to that & lastly decrease digital divide.

**Bangwal & Tiwari (2015)** was said that pro-environmental plan and implementing Green human resource management (GHRM) practices practically has produced a positive result toward the Green environment. Green HRM can develop willingness, inspiration and commitment to employees to contribute their efforts, ideas to the greening of their organization

**Haddock-Millar, et al (2015)** they identified that two prominent area of Green HRM the positioning and alignment of the environment and HR function including the integration with organizational performance and Green employee engagement.

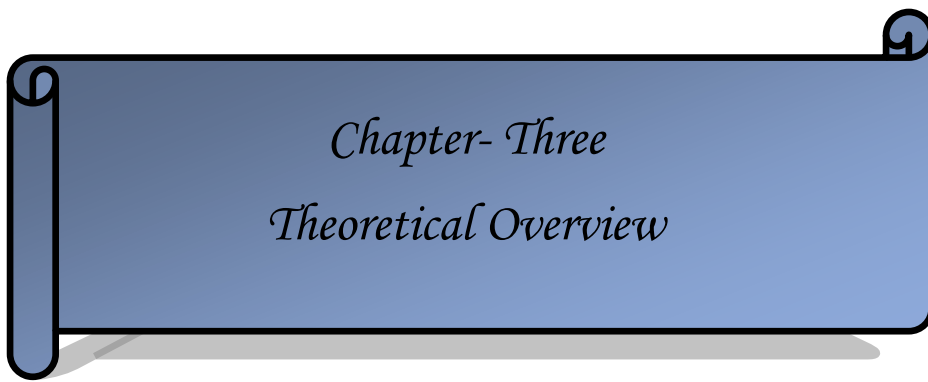
**Rani and Mishra, (2014)** was explained that an environment friendly initiative towards better work efficiencies, lesser cost, and amplified employee management levels. Green HRM also is the combination of the environmental management into HRM.

**Jabbar and Muhammad Abid ( 2015)** identified that organizations enables to reduce their costs and invest their resources for the betterment of the environment recruit employees with the objective to enhance environmental outcomes have gained customer satisfaction and eventually increased their performance.

**Mandip (2012)** said that refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. Employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products & employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being

**Aktar & Islam (2019)** explained that Green HRM practices such as green employee performance, green performance appraisal, green pay and reward, green training and development with employee behavior & employee Engagement.

**Ahmed (2015)** said that GHRM has become a key business strategy for the significant organizations where Human Resource Departments play an active part in going green at the office. GHRM has substantial scope for research in management field.



*Chapter- Three*  
*Theoretical Overview*

### **3.1 Green Human Resource Management:**

Human Resource management is the subset of management. Green Human Resource Management is the use of HRM policies to promote the sustainable use of resources within business organizations and more generally promotes the cause of environmental sustainability. It is directly responsible in creating green workforce that understand, practices green initiatives and maintain its green objective throughout the HRM process and advancing the firms human capital.

The concept of Green Human resource management was appeared in the year of 1990 & it was globally accepted by in the year of 2000. Environmental friendly HR policies reduces the wastage of Chemical, create green product, uses of paperless office, uses of solar energy protect the earth various kinds of pollution.

It's needed the participation of all the members of the organization to create and keep the organization green.

### **3.2 Need for Green Human Resource Management:**

Present situation Green Human Resource Management must be needed. Especially Asian economic development for environmental management its must be needed.

Green Human Resource Management has more needed than conventional Human Resource Management. Now given below some needs of Green Human Resource Management:

- Reduction in ecological footprints.
- More concentrate on social and environmental factors.
- Everyone must be give positive joint effort.
- It is create employee more committed and satisfied.
- Its decreases global warming
- It's make sure longer human and organization survival.



### 3.3 Strategic aspects of Green Human Resource Management:

Green Human Resource management have some strategic aspects its help to the organization maintain environment friendly practices and help the employee environmental health disease.

Give some strategic aspects of Green Human Resource Management:

- ❖ Green product involve waste & pollution management, resource management, sustainable design.
- ❖ Green process model take in sustainability applied to traditional functions, enterprise-wide green process modeling to incorporate green practices and sustainable-management.
- ❖ Green Workforce carry Human Resource strategies, culture, recruiting and retention, training, career path development, and diversity.
- ❖ Green Workplace contain global locations, physical plants, ergonomics, virtual workplace, green buildings, environmental discharge, waste and energy, use and source.
- ❖ Green Management and Governance Principles Consist of board and management accountability, sustainability test, compliance, incentives, ethics, reporting, and assurance.

### 3.4 Advantage of Green Human Resource Management:

Green Human Resource play a significant role in our environment. Eco friendly human resource practice contribute to green living and practices that help to less pollution. There are some advantages of Green Human Resource Management such as:

- Its help to the company let down costs without losing their talent.
- Create huge growth opportunity by being green & new friendly environment.
- Its reduction of environmental damage.
- Promotes employee morale.
- Retention rate of the employees improved.
- Organization concerned well-being& health of the worker.
- Its help to achieving higher employee job satisfaction and commitment.
- Tax benefits from government practices of green HRM policy.

### 3.5 Disadvantage of Green Human Resource Management:

Green Human Resource Management has so many advantage at the same its also have some disadvantages too given below:

- Initial Cost of this policy is huge.
- Many backup servers needed more security for Database management system.
- When server got crashed the operation will suffer.
- Hacker & Virus threats.
- Employee reluctance.
- Lack of support.

### 3.6 Difference between Green Human Resource Management vs. Conventional Human Resource Management:

Green Human Resource Management are environment friendly HRM practices and not harmful for human health and organization. Conventional HRM practices are traditional HRM policies. Here given some different between Green Human Resource Management and Conventional Human Resource Management:

Points	Green Human Resource Management	Conventional Human Resource Management
<b>Definition</b>	Green Human Resource Management is the use of HRM policies to promote the sustainable use of resources within business organizations and more generally promotes the cause of environmental sustainability.	A conventional Human resource management is the set of organizational activities directed at attracting, developing and maintaining an effective workforce.
<b>Energy saving</b>	It is high energy saving.	It is lower energy saving.
<b>Health &amp; Well being</b>	It's always thinking employee health & well-being.	Its sometimes thinking about employee some time not.
<b>Job satisfaction</b>	Higher employee job satisfaction	Depends on organization.
<b>Environmental Damage</b>	Reduction of environmental damage.	Never concern for environmental damage.
<b>Office</b>	Paperless office	Paper use office.
<b>Products</b>	Green Products.	Chemicals use products.
<b>Efficiency</b>	Great efficiency	Efficiency not higher than Green Human Resource Management

### 3.7 HRM process is the context of Green HRM and Conventional HRM:

Green HRM and conventional HRM Interconnected with each other. Traditionally there are 18 functions of HRM including job design, job analysis, human resource planning, recruitment, selection, hiring, induction, performance evaluation, training and development, career management, pay management, incentives management, welfare management, management of employee movements, discipline management, health and safety management, grievance management and labor relations. Making a HRM function Green involves inclusion of policies, procedures, and practices which ensure right employee Green inputs and right employee Green performance of job. (Opatha-2013)

HRM process is the context of Green HRM and Conventional HRM that is given below:

<b>HRM Function</b>	<b>Green Policies, Procedures or Practices</b>
Job Analysis	<ul style="list-style-type: none"><li>➤ To include environmental dimension as a duty in Job Description.</li><li>➤ To include Green competencies as a special component in Job Specification</li></ul>
Human Resource Planning	<ul style="list-style-type: none"><li>➤ HR aspects of environmental management and map the terrain in this field.</li><li>➤ Planning through corporate environmental management initiatives which demand some new job positions and specific set of skills</li></ul>
Recruitment	<ul style="list-style-type: none"><li>➤ To include environmental criteria in the recruitment messages.</li><li>➤ To communicate the employer's concern about Greening through Recruitment efforts.</li></ul>
Selection	<ul style="list-style-type: none"><li>➤ To Considering candidate's environmental concern and interest as selection criteria</li><li>➤ To select applicants who are sufficiently aware of Greening to fill job vacancies.</li></ul>

Orientation	<ul style="list-style-type: none"> <li>➤ To providing general green induction</li> <li>➤ To providing job specific green induction</li> <li>➤ To developing induction programs showing green citizenship behavior of current employees.</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>➤ To Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organization.</li> <li>➤ To Installing corporate-wide environmental performance standards.</li> <li>➤ To integrating green criteria in appraisals or evaluating employee's job performance according to green-related criteria.</li> </ul>
Performance Evaluation	<ul style="list-style-type: none"> <li>➤ To evaluate employee's job performance according to Green related criteria.</li> <li>➤ To include a separate component for progress on Greening in the performance feedback interview.</li> </ul>
Training and Development	<ul style="list-style-type: none"> <li>➤ To providing training to the staff to produce green analysis of workspace.</li> <li>➤ To Applying of job rotation to train green managers of the future.</li> </ul>
Reward Management	<ul style="list-style-type: none"> <li>➤ To Introducing rewards for innovative environmental initiative/performance.</li> <li>➤ To Rewarding for green skills acquisition.</li> </ul>
Health and Safety Management	<ul style="list-style-type: none"> <li>➤ To ensuring green workplace for all.</li> <li>➤ To creating various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.</li> </ul>
Discipline Management	<ul style="list-style-type: none"> <li>➤ To Setting penalties or dismissal for environmental management breaches.</li> <li>➤ To Developing a progressive disciplinary system to punish employees who violate the rules of green conduct.</li> </ul>
Employee Relations	<ul style="list-style-type: none"> <li>➤ To introducing green whistle-blowing and help-lines.</li> <li>➤ To Joint consultations in solving environmental issues of the organization</li> </ul>

Source: Mamun, A.A, (2019) An Analysis of Employee Awareness on Green Human Resource Management Practices: Evidence from Bangladesh.

### **3.8 Implement of Green Human Resource Management:**

Here are some points that implement of Green Human Resource Management such as follows:

- Recruit & select those people who are committed to the environment.
- Must be performance based on environmental criteria when train & evaluate employees.
- Rewarding system must be appliance individual & group environmental performance.
- Encouraging employee's environmental management education.
- Discuss between team environmental problems & improvement of environmental management activities.

### **3.9 Green Human Resource Management Practice:**

There are some Green Human Resource Management practices which are mentioned below:

- Uses laptop when work with IT, because it's consume up to 90% less power than desktop.
- Inspire employee to turn off light, printer, computer after working hours.
- Organization must be used energy saving green device and luminous light bulbs.
- Less uses of papers & printing materials.
- Reduce the use of environmental damaging chemicals in their products.
- Try to make recycle products.
- Eco friendly air condition system must be used.
- Made a green themed game promote environmentally friendly behavior and staff togetherness.
- Manage a business meeting conference through video conferencing.
- Create a green business environment through uses of eco-friendly bag reduce of plastics materials & bottle.

### 3.10 Human Resource Management Practice on Jamuna Bank:

Total employee of Jamuna bank 2824 male representation 2406 & female 418. Their permanent staff 1974, Probationary staff 199, SME Sales 80, Casual staff 571. Jamuna bank use five factors approaches their HR business partner. Those are given below:

- **Discipline** - Discipline people, Discipline thoughts, Discipline actions & Culture of discipline.
- **Individual Efficiency**- Dedication- Job ownership- Career competition- Loyalty- Individual value & ethics- Pro-active
- **Customer Service**- Welcoming attitude- Down-to-earth approach- Meeting customer satisfaction & expectation- Rapport building
- **Quality**- Hygiene energized workplace- First service or production- Development Strategies- Quality assets & liability- Corporate Culture
- **Team Work**- No matter what, all individuals have single vision of KAIZAN (Continuous Improvement)- Transparent Communication among the team members- All members participation.

Ensures the optimum satisfaction of their employees which subsequently have an impact to render the best customer service that leads to boost their business and maximum their wealth the uses 6s strategy those are right man, right time, right place. Right pay, right leader, right strategy. In order to award and to retain the talents of the Bank they evaluate the employees objectively and unbiased and to take concrete decisions, Key Performance Indicators - KPI (SMART) is introduced in the bank using “The Balance Score Card”.

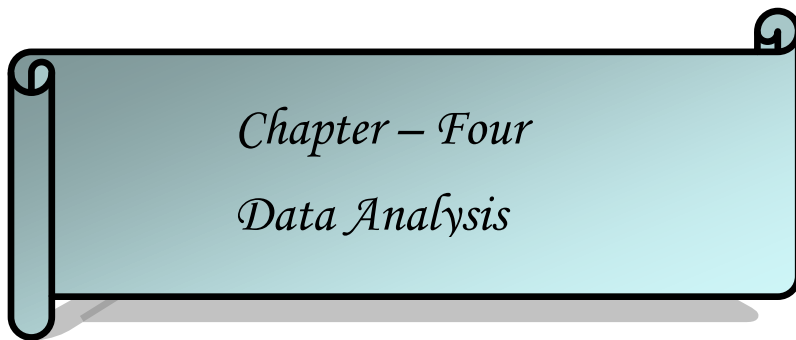
JBL try to change their HRM process. They are create future strategic plan which main concern how to create a great HR leadership and other HRM activities also include on that. To combat the changes of business needs and to achieve the common goal, HR takes strategic initiatives and change management projects. Today’s HR leadership is all about the clear focus on the people management. HR Manager gives the vision of the final state of the talents of the business unit and finds way together how to implement the vision proactively. Moreover, it is meeting all the operational support of the line managers focusing on business.

### 3.11. Human Resource Model of Jamuna Bank Limited

To meet the strategic changes with the business need by keeping excellence in all areas of HR services developed the below HR model:



Source: Jamuna Bank Annual Report 2018



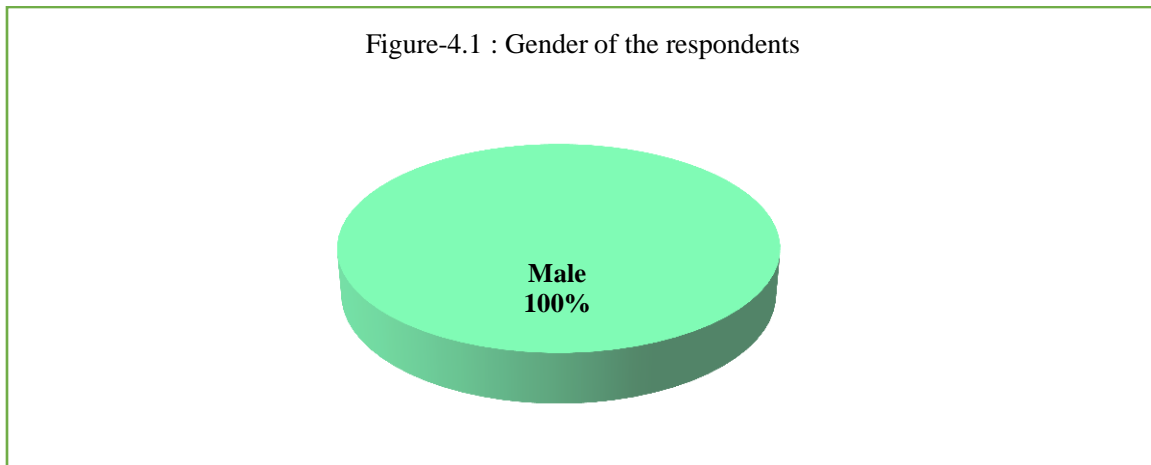
*Chapter – Four*  
*Data Analysis*



## 4.1 Gender of the Respondents:

Table-4.1 : Gender of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	6	100.0	100.0	100.0

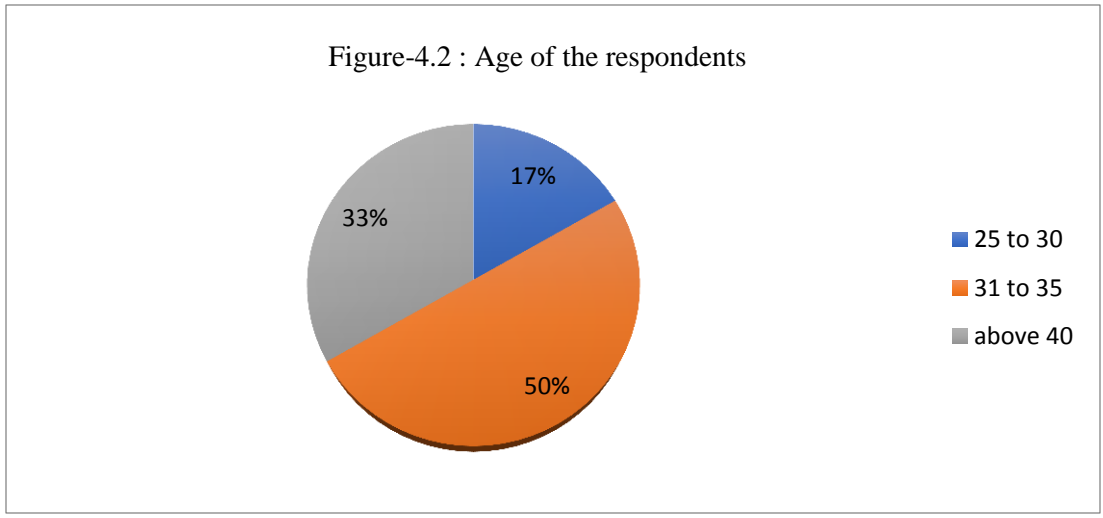
Source: Survey



**Interpretation:** This graph shows the gender of the employees respondents who participated in this survey. Out of 6 respondents the all respondents are male that are 100%. The survey report is mainly influenced by male respondents because all the employees are male respondents.

## 4.2 Age of the respondents:

Table -4.2 :Age of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	25 to 30	1	16.7	16.7	16.7
	31 to 35	3	50.0	50.0	66.7
	above 40	2	33.3	33.3	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	



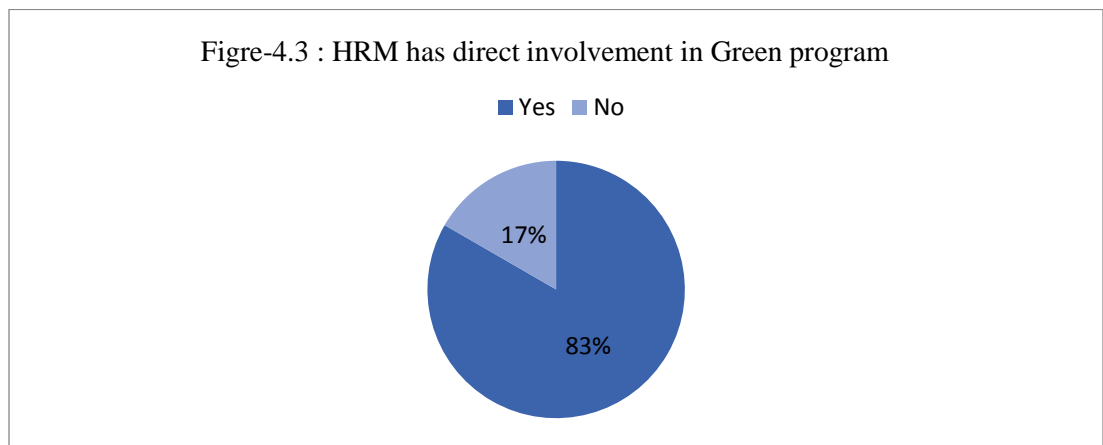
**Interpretation:** Based on the above figure of the employee respondents were aged 25 to 30 years old representing only 17%. It's followed by 50% of the respondents were aged 31 to 35 years old, and other respondents were above 40 is 33%. From this analysis point majority respondent's age are 31 to 35 years old in this survey report.

**4.3 HRM has direct involvement in green program**

Table-4.3: HRM has direct involvement in Green Program

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Yes	5	83.3	83.3	83.3
	No	1	16.7	16.7	100.0
	Total	6	100.0	100.0	

Source: Survey

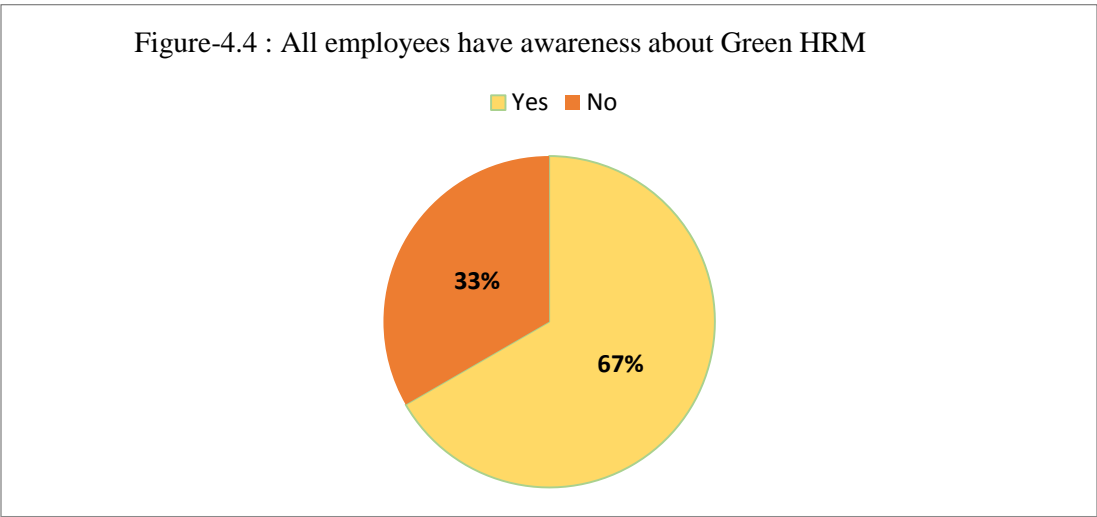


**Interpretation:** From the above survey it is shown that most of the employee respondents HRM has direct involvement in green program that's percentage is 83% and few of the respondents HRM has not direct involvement in green program that's percentage is 17%. This analysis part shows that majority of the respondents think HRM has direct involvement in green program.

**4.4 All employees have awareness about Green HRM:**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Yes	4	66.7	66.7	66.7
	No	2	33.3	33.3	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

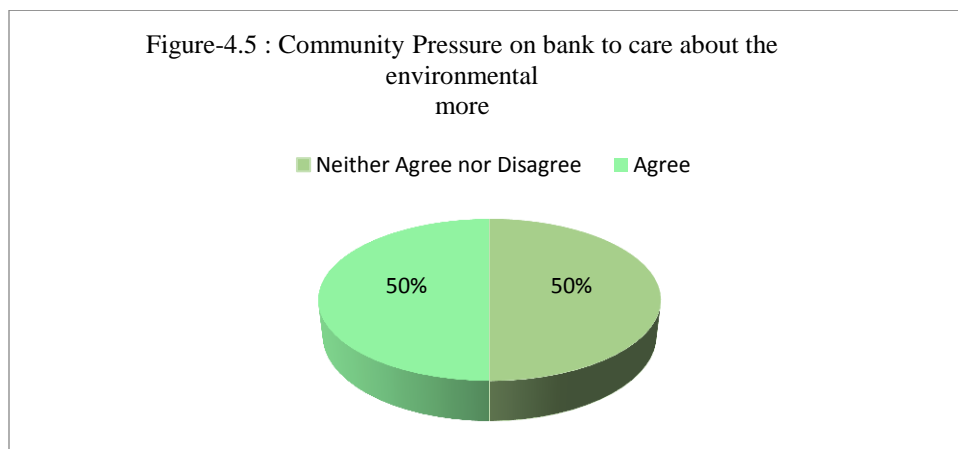


**Interpretation:** From the above figure show that there are 67% of employee respondents have awareness about Green HRM and the rest of 33% employee respondents are not awareness about Green HRM. Majority of the respondents are awareness about Green HRM.

## 4.5 Community pressure on bank to care about the environment (Causes of GHRM)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	3	50.0	50.0	50.0
	Agree	3	50.0	50.0	100.0
	Total	6	100.0	100.0	

Source: Survey

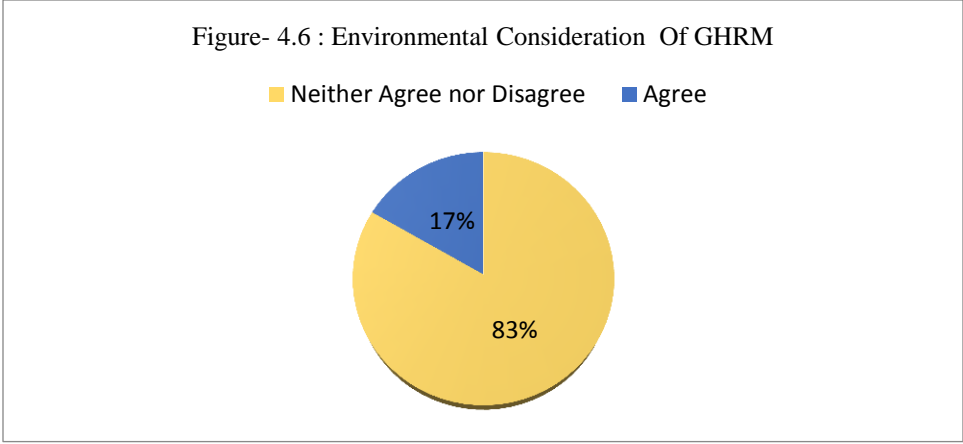


**Interpretation:** This survey question is asking respondents; assume that community pressure on bank to care about the more environmental .There are 50% respondent agree to community pressure on bank to care about the more environmental and other 50% respondent neither agree nor disagree to community bank to care about the more environmental.

## 4.6 Environmental Consideration Of GHRM (Causes of GHRM)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	5	83.3	83.3	83.3
	Agree	1	16.7	16.7	100.0
	Total	6	100.0	100.0	

Source: Survey



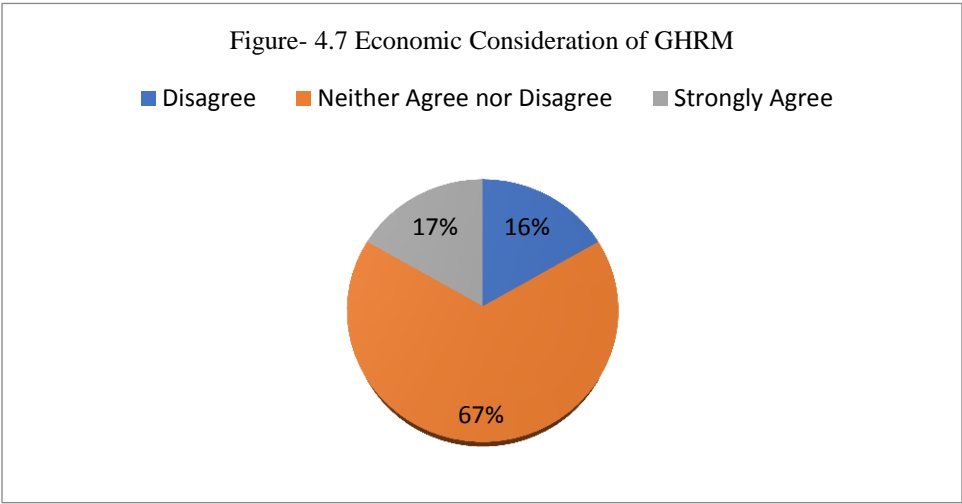
**Interpretation:** This survey question asking respondents; about that environmental consideration on GHRM. The majority of 83% neither agree or nor disagree environmental consideration of GHRM few of respondent 17% agree to environmental consideration of GHRM. In this term fewer people agree on environmental consideration of GHRM.

**4.7 Economic Considerations of GHRM(Causes of GHRM)**

**Table- 4.7 : Economic Considerations of GHRM**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	16.7	16.7	16.7
	Neither Agree nor Disagree	4	66.7	66.7	83.3
	Strongly Agree	1	16.7	16.7	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

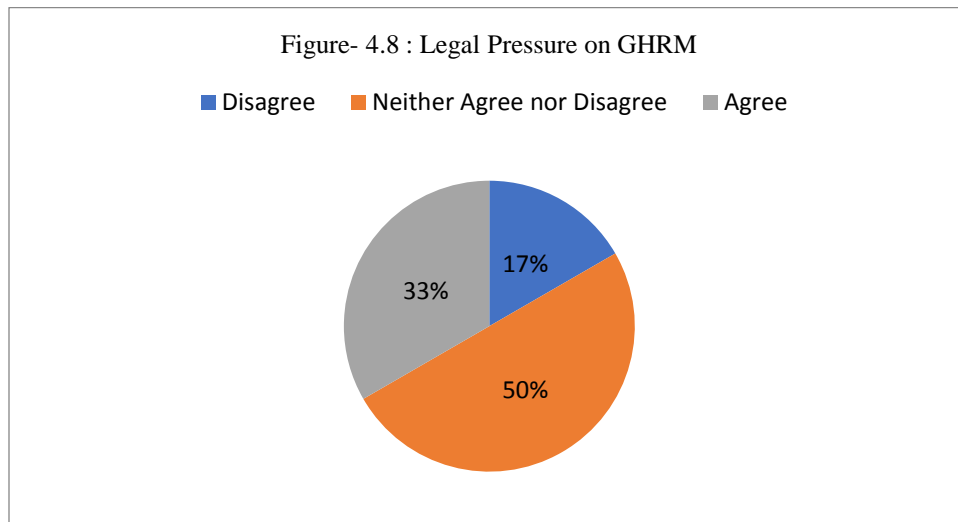


**Interpretation:** From that figure most of the respondents are neither agree nor disagree to economic considerations of GHRM that show 67%. 17% are agreed and 16% are disagreed to economic consideration of GHRM. In this analysis fewer people agree on economic consideration of GHRM.

#### 4.8 Legal Pressure on GHRM(Causes of GHRM)

Table- 4.8 : Legal Pressure on GHRM					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	16.7	16.7	16.7
	Neither Agree nor Disagree	3	50	50	66.7
	Agree	2	33.3	33.3	100
	Total	6	100	100	

Source: Survey

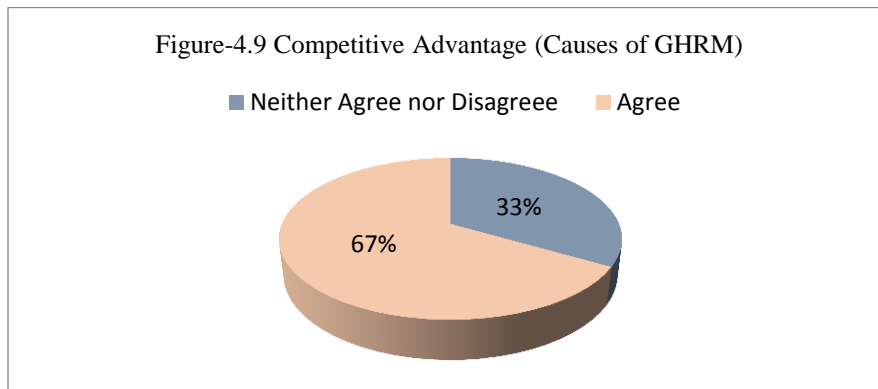


**Interpretation:** From the above pie chart 50% respondents are neither agree nor disagree in this term that legal pressure on GHRM. 33% respondents are agreed and 17% respondents is disagree this term legal pressure on GHRM. The employees are neutral on this term. In this analysis fewer respondents are agree on legal pressure on GHRM.

## 4.9 Competitive advantage (Causes of GHRM)

Table – 4.9 : Competitive advantage (Causes of GHRM)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	2	33.3	33.3	33.3
	Agree	4	66.7	66.7	100.0
	Total	6	100.0	100.0	

Source: Survey

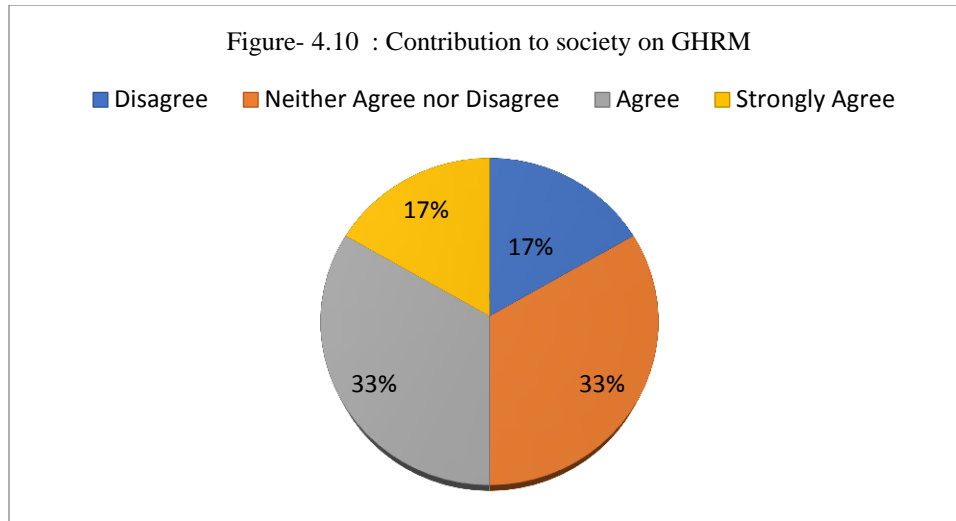


**Interpretation:** From the above analysis most of the respondents are agree in this term that percentage 67 % and few of the respondents are neither agree nor disagree in this term that percentage 33%. In this term it is show that majority are agree to competitive advantage (causes of GHRM).

## 4.10 Contribution to society on GHRM (Causes of GHRM)

Table-4.10 : Contribution to society on GHRM					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	16.7	16.7	16.7
	Neither Agree nor Disagree	2	33.3	33.3	50.0
	Agree	2	33.3	33.3	83.3
	Strongly Agree	1	16.7	16.7	100.0
	Total	6	100.0	100.0	

Source: Survey



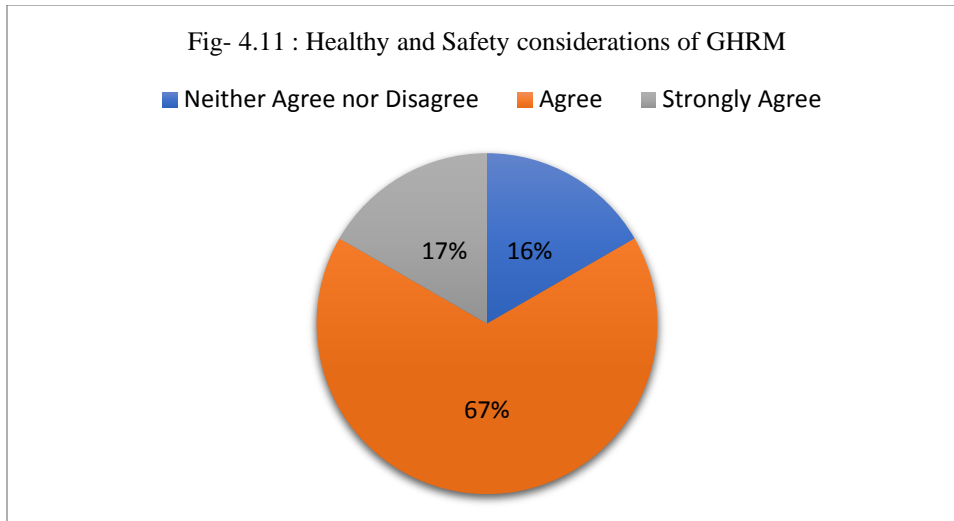
**Interpretation:** From the above pie chart most of the respondents are agree in this term that percentage are 33% and 17% are strongly agreed in this term 17% are also disagree 17% are neither agree nor disagree in this analysis. In this analysis respondents are positive contribution to society on GHRM.

#### 4.11 Health and Safety Considerations Of GHRM (Causes of GHRM)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	1	16.7	16.7	16.7
	Agree	4	66.7	66.7	83.3
	Strongly Agree	1	16.7	16.7	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey





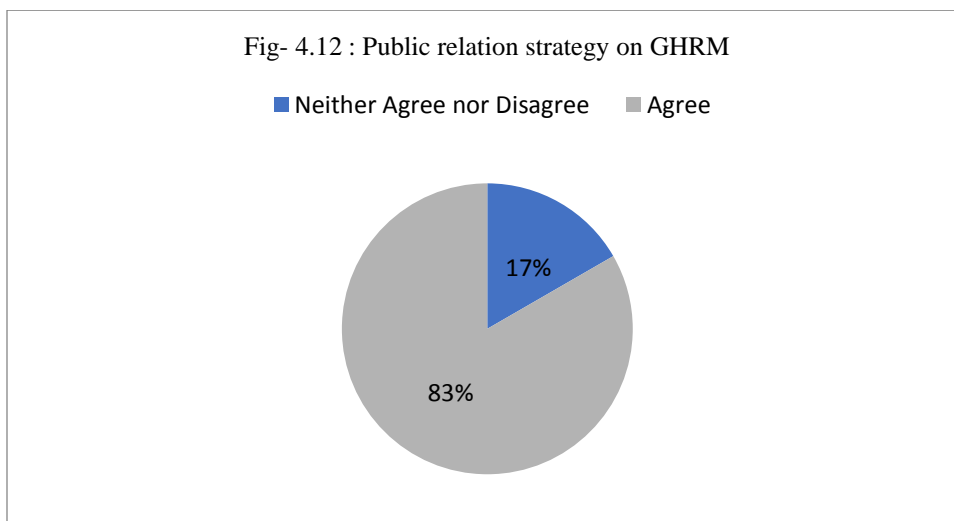
**Interpretation:** According to this graph 67% are agree to healthy and safety consideration of GHRM and 17% are strongly agreed this term. Rest of 16% respondents is neither agreed nor disagreed of this term. In this analysis parts respondents are agree to health and safety of GHRM.

**4.12 Public relations strategy on GHRM (Causes of GHRM):**

**Table- 4.12 : Public relation strategy on GHRM**

		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Neither Agree nor Disagree	1	16.7	16.7	16.7
	Agree	5	83.3	83.3	100.0
	Total	6	100.0	100.0	

Source: Survey

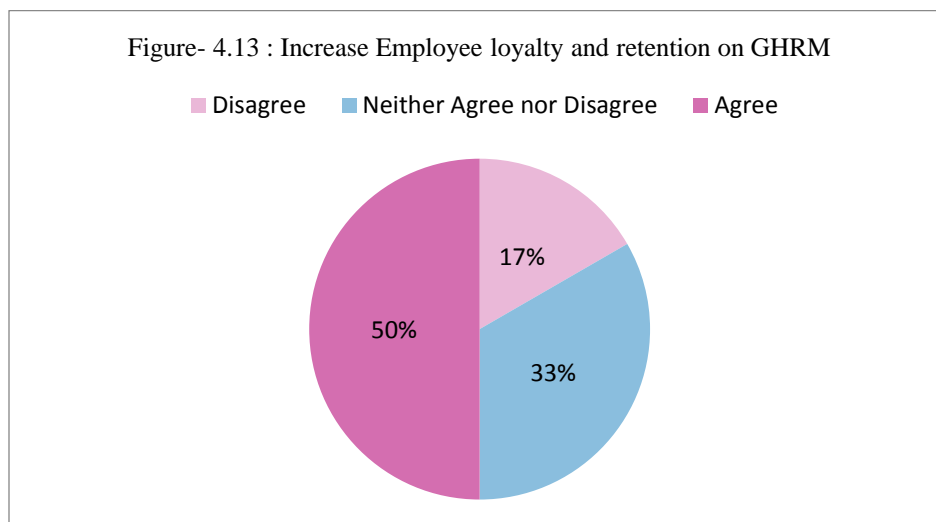


**Interpretation:** From the above figure most of the respondents are agree that's shows 83% in term. Few respondents are neither agree nor disagree that's shows 17% in term. Most of the respondents are agree this term public relation strategy on GHRM.

#### 4.13 Increase employee loyalty and retention On GHRM(Effects of GHRM)

Table- 4.13 : Increase employee loyalty and retention on GHRM					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	16.7	16.7	16.7
	Neither Agree nor Disagree	2	33.3	33.3	50.0
	Agree	3	50.0	50.0	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

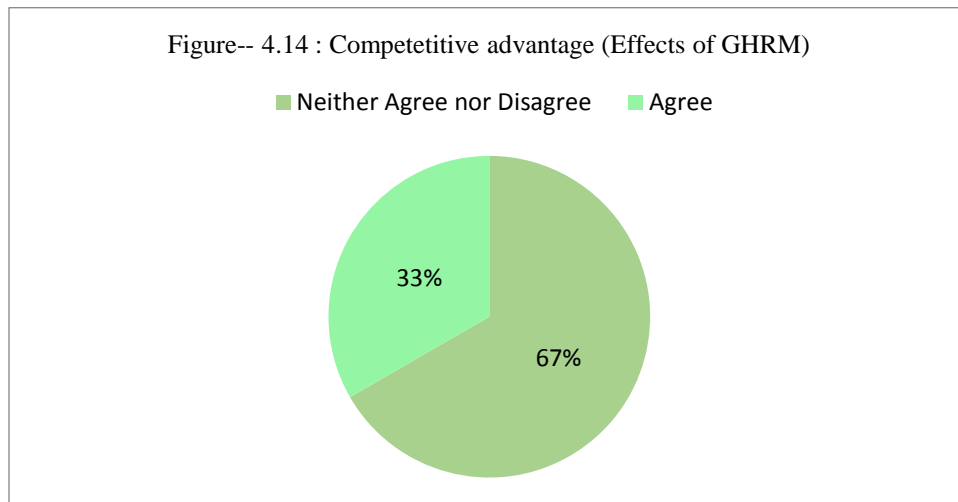


**Interpretation:** From this graph most of the respondents are agreed to increase employee loyalty and retention on GHRM shows that 50%. 33% neither agree nor disagree in this term and few respondents disagreed that shows 17%. Most of the respondents agree to increase employee loyalty and retention on GHRM.

#### 4.14 Competitive advantage (Effects of GHRM)

Table- 4.14 : Competitive advantage (Effects of GHRM)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	4	66.7	66.7	66.7
	Agree	2	33.3	33.3	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

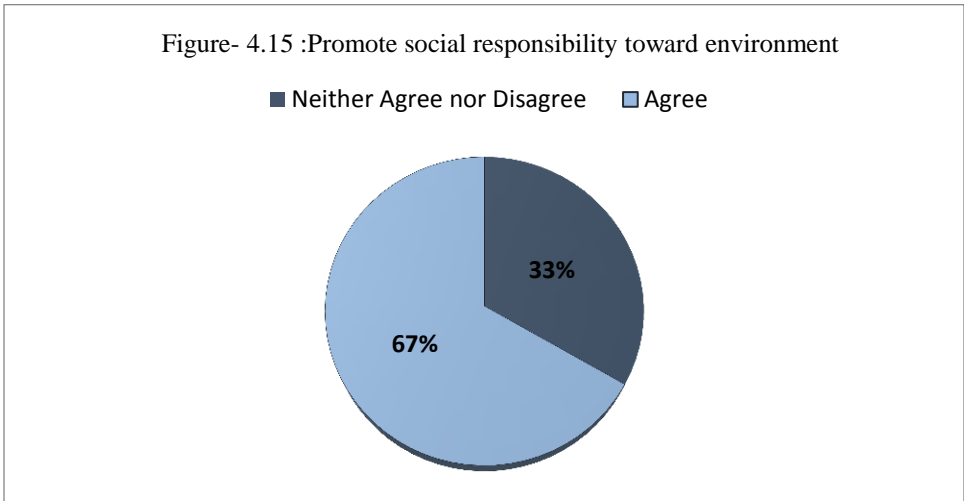


**Interpretation:** From above figure shows that, the results revealed that 67% neither agree nor disagree this term. The other respondents who are agree 33%. In this analysis parts respondents are less agree to competitive advantage (Effects of GHRM).

#### 4.15 Promote social responsibility toward environment (Effects of GHRM)

Table-4.15 : Promote social responsibility toward environment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	2	33.3	33.3	33.3
	Agree	4	66.7	66.7	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey



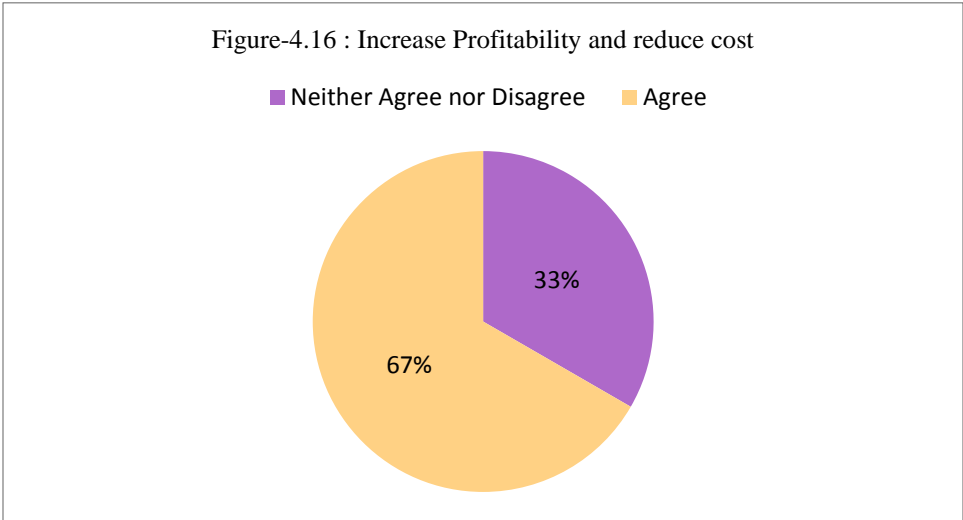
**Interpretation:** From the above pie chart shows that, majority respondents agree in this term that shows 67% and 33% respondents are neither agree nor disagree in this term. Majority of the respondents are agreeing the promote social responsibility toward environment

**4.16 Increase profitability and reduce cost((Effects of GHRM)**

**Table- 4.16 : Increase profitability and reduce**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	2	33.3	33.3	33.3
	Agree	4	66.7	66.7	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

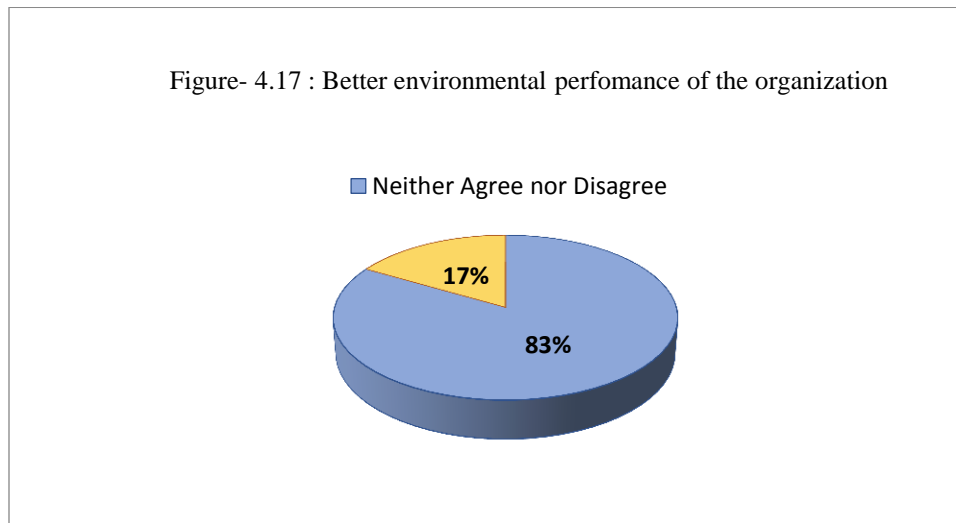


**Interpretation:** From the above survey it is show that most of the respondents agree to increase profitability and reduce cost that's percentage is 67% and few of the respondents neither agree nor disagree that's percentage is 33%. These analysis part shows the majority of the respondents are agree increase profitability and reduce cost.

#### 4.17 Better environmental performance of the organization (Effects of GHRM)

Table- 4.17 : Better environmental performance of the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	5	83.3	83.3	83.3
	Agree	1	16.7	16.7	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source:Survey

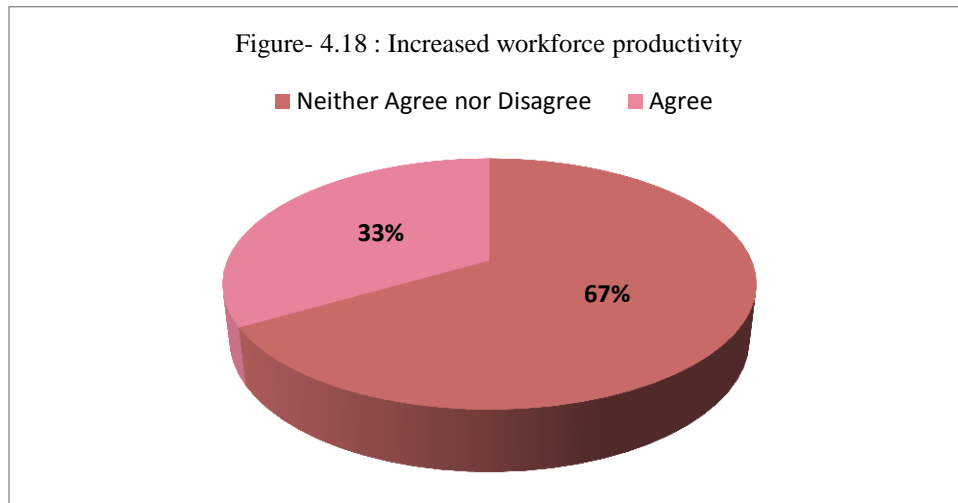


**Interpretation:** From the above analysis it is shows that 83% respondents are neither agreed nor disagree that better environmental performance of the organization. Rest of the 17% respondents is agreeing in this term. The analysis data Shows that majority of the respondents are neutral position in this term.

#### 4.18 Increased workforce productivity(Effects of GHRM)

Table- 4.18 : Increased workforce productivity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	4	66.7	66.7	66.7
	Agree	2	33.3	33.3	100.0
	Total	6	100.0	100.0	

Source: Survey

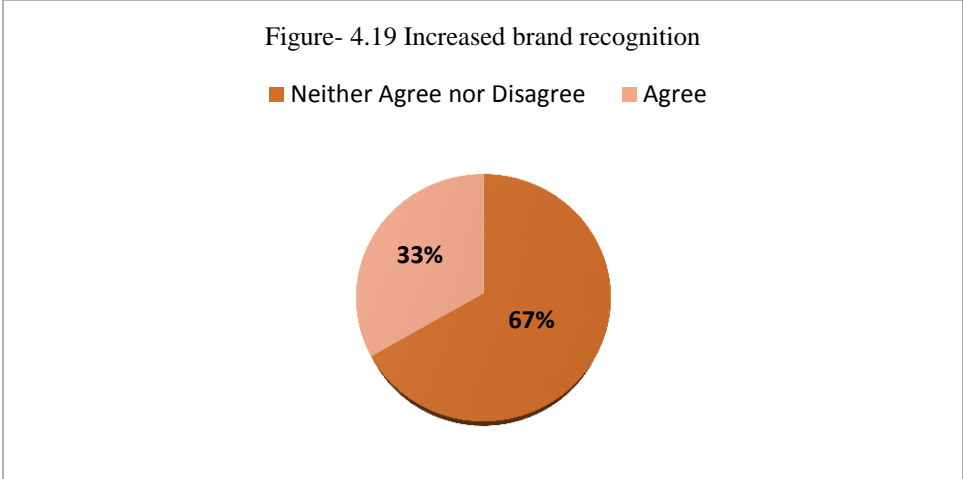


**Interpretation:** According to this graph 67% respondents neither agree nor disagree increased work forced productivity and just 33% respondents agree in this term. In this analysis part the respondents are show the less possibility to increased workforce productivity.

#### 4.19 Increased brand recognition (Effects of GHRM)

Table- 4.19 : Increased brand recognition					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	4	66.7	66.7	66.7
	Agree	2	33.3	33.3	100.0
	Total	6	100.0	100.0	

Source: Survey



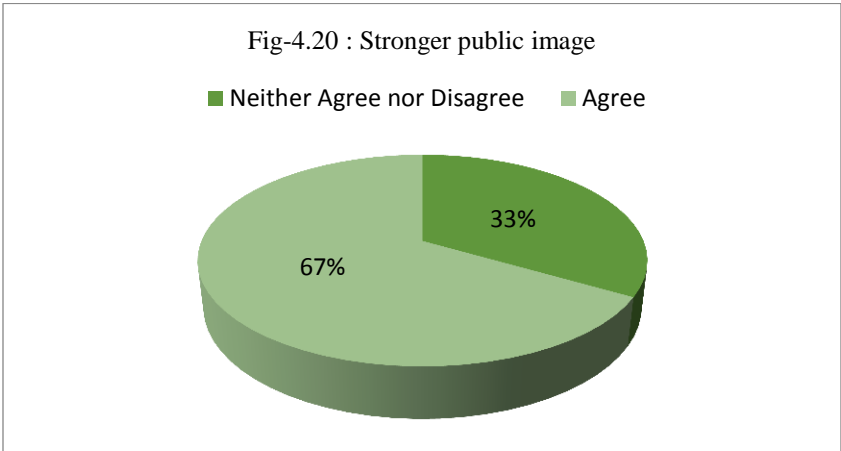
**Interpretation:** From the above pie chart it shows that 67% respondents neither agree nor disagree to increased brand recognition and rest of the 33% respondents are agreeing to in this terms. Majority respondents show the fewer possibility increased brand recognition.

**4.20 Stronger public Image (Effects of GHRM)**

**Table-4.20 : Stronger public image**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	2	33.3	33.3	33.3
	Agree	4	66.7	66.7	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

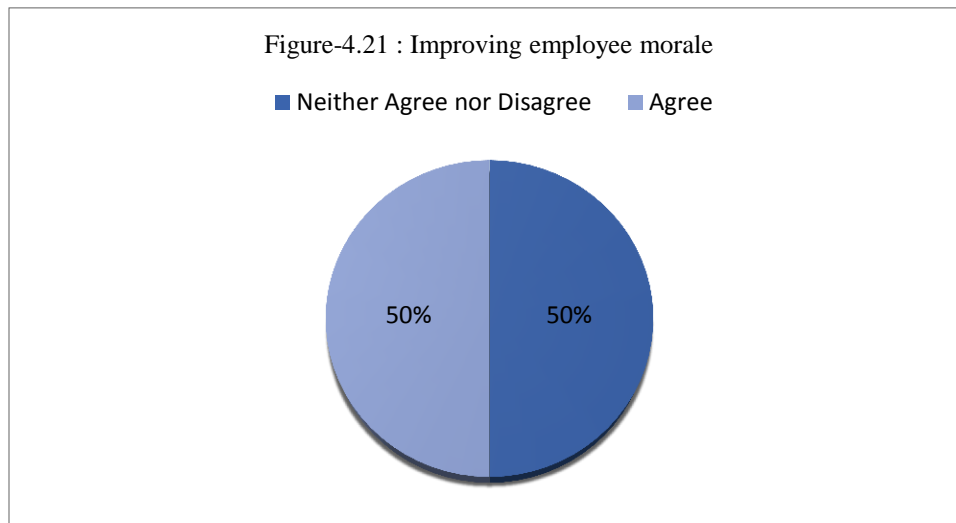


**Interpretation:** From the figure most of the respondents are agreeing that's shows 67% are agreed in this term. 33% respondents neither agree nor disagree in this analysis. Most of the respondents are agree that creating stronger public image.

**4.21 Improving employee morale (Effects of GHRM)**

Table-4.21 : Improving employee morale					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	3	50.0	50.0	50.0
	Agree	3	50.0	50.0	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey



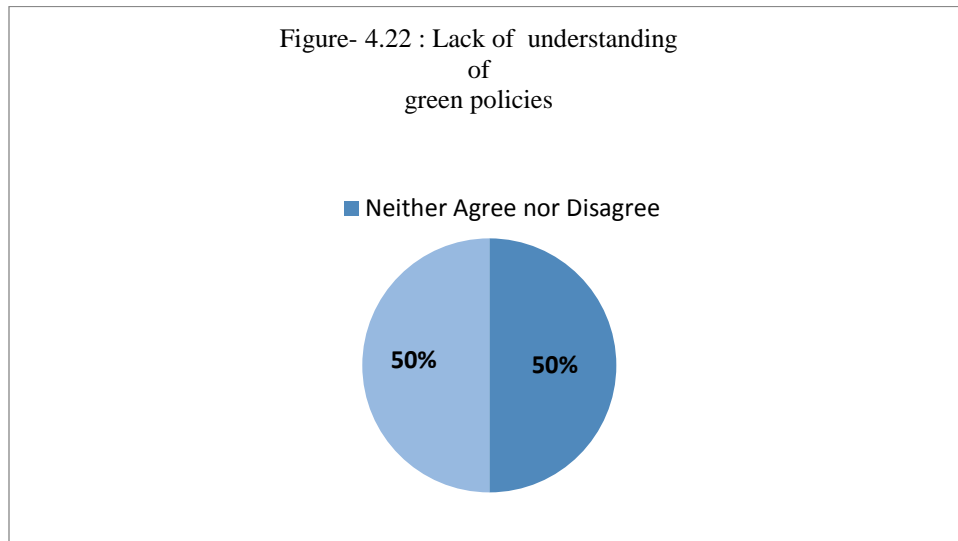
**Interpretation:** From above figure shows that, the results revealed that 50% of the respondents agree improving employee morale. Other 50% respondents are neither agreeing nor disagree improving employee morale. In this analysis part the respondents have mix filling in this term.



#### 4.22 Lack of understanding of green policy (Barriers of GHRM)

Table-4.22 : Lack of understanding of green policies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	3	50.0	50.0	50.0
	Agree	3	50.0	50.0	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

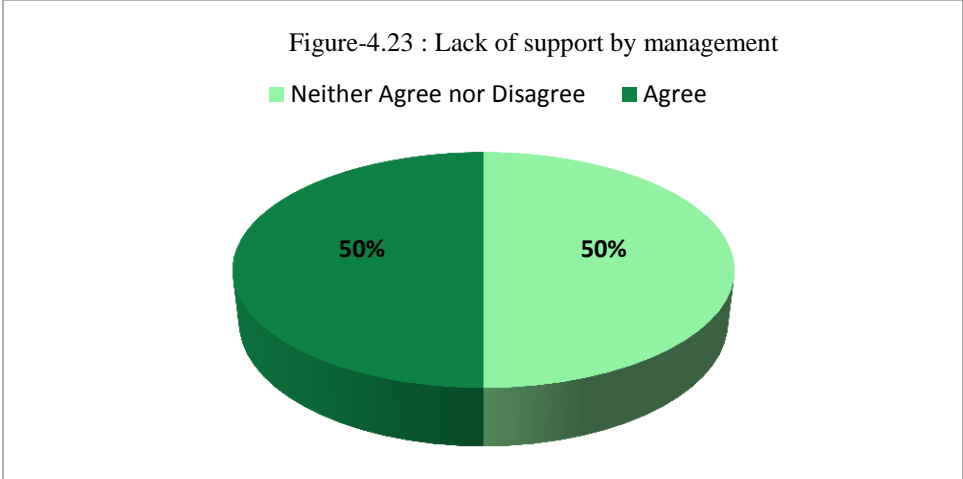


**Interpretation:** From the above information it is shown that 50% respondents agree that lack of understanding of green policies and 50% respondents are neither agree nor disagree that lack of understanding of green policy on this survey.

#### 4.23 Lack of support by management (Barriers of GHRM)

Table-4.23 : Lack of support by management					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	3	50.0	50.0	50.0
	Agree	3	50.0	50.0	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey



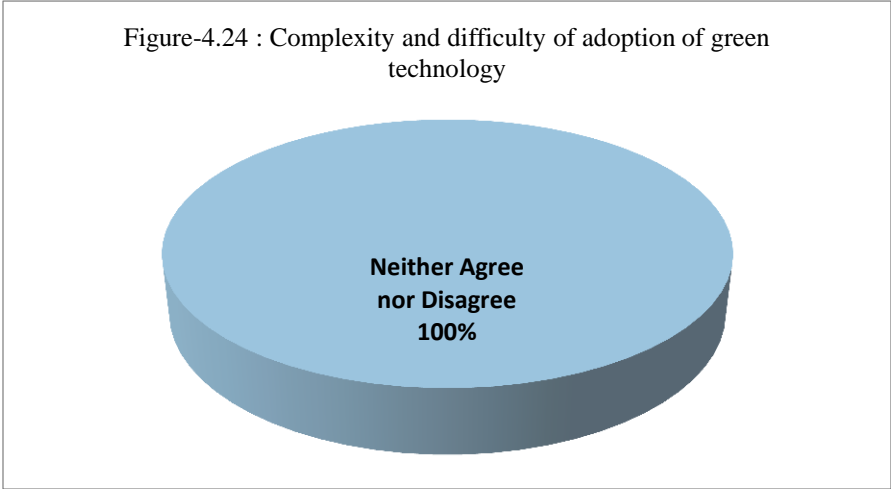
**Interpretation:** From the above pie chart shows that 50% respondents are agree that lack of support by management and 50% respondents are neither agree nor disagree that lack of support by management on this survey.

**4.24 Complexity and difficulty of adoption of green technology(Barriers of GHRM)**

**Table- 4.24 : Complexity and difficulty of adoption of green technology**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<b>Neither Agree nor Disagree</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Survey

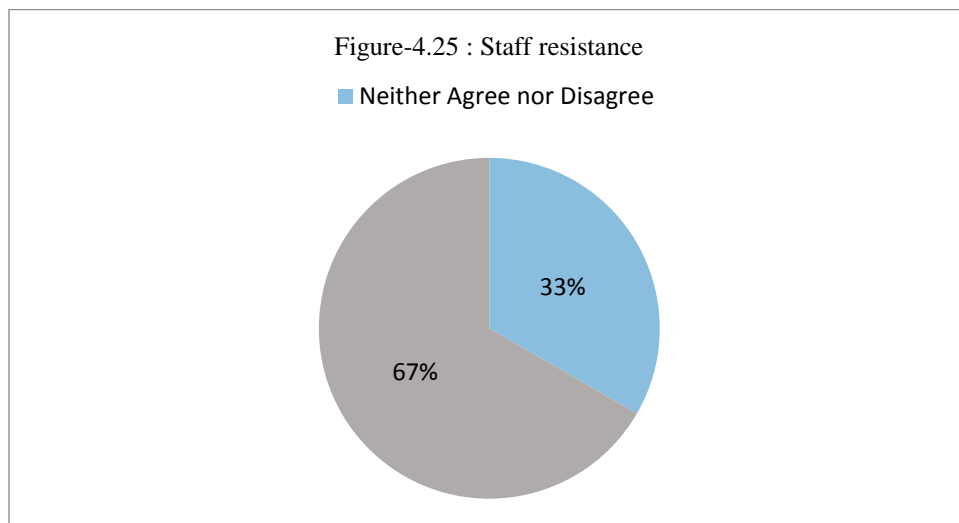


**Interpretation:** This graph shows Complexity and difficulty of adoption of green technology, all the respondents are shows neither agree nor disagree that are 100%. This survey shows that respondents are neutral position of the Complexity and difficulty of adoption of green technology.

#### 4.25 Staff resistance (Barriers of GHRM)

Table- 4.25 : Staff resistance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<b>Neither Agree nor Disagree</b>	2	33.3	33.3	33.3
	<b>Agree</b>	4	66.7	66.7	100.0
	<b>Total</b>	6	100.0	100.0	

Source: Survey

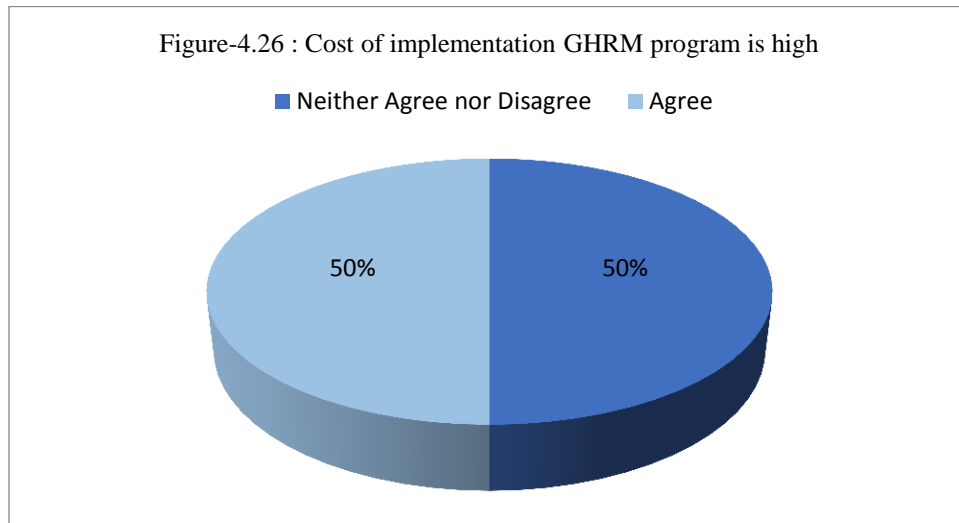


**Interpretation:** From above pie chart it is show that 67% respondents are agree to staff resistance and 33% respondents are neither agree nor disagree on this survey. This survey shows that respondents are agreeing to staff resistance.

#### 4.26 Cost of implementation GHRM program is high (Barriers of GHRM)

Table-4.26 : Cost of implementation GHRM program is high					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither Agree nor Disagree	3	50.0	50.0	50.0
	Agree	3	50.0	50.0	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey

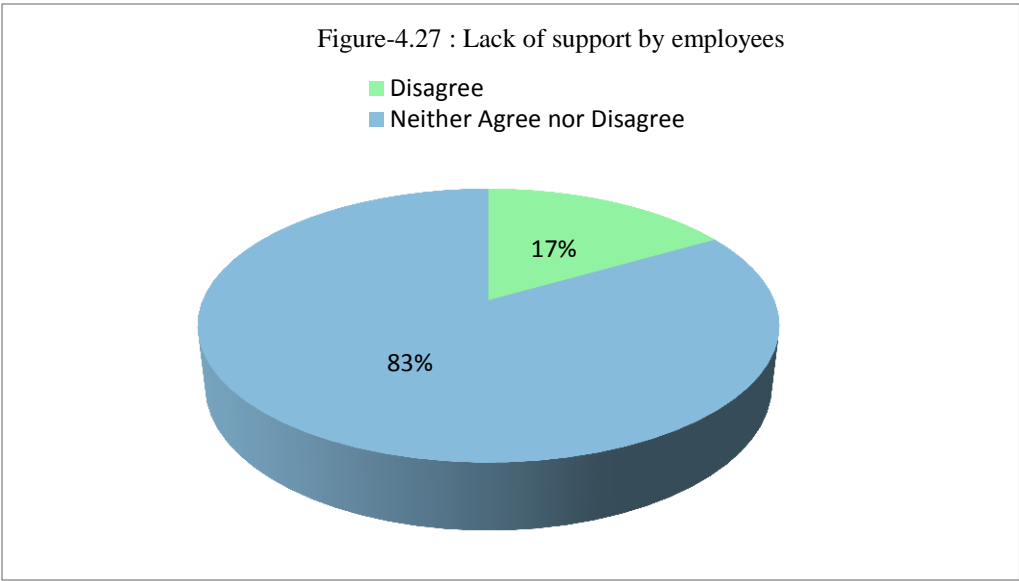


**Interpretation:** From above information it is shows that 50% respondents are strongly agree cost of implementation of GHRM program is high and 50% respondents are generally neither agree nor disagree on this survey.

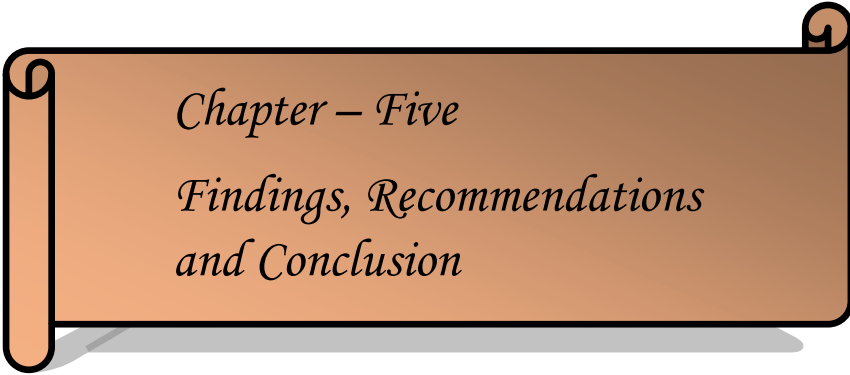
#### 4.27 Lack of support by employees (Barriers of GHRM)

Table-4.27 : Lack of support by employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	16.7	16.7	16.7
	Neither Agree nor Disagree	5	83.3	83.3	100.0
	<b>Total</b>	<b>6</b>	<b>100.0</b>	<b>100.0</b>	

Source: Survey



**Interpretation:** From the above information shows that 83% respondents are neither agree nor disagree lack of support by employees and 17% are respondents are disagree on this survey.



*Chapter – Five*

*Findings, Recommendations  
and Conclusion*

## 5.1 Findings:

Environment is important community apprehension over the past decades and researcher chooses the green program topic because the worlds are threatened day by day. Now days all the organization thinks save the environment and practices Green HRM policy because it's less harmful than traditional HRM policy practice. Developed country already practices the Green HRM policy and also some Asian country start practices this policy. Green HRM policy not only save the environment it's also help the well-being of the customer, save from the pollution & other circumstance. According to my survey there are several findings that's cause and effects Green Human Resource Management practices in Jamuna Bank. Such as:

- 83% of the respondents know about Human Resource management direct involvement in Green program & while only 17% respondents didn't know about HRM has direct involvement in Green program.
- 67% of the respondents' awareness about Green HRM.
- Contribution to the society of GHRM program is very important factor While 66% respondents considered that GHRM program contribution to the society.
- Health & safety consideration issues respondent was found 84% of them strongly agree or agree this factor.
- GHRM program effects strong public images as a result respondents found that only 33% agree that issues.
- Improving employee morale key factors for the organization. 50% respondents considered improve employee morale key factor for the organizations.
- Only 33% respondents found GHRM program effects increased workforce productivity.
- Main Barriers lack of understanding of green policies 50% respondents agree that survey.
- 100% respondents considered neutral position of the barriers of Adaption of the green technology is too much difficult & costly.
- Above the survey report it is find that respondents are willing to know about green HRM practices but there are limited seminars, workshop and training program that's why they get less information.

## 5.2 Recommendations:

Green policy is on the rise and the requirement for GHRM practices is increasing all over the world. World's HR outlooks environment friendly policy. Our country is possible to GHRM practices but there must be need a supports. Throughout better training facilities, providing information about green practices, benefits of GHRM practices, provide knowledge about harmful practices, knowledge about pollution. From the survey report some recommendation needed in our country such as:

- ❖ Encouraging employee's environment management education that's why they always consider about the environment.
- ❖ Providing Knowledge about new adaption of green technology as a result they are use technology flexibly.
- ❖ Create more training facility for the employee about GHRM program. As a result employee know about the benefit of GHRM policy, brand recognition, how to create increase workforce productivity and strong image for the organizations.
- ❖ Must be practices paperless office. It does reduce the wastage of paper and less use of the printing material.
- ❖ Must be practices avoid the plastics.
- ❖ Inspiring everyone lights, electronic tools must be switch off after working hours.
- ❖ Use of environment friendly air condition and device system.
- ❖ Try to use recycle products.
- ❖ To ensure the GHRM practices everywhere.
- ❖ Ensure solar energy system use in the office.



### 5.3 Conclusion:

This survey has tried to sketch out line for HR build up strategies for Green Human Resource management practices and their awareness of GHRM. Also known about the environmental knowledge. The outcomes display that causes, barriers effects of GHRM and availability are the most critical factors that has been as often as probable utilize by the respondents in this assessment while proper practice the GHRM in the viewpoint in Bangladesh. The present measurement has both practical & theoretical suggestions. From a theoretical point of view, the assessment survey utilized for the quantities segment of this assessment, the shorts of cause & effect used to grab HR & employee pleasure in regards GHRM in Bangladesh are the obligation to the literature gap. This approach had not been exactly exhibit in past review with regards to Bangladesh HRM practices. From a useful viewpoint, the nearby assessment has upgraded the understanding of how the employees see the Green Human Resource management. Additionally this study gives realistic entrails into how the organization practices this policy, their knowledge about this new trend GHRM practice, their adaption capability of GHRM. Therefore it should to take account the progress of GHRM training, development of environmental management education and more awareness about environment in the viewpoint of Bangladesh.

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## Appendix

### Questionnaire

Thank you for giving your valuable time to complete this questionnaire. All the responses will be anonymous and only used for the purpose of my thesis. Please read all the questions carefully. This questionnaire is about Green Human Resource Management.

1. Gender                      a) Male                      b) Female
2. Please state your age:      a) 25 to 30              b) 31 to 35              c) 36 to 40              d) above 40
3. Please mention the employment position in Bank –
4. Do you think Human Resources Management has direct involvement in Green Program?  
a) Yes                      b) No
5. Do you think all Employees are awareness about green HRM?                      a) Yes                      b) No

*The following statements related to your perception and judgment towards the agent banking issues and financial inclusion. Please indicate the degree to which you are agree or disagree with each of the following statements:*

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

<b>Causes of GHRM</b>					
Community pressure on banks to care about the environment more	1	2	3	4	5
Environmental consideration	1	2	3	4	5
Economic considerations	1	2	3	4	5
Legal pressure	1	2	3	4	5
Competitive advantage	1	2	3	4	5
Contribution to society	1	2	3	4	5
Health and safety considerations	1	2	3	4	5
Public relations strategy	1	2	3	4	5

<b>Effects of GHRM</b>					
Increase employee loyalty and retention	1	2	3	4	5
Competitive advantage	1	2	3	4	5

Promote social responsibility toward environment	1	2	3	4	5
Increase profitability and reduce cost	1	2	3	4	5
Better environmental performance of the organization	1	2	3	4	5
Increased workforce productivity	1	2	3	4	5
Increased brand recognition	1	2	3	4	5
Stronger public image	1	2	3	4	5
Improving employee morale	1	2	3	4	5

<b>Barriers of GHRM</b>					
Lack of understanding of green policies	1	2	3	4	5
Lack of support by management	1	2	3	4	5
Complexity and difficulty of adoption of green technology	1	2	3	4	5
Staff resistance	1	2	3	4	5
Cost of implementation GHRM program is high	1	2	3	4	5
Lack of support by employees	1	2	3	4	5

**Please give any suggestion about the GHRM**

**Thank you very much for your participation in this survey.  
Your time and opinions are deeply appreciated.**