

Impact of Green Human Resource Management on Employee Performance of Private Banks in Bangladesh

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Abstract

The world is much more aware of the “go green” policies to save the social and corporate environment. Organizations prioritize environmental issues more than ever in this contemporary world, and Green HRM is at the top. This paper attempts to determine the correlation between Green HRM and employee performance in Bangladesh’s private banking sector. The scope of the study was delimited to private banks, and the authors collected 101 respondents from 25 private sample banks. The collected data have been analyzed through SPSS 29. Pearson’s correlation and regression were used to find out the association between GHRM and employee performance. The results expose that “Green culture, “Green training, and “Green rewards and compensation” have a positive impact on employee performance, whereas “Green Recruitment” and “Green performance” have less impact on it. Finally, the study concludes with the overall findings and future research opportunities suggested by the author.

Keywords: *Green HRM; Green recruitment; Green training; Green performance; Green rewards and compensation*

Introduction

Today’s business world has encountered a variety of challenges over the years. Over the past few years, “environment” has evolved as a buzzword. “Get into the green scene” is the smart thinking of today’s business strategy.

Bangladesh, like many other countries, has gradually recognized the importance of environmental sustainability and its integration into various business operations, including HRM. Bangladesh faces substantial ecological disputes with air and water pollution, waste management issues, and vulnerability to weather transformation impacts such as flooding and cyclones. These challenges highlight the importance of adopting sustainable practices. Bangladesh has taken steps to address environmental

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concerns through regulations and policies. The country has environmental laws and regulations that organizations need to adhere to, including those related to pollution control, waste management, and sustainable resource use. Over the years, there has been a growing significance of sustainability within various sectors in Bangladesh, including businesses. Many organizations, including the banking sector, are becoming more aware of the need to integrate sustainability practices into their operations. Constructive environmental management and firms' environmental performance are important agendas for global business leaders and are given priority by many CEOs in different regions of the world [1]. Flammer [2] states that higher growth, better economic execution, and higher stock payment result from good environmental performance. Many organizations believe that adopting "Green business practices" can improve their operations and reduce the fatalistic effect on the environment.

Greening is a universal process that wishes for more innovative uses of energy, costs, and waste using ecological resources or eco-friendly materials for end outcomes of environmentally friendly products.

Green Human Resource Management (GRM) means doing paperless work and implementing Green HR policies such as adopting green culture, green recruiting, green selecting, green performance appraisal, green compensation and rewards, and employee relations. In other words, Green Human Resource Management (GHRM) involves utilizing all employee interactions as opportunities to advocate for environmentally friendly practices, fostering greater employee awareness and dedication to workplace sustainability. Green Human Resource Management plays a very dynamic role in every industry in resolving environmental-related issues by introducing green HR-related policies that influence the employee's performance in the workplace. According to Mandip [3], in principle, the Green HR initiative comprises two main elements: environmentally responsible human resources practices and protecting knowledge capital. "GHRM" states that human resources strategies must be developed with a future perspective considering expected changes in social norms, industrial relations, economic conditions, legislation, global dynamics, technological developments, and changing business practices [4]. These policies change the organizational culture, and the climate is cautious to reduce waste management, pollution, carbon footprints, etc.

The Bangladeshi banking sector, a significant player in the country's economy, has shown some interest in adopting sustainability practices, including aspects of GHRM. Banks in Bangladesh provide training and awareness programs to employees about

sustainability, environmental issues, and the bank's commitment to eco-friendly practices, which can help employees realize the significance of sustainability and how their roles come to it. Banks incorporate sustainability criteria into their hiring processes, which involves seeking candidates who share the bank's sustainability and environmental values. In many cases, talent management strategies are also aligned with sustainability goals. Some banks focus on creating sustainable and energy-efficient workplaces. This involves using green building materials, energy-efficient lighting, and recycling programs within the office spaces. Most banks aim to reduce paper usage by promoting digital transactions, e-statements, and customer electronic communication. This not only reduces environmental impact but also aligns with efficient business practices. Engaging employees in sustainability initiatives can foster a culture of responsibility. Banks organize tree-planting events, clean-up campaigns, and other eco-friendly activities involving employees. Banks prioritize offering ethical and sustainable investment options to their customers. This involves considering environmental, social, and governance (ESG) factors when recommending speculation opportunities. Banks publish sustainability reports that outline their environmental initiatives, achievements, and future goals, which enhances transparency and accountability.

It is essential to recognize that while some banks in Bangladesh might have started integrating GHRM practices, others may still understand and adopt these principles. The extent of GHRM implementation can vary based on the bank's size, leadership commitment, customer demands, and other factors.

Green HRM has gained attention for several reasons: environmental concerns, stakeholder expectations, regulations and compliance, cost savings issues, Attractive and retaining talent, innovation and competitive advantage, and long-term organizational resilience. In more detail, as environmental issues such as climate change, resource depletion, and pollution continue to be significant global challenges, organizations are under pressure to minimize their ecological footprint. Ecological sustainability relates to job position, green analysis, and rewards [5]. Integrating sustainability principles into HRM practices is a way to address these concerns from within the organization. In contrast, clients, stockholders, and other patrons are showing their integrity and obligation to environmental sustainability.

Green HRM can help organizations showcase their dedication to environmental responsibility, enhancing their reputation and brand image. Moreover, governments and regulatory bodies are implementing stricter environmental regulations.

Organizations need to adapt their practices to comply with these regulations, and Green Human Resource Management ensures that employees are trained and informed to meet the new requirements and challenges. Further, sustainable practices often lead to cost savings in the long run. Green HRM can contribute to reducing energy consumption, waste generation, and resource usage, thereby lowering operational costs. On the other hand, many employees seek employers aligning with their values, which often include environmental consciousness. Organizations incorporating Green HRM practices will likely fascinate and maintain employees who are passionate about sustainability.

Environmental awareness is increasing among the public, extending to employees and potential employees. Many individuals seek to work for organizations that align with their values, including those related to environmental sustainability. Despite progress, challenges remain. Limited resources, awareness gaps, and the need for more robust enforcement of environmental regulations can hinder the full-scale adoption of GHRM practices across all industries. This article represents the private Banking sector as it is one of the booming sectors of Bangladesh where HRM is practiced in a more structured condition, and this sector is vigorously related to the businesses of some other sectors.

Research Questions

The main purpose of this research is to find out and understand private bank employees' perception of the impact of Green HRM practices on employee performance. The other specific questions are:

- Does Green Culture have a positive impact on employee performance?
- Does Green Recruitment influence employee performance?
- Does Green Training and Development positively co-relate with employee performance?
- Does Green Performance Management increase employee performance?
- Do green Rewards and Compensation influence employee performance?

The Rationale of the Study

The research paper "Impact of Green Human Resource Management on Employee Performance of Private Banks in Bangladesh" is motivated by the escalating global recognition of environmental sustainability's crucial role in business operations and employee well-being.

In Bangladesh, as in other nations, the integration of sustainable practices into various sectors, including banking, is gaining traction. This study's rationale lies in addressing

the knowledge gaps surrounding how Green Human Resource Management (HRM) practices, centered on environmental sustainability, influence employee performance in the context of private banks in Bangladesh. This pursuit is driven by factors such as the nation's environmental concerns and regulations, the imperative for organizational sustainability, the potential enhancement of employee well-being and engagement, the innovative nature of Green HRM practices, the scarcity of research in this specific Bangladeshi context, and the implications for policy and practice. By exploring employee perceptions, this research endeavors to illuminate the effects of incorporating eco-friendly HRM practices on employee performance, thus contributing to the evolving landscape of sustainable HRM practices.

Research Methodology

The research is descriptive and contains quantitative analysis using primary and secondary data. Mugenda and Mugenda [6] state that “descriptive survey design helps the researchers collect, summarize, present and understand information for explanation.” This study's sample unit aims to determine the impact of GHRM practices on employee performance in Bangladesh's private banking sector.

The research covers 25 scheduled private banks as sample organizations for data collection. The 101 sample comprised HR managers, Branch managers, and employees from different positions of the selected banks. The target population is large, and the participants' responses are deficient due to their hard pressure. On the other hand, GHRM is a newer concept, and most banks are concerned about environmental issues, which impedes their responses. Moreover, the author highlights the quality of responses rather than the quantity.

According to Cochran [7], “When the sample size is large, but the proportion is unknown, then precision level would be at 5%, 7%, and 10 %, and the sample size can be considered at least as 400, 204, and 100 consequently.” Here, the authors considered a 10 % accuracy level and used 101 samples for the study.

The survey was administered by using a questionnaire consisting of closed questions. The questionnaire had two parts: Part A contained some demographic information, and Part B contained questions related to the impact of different Green Human Resource Management practices in their organization. The respondents were asked to evaluate each item on a five-point Likert scale ranging from 5 = strongly agree to 1 = strongly disagree. Five dimensions have been used as prime parameters in independent variables to find dependent variables. The gathered primary data was organized and

analyzed using MS Excel and IBM SPSS 29 for statistical inferences, and the results of the descriptive statistics were presented in different tables.

Literature Review

Since the 1990s, environmental management has embarked on a complex yet hopeful path within businesses. Simultaneously, the global importance of environmental concerns has evolved from targeted agreements addressing climate change. Walter Wehrmeyer [8] introduced one of the earliest studies linking human resource management and environmental management in the book “Greening People.” The book’s main aim was to explore the integral role of human resource management in driving environmental practices within organizations [9]. Hence, the assumption is that the environmental sustainability of the economy necessitates incorporating eco-friendly practices within all aspects of companies [10].

Greening entails a comprehensive approach focused on intelligent energy utilization, cost efficiency, and minimizing waste by employing sustainable resources or reusable materials. This approach aims to yield products and objectives with environmentally favorable attributes [11]. GHRM is responsible for cultivating an environmentally conscious workforce that comprehends, values, and actively engages in green initiatives. This commitment is maintained consistently throughout the Human Resource Management process, encompassing recruitment, selection, training, compensation, growth, and progression of the organization’s human resources [12]. It involves the tactics, approaches, and structures to nurture employees with environmental awareness. This effort benefits individuals, society, the environment, and businesses [13]. Renwick [14] classified green human resource management practices into distinct phases, from employees joining an organization to their eventual departure. This categorization assessed three crucial components of green Human Resource Management: fostering ecological skills, incentivizing environmentally conscious employees, and offering environmentally focused prospects. Green recruitment and selection (staffing) emerged as a substantial dimension within green Human Resource Management practices.

Recruitment aims to augment the pool of candidates while the selection process narrows down this pool by choosing the most suitable candidates [15]. Recruitment expands the pool of potential candidates, and the selection process then narrows down this pool by choosing the candidates that best align with the requirements [15]. Three subdimensions are notable within the scope of green recruitment and selection: candidates’ environmental awareness, environmentally conscious employer branding, and green criteria [16]. “Green-oriented development and training teach employees

about the impact of environmental management, empower them to participate in solving environmental challenges and enhance their skill set” [45].

Environmental training with a green focus imparts knowledge to staff regarding the significance of environmental stewardship. It empowers them to save energy, minimize waste, foster environmental consciousness within the company, and encourage their active involvement in solving ecological challenges [17]. Furthermore, it augments employees’ comprehension of environmental management. When coupled with a strong ecological ethos, green training and development actively engage employees in pursuing environmental objectives [18].

Motivating employees with an environmental focus involves performance management and compensation structure. Managers play a part in setting green objectives to achieve eco-friendly outcomes, supported by incentives and a monetary-based environmental management setup. Additionally, enabling employees to participate in green initiatives requires organizational investments in employee engagement, empowerment, and involvement, fostering a favorable climate, culture, and healthy industrial relations [14].

The article’s primary focus is on corporate environmental culture, with particular attention given to the concept of a “green employee” [13]. The article examines how employees can adopt environmentally friendly practices and contribute to sustainability efforts. It emphasizes the importance of cultivating and preserving eco-consciousness among employees, enabling them to engage with green human resource management principles wholeheartedly. Shah [19] examines how prioritizing the health and safety of employees in environmentally conscious ways can lead to improved employee performance. It delves into the correlation between promoting eco-friendly health and safety measures and enhancing overall employee productivity, elaborating on how adopting such an approach can positively impact workforce effectiveness. Yusliza [20] shows that “empowering green representatives displays a notably positive connection with various aspects of green human resource management practices.” Moreover, enhancing the role of HR colleagues is crucial to ensuring the practical application of these green HRM practices. Surprisingly, electronic HRM was not strongly associated with all dimensions of green human resource management practices.

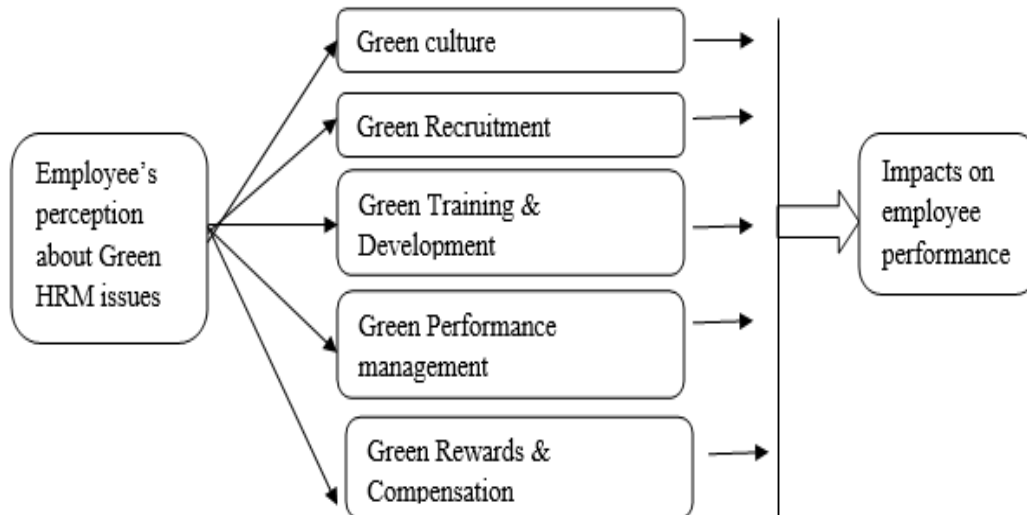
Different scholars research different GHRM functions and sort findings from time to time. “An optimistic and important impact of Green recruitment has on environmental, economic, and communal performance” [21]. Strengthen the impact of an

environmentally friendly reputation on attracting potential candidates, although the presence of information about the company's environmental policies on the recruitment site has no influence [22]. Marco GuerciLuca [23] Examines the peculiarities related to human resource management that organizations observe while fostering environmental sustainability through HRM practices. "Ecological incentives" can be employed to promote environmentally conscious actions in both the workplace and personal life, leading to a reduction in carbon emissions [24]. Employees will prefer environmentally friendly companies over those that are not, especially when offered the same salary [25]. "The organizational culture, behavior of top management, and associated incentives influence employees' motivation and commitment to embracing corporate social responsibility (CSR)" [26]. Recent research has been conducted to explore the potential impact of Green Human Resource Management (GHRM) on employees' environmental involvement in different country industries. Investigations targeting the information technology (IT) sector in emerging economies have revealed that implementing GHRM techniques leads to decreased carbon emissions and positive financial outcomes. These strategies play a role in conserving energy and improving the organization's profitability [27]. Implementing eco-friendly hiring procedures reduces energy consumption and pollution linked to producing, transporting, and recycling paper goods. As a result, endorsing environmentally conscious recruitment approaches aligns with organizational guidelines and government regulations [28].

The relationship between sustainability programs and organizational frameworks has recently drawn more attention from academics. The function of Green Human Resource Management (GHRM) practices and how they affect worker performance are fascinating. In order to identify the relationship between GHRM practices and employee performance, this review synthesizes current literature with a focus on Bangladesh's private banking industry. Kuo and Khan [29] investigated the influence of GHRM practices on employee performance, highlighting the mediating effect of green innovation. Their findings underscored the significance of GHRM in fostering employee performance by facilitating green innovation initiatives within organizational contexts. Similarly, Ullah and Ali [30] explored the moderating role of environmental awareness in the relationship between GHRM practices and employee performance. Their study illuminated the importance of employees' environmental consciousness in enhancing the effectiveness of GHRM interventions on performance outcomes. Aggarwal [31] gave additional insights into the relationship between GHRM practices and employee performance. Through the perspective of

environmental stewardship, their research highlighted the comprehensive influence of GHRM on organizational performance and clarified the mediating function of environmental sustainability in this relationship. Additionally, Hossain et al. [32] looked into how environmental commitment affected how well GHRM practices improved worker performance. Their research highlighted how essential organizational dedication to environmental sustainability is to the success of GHRM programs. Azad et al. [33] conducted an extensive study investigating the effect of GHRM practices on employee performance within the framework of Bangladesh's private banking industry. Their results confirmed the value of GHRM interventions in improving organizational outcomes in the banking industry by offering empirical evidence for the beneficial relationship between GHRM practices and employee performance. Furthermore, Khan et al. [34] investigated how green training and development initiatives might improve private bank staff performance. Their research made clear how crucial it is to include training programs with an environmental focus inside GHRM frameworks to develop staff competencies and skills that align with sustainable practices.

Proposed Conceptual Framework



Green HRM and its Related Issues

What is Green HRM?

Green Human Resource Management means taking eco-friendly environmental initiatives that increase efficiency, lower costs, and increase employee arrangement and reaction. It encourages doing paperless work and implementing Green HRM policies such as planning to adopt the green culture, green recruiting, green selecting, green performance appraisal, green compensation and rewards, and employee relations within the workplace. All these activities increase employee commitment and productivity. Combining environmental and human resource management requirements is crucial and not just recommendable [35]. Every organization desires distinctive determinations in human resource management to implement environmental administration successfully [36]. Similarly, according to Jabbour and Santos [37], every organization should set strategic Human Resource Management practices to help the organization execute an environmental management system. Organizations should cope with HRM practices to execute their desired corporate environmental management mission [38]. A study by Harvey et al. [39] concludes that HRM is a crucial motivator for executing eco-friendly practices within the organization.

Green Culture

Green culture means an ecological and environment-friendly culture that all organizational members share. It also means environmental sustainability through art and culture. Green culture involves conscious choices to reduce waste, use renewable energy sources, support eco-friendly products, and recycle. Green culture promotes acceptable behaviors, values, and attitudes that prioritize protecting the environment. According to Asmui et al. [40], organizational obligation and green culture are two prime tools every organization should comprehend to make them sustainable. It will also cooperate with the organization and realize how to apply green culture using an appropriate method to ensure employees' green performance and focus on attaining green goals.

H₁: Green Culture has a positive impact on employee performance.

Green Recruitment and Selection

A paper-free staffing progression with a nominal environmental effect is considered green recruitment. Generally, green recruitment and selection methods focus on eco-friendly methods, tools, and technologies to attract and select suitable job candidates. Today, organizations are very concerned about the GHRM and try to increase the number of green employers by implementing different eco-friendly methods to find

new talents within them [41]. Besides this, much experimental research concludes that it will be more feasible if companies retain eco-friendly information on their websites; the applicants will be more motivated [42]. Gully et al. [43] provide messages on environmental management and their performance in job advertisements to increase the probability of attracting and hiring capable applicants. Individuals prioritizing environmental accountabilities will likely be drawn to environment-friendly organizations and recognized as “Green employers” [44].

H₂: Green Recruitment influences employee performance.

Green Training and Development

Through the training program, employees’ skills, abilities, and knowledge levels are improving daily. Employees became more responsive to the organization’s environmental management values with the Green training and development program. It assists the employees in analyzing various ways of conserving waste within the organization. Through the Training and Development program, employees are more aware of energy saving, reducing waste, diffusing environmental mindfulness within the organization, and engaging themselves in problem-solving and environmental-related decision-making processes [45].

H₃: Green Training and Development positively co-relates with employee performance.

Green Performance Management

Performance management is a formal process to appraise a specific employee’s performance to achieve organizational goals properly. Green performance appraisal means evaluating employees’ performance according to the green-related norms and including a dispersed factor for growth on greening in performance feedback interviews. Green Performance evaluates the factors and procedures within the employees of the organization. These factors are eco-friendly incidents, ecological knowledge, practice, and communication of ecological responsibilities [46]. HR incorporates environmental performance into performance management systems to protect against harm to the organization’s environmental administration.

H₄: Green Performance Management increases employee performance.

Green Rewards and Compensation

Employees are remunerated for their performance through compensation and rewards. It is one of the significant techniques to link an individual interest to organizational goals. Green rewards and compensations mean providing monetary and non-monetary

packages for associated environmental management actions, which is very helpful in achieving environmental goals.

Green rewards aim to provide rewards for encouraging green activities in the workplace and decreasing carbon footprints. According to a study conducted in the UK, almost 8% of companies pay monetary and non-monetary incentives to their employees for green activities [44]. Moreover, it is advantageous to encourage organizational employees towards eco-initiative activities [47]. Green rewards may hold the practice workstation and lifestyle benefits, alternating from carbon credit offsets to free bicycles, involving employees in the green management process to acknowledge their contribution [24]. The green rewards and compensations scope also covers using HR software for compensation management. How employees receive and withdraw their monetary compensation and reward is also involved with the greening issue. For example, bank wire transfers, mobile banking apps, EFT, ATMs, etc. support green practices.

H₅: Green Rewards and Compensation motivate employee performance.

Results and Discussion of the Study

Reliability of the Data

Before applying any analysis tools, it is essential to test the scale's reliability. If measurements are made repeatedly, the scale produces consistent results, and it is done by determining the link between scores obtained from diverse directions of the scales. Cronbach's alpha is the most widely used method to measure data reliability. The values of Cronbach's alpha vary from 0 to 1, but it would be more reliable if the value existed at more than 0.6. In this paper, we used Cronbach's alpha to measure the reliability of data, and we determined each variable to be reliable.

Variables	No. of Items	Cronbach's alpha	N
Green Culture	5	0.678	101
Green Recruitment	5	0.741	101
Green Training	5	0.620	101
Green Performance Management	4	0.696	101
Green Rewards & Compensation	5	0.903	101

Table 1. Reliability statistics

Table 1 shows that Cronbach's alpha for Green HRM Variables of Employee Performance suggested that the internal consistency of the questionnaire is satisfactory.

Correlation Analysis

Correlations							
		G Culture	G Recruitment	G Training	G Performance	G Rewards	Employee Performance
G Culture	Pearson Correlation	1	0.456**	0.821**	0.431**	0.814**	0.860**
	Sig. (2-tailed)		<.001	<0.001	<0.001	<0.001	<0.001
	N	101	101	101	101	101	101
G Recruitment	Pearson Correlation	0.456*	1	0.382**	0.403**	0.315**	0.325**
	Sig. (2-tailed)	<0.001		<0.001	<0.001	0.001	<0.001
	N	101	101	101	101	101	101
G Training	Pearson Correlation	0.821*	0.382**	1	0.296**	0.817**	0.874**
	Sig. (2-tailed)	<0.001	<0.001		0.003	<0.001	<0.001
	N	101	101	101	101	101	101
G Performance	Pearson Correlation	0.431*	0.403**	0.296**	1	0.393**	0.321**
	Sig. (2-tailed)	<0.001	<0.001	0.003		<0.001	0.001
	N	101	101	101	101	101	101
G Rewards	Pearson Correlation	0.814*	0.315**	0.817**	0.393**	1	0.912**
	Sig. (2-tailed)	<0.001	0.001	<0.001	<0.001		<0.001
	N	101	101	101	101	101	101
Employee Performance	Pearson Correlation	0.860*	0.325**	0.874**	0.321**	0.912**	1
	Sig. (2-tailed)	<0.001	<0.001	<0.001	0.001	<0.001	
	N	101	101	101	101	101	101

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

Table 2. Correlation test

The values of the independent variables and the dependent variables correlation matrix are given in Table 2. Here, the Pearson correlation coefficient shows that-

Employee Performance is positively correlated with green culture ($r = 0.456, p < 0.01$), Green training ($r = 0.874, p < 0.01$), Green Rewards and compensation ($r = 0.912, p < 0.01$), which means these variables have a substantial relationship with the employee performance. On the other hand, Green Recruitment ($r = 0.325, p > 0.01$) and Green Performance ($r = 0.321, p > 0.01$) have a less significant correlation ship with employee performance.

Regression Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.445	5	10.089	168.343	<0.001 ^b
	Residual	5.693	95	0.060		
	Total	56.139	100			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), G Rewards, G Recruitment, G Performance, G Training, G Culture						

Table 3. ANOVA

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.948 ^a	0.899	0.893	0.245	0.899	168.343	5	95	<0.001
a. Predictors: (Constant), G Rewards, G Recruitment, G Performance, G Training, G Culture									

Table 4. Model summary

The above value from regression, $R = 0.948$, suggested that employee performance and GHRM issues (Culture, Recruitment, Training, Performance, and rewards) are highly correlated. The grade of $R^2 = 0.899$ represents that the model is effective and elucidates 89.9% of the variability of factors.

Here, we found that the adjusted R^2 suggests that 89.3% of the modification in the independent variables in the model, which is used here, is elucidated by differences in the independent variables. However, The F value ($F = 168$) and the level of significance ($p < 0.05$) with 5 and 95 degrees of freedom confirm the fitness of the model.

Relationship between Variables of GHRM on Employee Performance

Coefficients^a					
Variables	B	Std. Error	Beta	t value	Sig.
G Culture	0.453	0.117	0.262	3.874	<0.001
G Recruitment	-0.056	0.060	-0.036	-0.936	0.352
G Training	0.534	0.128	0.272	4.163	<0.001
G Performance	-0.066	0.043	-0.058	-1.522	0.131
G Rewards	0.574	0.072	0.511	7.922	<0.001
a. Dependent Variable: Employee Performance					

Table 5. Impact of the individual variables of GHRM on employee performance

Table 5 shows that all the variables of GHRM issues positively influence employee performance, except green recruitment and green performance. Green culture, green training, and green rewards have a momentous/significant impact on employee performance.

- In the Green Culture variable, the results have shown a significant impact with standard beta ($\beta = 0.262, t = 3.874; p < 0.5$), which suggests that Green Culture positively impacts employee performance. So, Hypothesis 1 is accepted here.
- In the Green Recruitment variable, the results have shown a negative impact with standard beta ($\beta = -0.036, t = -0.936; p > 0.5$), which suggests Green Recruitment has a negative impact on employee performance. So, Hypothesis 2 is rejected here.
- In the Green Training and variable, the results have shown a significant impact with standard beta ($\beta = 0.272, t = 4.163; p < 0.5$), which suggests Green Training positively impacts employee performance. So, Hypothesis 3 is accepted here.
- In the Green Performance variable, the results have shown a negative impact with standard beta ($\beta = -0.058, t = -1.522; p > 0.5$), which suggests Green Performance has a negative impact on employee performance. So, Hypothesis 4 is rejected here.
- In the Green Rewards and Compensation variable, the results have shown a significant impact with standard beta ($\beta = 0.511, t = 7.922; p < 0.5$), which suggests that Green Rewards and Compensation positively impact employee performance. So, Hypothesis 5 is accepted here.

Finally, this report scrutinizes the impact of Green HRM practices on employee performance in Bangladesh's banking sectors. With our research objectives, we found that Green Culture, Green Training, and Green Rewards and Compensation positively influence employee performance. On the other hand, Green Recruitment and Green Performance management negatively influence employee performance. These findings suggest that private banking sectors are more aware of implementing green culture, imparting green training, and more cautious about providing green rewards and compensation. On the contrary, the private banking sector is not accustomed to the green recruitment policy and the green performance of employees.

Limitations and Future Research Direction

GHRM is an emerging issue in today's business world. So, our present study on this topic is trending, but we face some problems during the study. Along with this, some suggestions for future research will be given.

Respondents feel reluctant to fill out the question paper. Our sample size represents a single sector (Private Bank of Bangladesh), which may create problems in generalizing the selected issues. Some junior-level officers did not understand the questions correctly. So, the authors had to provide an extra explanation about the questions.

Despite the limitations, this research study reveals significant GHRM issues in Bangladesh's private banking sector. So, future research studies can be conducted on the public banking sector and others; while this study focuses on bank employees, extending the research to other industries could provide insights into whether the impact of GHRM on employee performance is consistent across different sectors. Comparing findings from banking with those from manufacturing, technology, healthcare, and other sectors could yield valuable insights into the generalizability of the relationship. Conducting a longitudinal study over an extended period can help assess the long-term effects of GHRM practices on employee performance. This could involve analyzing performance trends over several years to determine whether specific GHRM interventions have sustainable impacts or whether there are changes in the relationship over time. Investigating potential moderating variables can enhance the depth of anyone's research. Factors such as job satisfaction, organizational commitment, environmental sustainability, employee tenure, job roles, and hierarchical levels within the bank may influence how GHRM practices affect performance. Exploring how these factors interact with GHRM interventions could provide a more intensive understanding of the relationship. Expanding to include banks operating in different contexts could reveal how cultural variations influence the

relationship between GHRM practices and employee performance, which could involve comparing findings across regions or countries with distinct cultural dimensions. Besides, research can also be carried out on GHRM practices in developed and developing countries compared to Bangladesh. While this study is focused on employee performance, exploring the broader impact of GHRM practices on overall organizational performance and success can be a field for future study. This could involve examining financial indicators, market performance, and customer satisfaction scores concerning employee-focused interventions. On the other hand, future studies can investigate whether tailoring GHRM practices to the unique needs and preferences of different employee segments enhances their impact on performance. This could involve designing interventions that consider generational differences, career stages, and work preferences.

Conclusions

In conclusion, this paper focuses on the GHRM practices in Bangladesh's private banking sector. In the regression analysis, the model suggested that 89.3% of the total variance in employee performance is elucidated by GHRM practices, representing that the total GHRM issues have a significant dependency on employee performance. No one can ignore GHRM issues in the contemporary business world. This study found that green culture, Green Training, and Green rewards and compensation positively influence employee performance. In this regard, we can say that the private bank sector converted its activities from analog to digital systems. They are doing e-work, reducing ink and toner use through double-sided printing, using solar energy, mobile banking, saving energy sources, car sharing, using a database management system, and arranging seminars, conferences, or Zoom meetings to increase employee efficiency. Moreover, green rewards and compensation increase employee motivation, resulting in improved performance. On the other hand, green recruitment and performance negatively impact employee performance because most banks do not consider environmental awareness in selection criteria, although they use green tools and technology (E-advertising) in their recruitment process.

Many organizations and employees are aware of Green HRM issues, but factors like lack of investment, proper IT support, strict policy, and governmental support can hinder the success of Green HRM. However, Green HRM practices are limited in less technologically developed countries like Bangladesh. However, the scenario is changing day by day. Through this research, the researcher focuses on the Green HRM practices in the private banking sector of Bangladesh and is optimistic that one day, all organizations will come forward to practice Green HRM policies that would

contribute to environmental sustainability and make a greener world for the future generation.

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