

# Green HR Practices and Its Impact on Employee Work Satisfaction - A Case Study on IBBL, Bangladesh

Sabbir Hassan Chowdhury<sup>1</sup>, Sanjoy Kumar Roy<sup>2</sup>, Murshedul Arafin<sup>3</sup>, Sifat Siddiquee<sup>4</sup>

<sup>1,2,3</sup>Assistant Professor, Department of Business Administration, City University, Dhaka, Bangladesh

<sup>4</sup>Lecturer, Department of Business Administration, City University, Dhaka, Bangladesh

**Abstract:** Green HR is a buzzing issue in the current world. The green HR practices are very emerging concept for a green organization (e.g. green bank) and also for the environment and for the planet. But the matter is that the implementation of Green HR is solely dependent on the management as well as on the employees and in considering this policy, employee work satisfaction should also be considered. This paper attempts to reveal the impact of Green HR practices in the banking sector in context of Islami Bank Bangladesh Ltd (IBBL) on the employee work satisfaction. For this purpose the researchers take data of 100 samples from various branches of IBBL and run Spearman correlation and simple linear regression analysis. The study reveals that there is positive relationship among the green HR practices and employees work satisfaction. And green HR practice positively and significantly affect employee work satisfaction in the context of banking sector which is surely creating a new horizon in the field of banking practices. From the study organizations of Bangladesh can get a specific view about successful endeavor in enhancing the work satisfaction level of employees what is beneficial for the organization and also for the human and earth.

**Keywords:** Green HR practice and Employee work satisfaction.

## I. INTRODUCTION

Green HR is a newly invented concept which is practiced extensively now-a-days in the field of human resource department for mobilizing the performance with least usage of paper based work. This concept not only bringing the fast moving services in the field of banking service but also it is helping us to have a better living world with less environment pollutions. Green HR practices tries to make sure that not only in HR department but also in the overall banking activities; green banking system is needed to be thoroughly practiced. That's why peoples need to use Green practices to save the environment as well as the planet and the Human. It is not an effortless task to Greening employee's from top to bottom, but pro environmental plan and implementing Green human resource management (GHRM) practices practically will produce a positive result toward the Green environment (Bangwal & Tiwari, 2015)

Again for increasing global and environmental concern and Development of international environmental standards there is

a requirement for organization to adopt formal environmental practices (Daily and Huang, 2001). By taking the green concept as a base, various literatures on Green Marketing (Peattie, 1992), Green accounting (Owen, 1992; Bebbington, 2001), Green Retailing (Lai, Cheng and Tang, 2010), and Green management in general (McDonagh and Prothero, 1997) have fertilize the area of management. And a lots of research study provided their support and addressed the awareness of Green HRM (Wehrmeyer, 1999; Madsen & Ulhoi, 2001; Ramus, 2001, 2002; Farnendiz, junquera and Ordiz, 2003; Govindarajulu and Daily, 2004; Brio, Farnendiz and junquera, 2007; Jabbour and santosh, 2008; Massoud, daily and Bishop, 2008; Renwick et al., 2008; Beauregard and Henry, 2009; Berrone and Gomez- Mejia, 2009; Stringer, 2010; Jabbour, santosh and Nagano, 2010; Muster and Schrader, 2011). Again the researchers give importance to adoption of environmental practices as a vital purpose of organizational performance to create a significant relationship with the strength of HRM practices (Daily and Hung, 2001; Sarkis et al., 2010; Jackson et al., 2011). Lee (2009) specifies "green management" as a practice where companies develop an environmental management strategy to manage the environment. So there is a need of integration of practical environmental management (Gonzalez-Benito and Gonzalez-Benito, 2006) into Human Resource (HR) which is called Green HR (Dutta, 2014; Saragih and Margaretha, 2013).

Green is the affirmation of life which indicates growth, fruitfulness and spiritual rejuvenation and it is an efficient tool in operating personal and business life by eliminating wasteful spending based on habits that no longer serve our purpose (Singh & Singh, 2012). Green Banking has become very common concept (Islam & Das, 2013) and a buzz word in today's banking world (Lalon, 2015). Green banking is the combination of operational improvements, technology and changing client behavior in banking business (Singh & Singh, 2012; Sudhalakshmi & Chinnadorai, 2014) and gives especial attention upon the social, ecological and environmental issues (Islam & Das, 2013) aiming at the protection of nature and natural resources (Singh & Singh, 2012; Rahman, Ahsan, Hossain & Hoq, 2013) to make the industries grow green and from which the country and nation gets economic (Bhardwaj & Malhotra, 2013) and environmental benefits (Lalon, 2015).

Again the adaptation of green banking and its practices is not helpful for only the environment, but also beneficial for operational efficiencies, a lower vulnerability to manual errors and fraud, and cost reductions in banking activities (Sudhalakshmi & Chinnadorai, 2014).

Green banking promotes the environmental-friendly practices (Singh & Singh, 2012; Lalon, 2015) that aid customers in reducing their carbon footprint through their banking operation activities (Schmidheiny & Zorraquin, 1996; Islam & Das, 2013; Sudhalakshmi & Chinnadorai, 2014; Deka, 2015; Rahman & Perves 2016). These practices include such things as online banking, statements, bill payments, and account opening (Singh & Singh, 2012; Rahman & Perves, 2016). Green banking as a concept is smart and practical way of thinking with a vision and tenet for future sustainability, ethical lending, conservation and energy efficiency of our earth (Richard Buckminster Fuller, 16 November 2012; Singh & Singh, 2012). A Green Workplace is environmentally sensitive, resource efficient and socially responsible (Sathyapriya et al., 2013). In order to achieve goals of environmental sustainability, majority of the organizations need to use appropriate human resource management (HRM) practices to motivate their employees (Paille et al., 2014).

Although this theme has been implemented in several developed countries promoting the slogan 'Be green, Go green', it is a very useful starting point for developing countries like Bangladesh to follow. Since its emergence the role of human resource management (HRM) is varying with the alteration of nature and expectations of employees and organizations in an ever changing environment most notably as a sustained source of competitive advantage (Caliskan, 2010); an integral part of business success (Ferris et al., 2007) and; critical to organizational effectiveness (Lawler, 2005) and, thereby giving the rise of the concept of Strategic Human Resource Management (SHRM) (Caliskan, 2010).

Bangladesh bank has developed the regulations of Green banking to implement "Green Banking", in the year 2011 and it has in depth and apparent knowledge on green banking. State Owned Bank, State Owned Commercial Bank, Private Commercial Bank and Foreign Commercial Bank etc., all banks are working diligently on Green Banking as instructed by Bangladesh Bank (Lalon, 2015). Because Banks can afford important leadership for the necessary economic renovation that will provide new opportunities for financing and investment policies as well as portfolio management for making of a strong and successful low carbon economy (Bhardwaj & Malhotra, 2013; Sudhalakshmi & Chinnadorai, 2014) And Green banks or environmentally responsible banks do not only improve their own standards but also affect socially responsible behavior of other business (Deka, 2015) because adopting the green banking practices influence the performance of the organization (Bhardwaj & Malhotra, 2013). That's why Banks should go green and play a proactive role to take environmental and ecological aspects as a part of their lending principle (Sahoo & Nayak, 2008).

Again Environmental awareness of banking activities can exert pressure on corporate partners to keep the world green through green investment (Pinter, Deutsch & Ottmar, 2006). In the area of environmental affairs, HRM practices can aid in balancing corporate values, financial goals and environmental strategy and; in ensuring that employees implement this balanced strategy consistently across the organization (Cohen, Taylor & Muller-Camen, 2010). Cherian and Jacob (2012) have illustrated that organizational functioning with the support of HRM is giving importance to the adoption of environmental practices because HR managers hold an important stakeholder group in business society, they are facing the challenge of incorporating green movement issues in the HRM policies and practices (Fenwick & Bierema, 2008). In doing so, GHRM is emerged based on the green movement of organizations aimed to environment safety from further and future disasters (Shaikh, 2012).

According to Renwick et al, (2008), the amalgamation of corporate environmental management into human resource management is known as green HRM. Again Renwick, Redman and Maguire (2013) mentioned green HRM as the HRM feature of environmental management efforts of organization. Likewise, Green banking of banking industry is an attempt to response the global initiatives to save environment and Green banking contributes to green finance in resource-efficient and low carbon industries i.e. green industry and green economy in general (Bangladesh Bank Report, 2013). In corroboration with such expectations and achievements from HRM, it can be further expected that HRM can be linked to achieve success even in organizational efforts to save planet. That's why realizing the excessive adverse effect of business on environment such as greenhouse effect, loss of biodiversity, climatic change, environmental damage, business people need to have started to take the responsibility of green movement for saving our earth (Dash, 2008).

But this can be possible only with employee's involvement. Because for the success of the Green HRM concept; the attachment, participation and contribution of employee is very important for implementing Green HRM Practices in daily life of working as well as private (Ramus, 2001, 2002; Fernandez, Junquera and Ordiz, 2003; Del Brío, Fernandez and Junquera, 2007; Renwick et al., 2008) and the participation in environmental management systems has a positive effect on the environmentally responsible attitudes and behavior (Rashid, Wahid & Saad, 2006). Again definitely, different Green HRM practices can enlarge inspiration, willingness and commitment to employees to contribute their efforts, ideas to the greening of their organization and their work satisfaction. Therefore, HRM practices directed to recruit, develop, apprise and reward banking employees to perform and innovate green HR banking services is a new concern of bank management. The present paper aims to find out the impact of practices of green HR for the banking

organizations to work satisfaction of employee's in the context of IBBL, Bangladesh.

## II. STATEMENT OF THE PROBLEM

Green HR banking practices has made significant inroads into the banking sector of Bangladesh. The enormous benefits of properly managing Green HR in banking practices cannot be over emphasized. However, the majority of the rural banks in Bangladesh are yet to catch the Green HR concept. Research has established significantly a positive relationship between a bank's Green HR practices and employee satisfaction. But several of these banks do not understand the impact of appropriately managing its human resource and therefore leave policies and practices in the hands of non-HRM experts or board of directors who are not fit to implement or enforce policies, strategies, processes, program and practices. Human Resource Management is extremely important for banks especially because banking is a service industry for the people.

Although price is an important issue, but there are other valid reasons why people choose and stay with a particular bank. In coming times, the very survival of the banks would depend on customer satisfaction and customer satisfaction can be gained by delivering the green living word. That's why Banks must articulate and emphasize the core values to practice Green HR banking to attract and retain certain customer segments. The values such as - "innovative", "reliable", "sound", "close", "socially responsible", need to be give emphasis to through concrete actions on the bank's human resource management. Efficient green HR practice may not be possible without efficient and skilled manpower. So it is the time for the rural banks to see the role and impact of Green HR on bank performance alone with their employee work performance and worked towards properly managing their manpower. That's why the researchers take initiatives to discover the impact of Green HR practices on organizational performance along with the employee work satisfaction.

## III. OBJECTIVE OF THE STUDY

The main objective of this paper is to examine whether there is any effect of Green HR practices on enhancement of employee work satisfaction in the context of IBBL, Bangladesh.

## IV. LITERATURE REVIEW

Green HR practices incorporate environment-friendly HR commencement, policies and practices for sustainable use of organizations green culture (Mandip, 2012; Cherian and Jacob, 2012) that resulting in more efficiencies, Less wastage, Improved Job Related Attitude, Improved Work/Private life, lower costs, Improved employee performance and retention which help organization to reduce employee carbon footprints by the mean of Green HRM practices i.e. Flexible work scheduled, electronic filing, car-sharing, job-sharing, teleconferencing, virtual interviews, recycling,

telecommuting, online training, energy efficient office space etc (Saragih and Margaretha, 2013). Opatha and Arulrajah (2014) refers that Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and also the organization which promotes the cause of environmentalism (Zoogah, 2011; Marhatta and Adhikari, 2013).

Callenbach (1993) stated that for switching green management, employees must be arising from some external creative impulse to do something. So there is an important requirement for the amalgamation of environmental management into Human Resource Management (HRM) (Fayyazia et al., 2015) for an organization and for a successful environmental management there needs special efforts of human resource management (Rothenberg, 2003). In accordingly Jabbour and Santos (2008) also pointed that for an fruitful environmental outcome best human resource practices are demanded that support the whole implementation and preservation of environmental management systems in the specific organization. Because various survey results found the relationship of HR practices and organizational consequences such as productivity, flexibility and financial performance (Ichniowski et al., 1997; Mendelson and Pillai, 1999; Collins and Clark, 2003). Though, Organizations which are conducting proper HRM practices with a target of environmental management can be achieved a expected results in corporate environmental management process (Jose Chiappetta Jabbour, 2011). But Yet Laursen and Foss (2003) have claimed that not much attention has been given on relating these outcomes to revolution performance and environmental management initiatives (Renwick et al., 2008).

A study carried out by Harvey et al. (2012) proclaimed that HRM plays an important role in implementation of green practices and indicates the contribution of HRM to the green performance. Green practices can be relied upon workers involvement and execution of Green practices in both life sectors and it result the green environment, Green outcome have a result of Green innovations: new environmental initiatives, new techniques for efficient use of resources, solutions for waste reduction, pollution reduction, etc. (Callenbach, 1993; Ramus and Steger, 2000; Ramus, 2001; Ramus, 2002; Govindarajulu and Daily, 2004), Green outcomes: number of hours of working with natural light or minimum number of electricity bulbs, quantity of depletion of electricity expenditure, amount of depletion of existing level of resources wastage, and level of procurement of clearly defined or identified environmental performance targets (Russo and Fouts, 1997; Berry and Rondinelli, 1998; Kitazawa and Sarkis, 2000; King and Lenox, 2001; Melnyk et al., 2003; Rothenberg, 2003; Daily et al., 2009). So to overcome great environmental challenges, more concentration necessary to be given on innovation as a way to develop and realize sustainable solutions (Machiba, 2010) and for these there is a need of green team who are responsible for

generating new green innovation and practices using green HRM. Those green team and their green practices will assist organizations to decrease the environmental degradation activities and gain the benefits of environmental conservation and further contributing to the welfare of all organizational stakeholders in the future (Jackson, Renwick, and Jabbour and Muller-Camen, 2011). But the green teams is now adopted by so many organizations, but interlink between environmental issues and the management practice is often overlooked (Beard & Rees, 2000).

Human resource department plays very vital role in processing green policy into actual practice (Renwick, 2008) and the creation of sustainable culture within the company (Harmon et al., 2010), therefore such green practices help in completion of green objectives throughout the HRM procedure from recruitment to exist (Dutta, 2014). Cherian and Jacob (2012) identified in their study that green recruitment, training, motivation and green pay/rewards in order to make sure that the organization achieve the goal of attaining Green environment within its premises. A Green recruitment procedure ensures that new talent are well known with the green practices and green HR practices which will support the effective management within the organization (Wehrmeyer, 1996) because In the course of enticing most imaginative and creative employees, organization enhances their recruiting potential, hiring quality staffs, companies need to go through with some extensive process (Renwick et al., 2013) and even companies are also know the fact that being a employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2010).

Also green training and development methods reduces waste, increases proper utilization of resources, conservation of energy and reduces the causes of environmental degradation and it also provide the opportunity to engage employees in green environmental problem solving (Zoogah 2011). Perron et al., (2006) has done study by taking multiple case study approach and it identified the role of Green training and development in promoting business value. But Daily et al., (2007) conducted a survey among 437 employees and the result showed that the formation of effective green employee management was directly dependent on environmental training. Again green Compensation and reward is another potentially powerful tool for supporting green HR activities this may help to make effort for the attainment of organizational goals (Milliman and Clair, 1996). Ramus (2002) examined through his research that rewards motivated the organizational behavior and attitude of employees. And also Forman and Jorgensen (2001) claimed that in their study that the employees' commitments were increased toward the green HR practices when they were offered compensation to take organizational responsibilities.

Green HRM practices has resulted an increasing environmental management procedures within the work place with the participation of employees such as effective and efficient usage of resource (Florida and Davison, 2001);

depletion of wastage (May and Flannery, 1995) and minimize the presence of pollutants which has harmful or poisonous effects from workplaces (Kitazawa and Sarkis, 2000). Without the perfect contribution and participation of employee the policies and practice are not implemented successfully, so employee participation is very necessary to every organization for effective implementation policies and practices. Due to this, innovative green idea, Green awareness steps, eco-friendly ideas should also be welcomed which will instigate their interest in environmental matters and make proper use of their practices and it will upheld or increase effusiveness of employees and their families to take participation and involvement in local environmental issues (Wehrmeyer, 1996). This clarifies that green results conducted successfully with hard work, skill, or gallant and its procurement will hugely depend on employees' effusiveness to collaborate (Collier and Esteban, 2007).

Involvement of employees in the process of practicing Green HR in the banking sector is mandatory if it wants to achieve organizational objectives. Forman and Jorgensen (2001) involved themselves in structuring the participation of employees in Green HR practices within the organization. Bhardwaj and Malhotra (2013) also found positive relationship between Green HR practices and employee performance in their study. According to Sudhalakshmi and Chinnadorai (2014), Bangladeshi banks are lagging behind in terms of practicing proper Green HR adaptation within its premises. They have come to a conclusion that banks have to play a vital and proactive role in making sure the Green HR practices so that green environment and proper ecological balance can be attained. In the same way Ahmed (2012) focused on the contemporary Green HR banking initiatives which has already been introduced globally and about to introduce in Bangladesh. He also suggested by giving some recommendations which might be helpful for the organization to mobilize the Green HR practices. He pointed that reward can play an important role for the banks if it follows proper Green HR practices within the organization.

Choudhury et al. (2013) pointed out in favor of Green banking practice that stakeholders must play a prime role to keep the practice uphold and also indicated some recommendation for the government. Bahl (2012) suggested RBI and Indian government to foster the practices of Green HR policies so that it can formulate to have a green banking policy, guidelines and monetary incentives for the betterment of the green banking practices. Nath, Nayak and Goel (2014) did a study based on the Green banking practices and also provided some recommendation in which they urged for some changes in the routine operations of banks specially in adopting paperless banking, online banking, mobile banking, mobile banking, mass transportation system and green cards made up of recycled plastic. Kalloch and Bachman (2011) focused on the issue that smaller banks are seen greener than larger banks. There is one vibrant criticism also cited by them about

large firms that they are engaged with environmentally harmful endeavors.

According to the research paper of Ko et al. (2014) found that there is significant positive relationship exist between Green concern and internet use. This study proclaims that consumers are more willing to accept green and they are indulging others to practice Green. However the study also added that, word of mouth has also played a vital role to create awareness regarding Green HR in the mind of the friends and family due to the usage of the internet. Similarly, Singh and Singh (2012) also cited society is showing affirmative concern in green environment and firms are also showing their intends to modify their working practices in order to enhance greenery. Ahmed, Zayed and Harun (2014) in their research found that six factors are playing key role in adopting the Green banking in Bangladesh. The ix factors are economic factor, policy guideline, loan demand, stakeholder pressure, environmental interest, and legal factor. Verma (2012) in his study highlighted that Green banking practices has become the prime concern in banks in India as a part of CSR activity.

According to the study of Yusoff, Ramayah & Othman (2015) proclaimed that employees are showing strongly positive intends regarding the greater employee commitment and job satisfaction to those organization which are practicing ‘Go Green’ concept. The study also added that the outcome of practicing Green HR may be pragmatic if it is monitored properly with proper guideline. Green HR attempts have resulted in increasing efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits. A general scanning of literature available in Bangladesh from different published sources indicates that no such relevant study has conducted in Bangladesh in the field of Green HR practices in regard to banking in terms of employee work satisfaction. So the researchers try to find out the impact of green HR on the employee work satisfaction in the context of Islami Bank Bangladesh Limited, Bangladesh.

4.1 Research Hypothesis

On the basis of above-mentioned objectives, the present study aims to test the following hypothesis:

Hypothesis: *Green HR practices affect the work satisfaction level of IBBL’s employees.*

Conceptual Framework

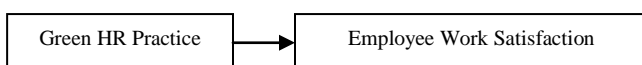


Figure 1: Conceptual Framework of Research Variables and their Relationship.

V. RESEARCH DESIGN

In the (Figure1) graphical representation of the proposed framework showed the pattern and structure of relationship between the set of measured variables. This research intended to investigate the effect of green HR practice on employee

work satisfaction in the context of Islami Bank Bangladesh Ltd., Bangladesh. Here, green HR practice considered as the independent variable and employee work satisfaction is being considered as dependent variable. This paper used a co relational study and simple linear regression analysis to establish the existence of relationships between the measured variable and the impact of green HR practice on employee work satisfaction. In this study, the researcher wanted to reveal whether any relationships exist between these measured variables or not and wanted to measure the impact of independent variable to the dependent variable.

VI. RESEARCH METHODOLOGY

This study has been run to find out the impact of green HR practices to employee work satisfaction. As previous research indicates that an employee’s feelings about the organization may be an indication of organizational commitment (Goldhaber et al., 1978; Porter et al., 1974; Williams & Hazer, 1986). Also Arnold (1989) argues, several factors may be related to the employees’ perceptions about the organization. The paper basically prepared on the basis of primary data. In order to avoid the potential problems associated with non-users as respondents (Szymanski & Henard, 2001), we sampled only actual users of the green HR practice. According to Zikmund (1994), a questionnaire survey technique can gather data from a sample of people that’s why the data for adoption of green HR banking practices and the employee work satisfaction level of IBBL have been collected through structured questionnaire.

The questionnaire includes thirteen question on the usage of green HR banking practices, namely online training, automated performance feedback for employees, HRIS software, online leave application form, arranging virtual seminars for employees, online banking salary, reaching customers through online, receiving information through online notice board, contributing in building green world, Green checking account, E-Investment services, employee loan for environmental friendly project, and Recyclable debit & credit cards and five questions on the work satisfaction level of the employee namely gaining efficiency, quick performance feedback, eliminating bureaucracy, global training facilities and E-transfer of salary.

The individual usage score for each green HR banking practices have been calculated on 7-point Likert scale where, Likert scale measure frequency of usage of green HR banking practices. The score of one represents, the services/practices has never been used by respondent, whereas, the score of seven means service/practice is being used very often. Again for employee’s work satisfaction item the score one represents, strongly disagree, whereas, the score seven means strongly agree. Literature suggests that Likert-type scale can be employed for the purpose of evaluating employee’s experiences at the satisfaction because they are effective in measuring employee’s attitudes and are feasible to assemble and manage (Echtner and Ritchie 1991; Ryan 1995).

Empirical researches findings demonstrate that the Likert-type scale have high reliability and validity values (Westbrook and Oliver 1991). The use of the Likert scale has been employed to reduce the skewness of satisfaction responses (Maddox 1985; Westbrook 1980). The 'Neutral' choice also has been included in the scale for those who might not have any opinion about their experience with any of the satisfaction attributes.

The target populations of this study cover the employee's of IBBL of various branches. A target population is the group of people who have the information that the researcher looks for and from which conclusions and results can be acquired (Birks et al., 2007). The 100 questionnaires have been conveniently distributed personally to the sample respondent. Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher (Sahoo, Singh & Jain, 2016). Although the population is finite and it is also possible to conduct probability sampling but due to time cost constraint, researchers rely on non probability convenience sampling. The collected data has been analyzed by using SPSS 22.0 and MS Excel 2007. For statistical summary the researchers focus on correlation analysis by Spearman and Simple linear regression analysis to identify the affect of green HR practices to employee work satisfaction.

## VII. DATA ANALYSIS AND RESULTS

### 7.1 Descriptive Statistics

After collection of the data analysis of the collected data should be followed (Christensen et. al., 2001). McClave, Benson & Sincich (2005) defined descriptive statistics utilizes numerical and graphical methods to look for patterns in a data set, to summarize the information revealed in a data set, and to present the information in a meaningful form (Khan, 2016). Out of 100 participants, about two thirds of the sample is male, and the average age is about 30.24 years. And average length of their year of service is about 7.57 years.

Table 1 Descriptive statistics

Variable	Mean	Standard Deviation
Green HR practice	5.56	1.15
Employee work satisfaction	5.02	1.22

Table 1 shows the mean values for the variables. Mean scores have been computed by in the same way weighting the mean scores for all the items. On a seven-point scale, the mean score for green HR practice is 5.56 (sd = 1.15). The mean score for Employee work satisfaction is 5.02 (sd = 1.22).

This is above the neutral score of 4, which implies that respondents' overall attitude towards work satisfaction is positive.

### 7.2 Reliability Statistics

Internal reliability test was conducted to ascertain the stability and dependability of the research instrument (Malhotra, 2004). A reliability statistics (Cronbach's alpha) has been performed to test the reliability and internal consistency of each of 18 attributes measured. The scale has found to be internally reliable ( $\alpha = .823$ ). This alpha has exceeded the minimum standard ( $\alpha \geq .70$ ) (Nunnally, 1978). The average inter-item correlation is 0.167, falling within the acceptable range of 0.15-0.50 recommended by Clark & Watson (1995).

Table: 02 Reliability statistics

Variable	No. of items	Cronbach's Alpha
Green HR practice	13	0.798
Employee work satisfaction	05	0.75

From the table 02 we found that for the independent variable - green HR practice the internal reliability is 0.798 and for the dependent variable - employee work satisfaction the reliability is 0.75. Both the alphas are exceeded the minimum standard.

### 7.3 Normality Statistics

Table: 03 Normality statistics

Variable	Skewness Statistics	Kurtosis Statistics
Green HR practice	-0.193	0.000
Employee work satisfaction	0.021	0.250

Table 3 shows the normality analysis of the data. Skewness and kurtosis were calculated to ascertain the normality of the data. The data does not depict significant departures from normality, as skewness and kurtosis values for the composite indicators are within the range of +/- 1.96 (Hair et al, 1998). So the data is normally distributed.

### 7.4 Correlation analysis

In order to show association and strength in between two variables in marketing research a Correlation analysis is used (Khan, 2016). Karl Pearson is more frequently used correlation coefficient because it explains linear relations between two or more variables (Malholtra, 2010). The higher the sample size the better it will be while calculating the significance of the correlation (Bryman & Bell, 2005). Depending on positive or negative correlation value of the correlation will be between +1 to -1. A +1 indicates, that the variables are positively related and -1 indicates, that the variables are related but negatively whereas 0 as an indicator of no correlation for different variable (Khan, 2016). The value of r from .01 to 0.29 is considered weak, from .30 to 0.49 is considered moderate and from .50 to 1.0 is considered strong (Sarker, 2015). The bivariate correlation process was subject to a two tailed of statistical significance at two

dissimilar levels highly significant ( $p < .01$ ) and significant ( $p < .05$ ) (Roy & Ahmed, 2016).

Table 4 Correlation Matrix

	Green HR Practice	Employee work Satisfaction
Green HR Practice	1	
Employee work Satisfaction	.658**	1

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

From Table 4, the result shows that green HR practice significantly and strong positively correlated with employee work satisfaction where ( $r = .658$   $p < .01$ ). The correlation analysis provides full support to research hypothesis. That is employees are more likely to be satisfied if they practiced greener HR.

### 7.5 Regression analysis:

In order to identify and analyze the relationship between one or more independent and dependent variables, regression analysis is used (Khan, 2016). The basic difference between regression and correlation analyzes is that regression assumes that the independent variable is a cause or a predictor of the dependent variable (Malhotra, 2010). Regression analysis is normally used to find how much independent variable can explain of dependent variable. The p-value is calculated to establish the significance of the result. In order to show and prove that the results are significant by at least 95% the p-value should be lower than 0, 05 which shows that the result is significant with at least 95 %. The P-value of lower than .01 will indicate that the result significance is at least 99 % (Nolan & Heinzen, 2007)

Table 5 Regression statistics

Model	R	R Square	Adjusted Square	Beta	F	Sig.
1	.658 <sup>a</sup>	.433	.417	.658	85.352	.000

#### a. Predictors: (Constant), Green HR Practice

From the table 5 we find that the R square value = 0.433 which means independent variable – green HR practice can explain 43.3% of the dependent variable – employee work satisfaction. Also it depicts that in banking sector green HR practice is statistically significantly related with employee work satisfaction ( $B = 0.658$ ,  $p < .001$ ) which according to Cohen (1998) is a large effect. So the result provided a full support for hypothesis. Therefore, the regression results demonstrate that green HR practices directly affect the employee work satisfaction.

## VIII. DISCUSSION

The proposed hypothesis development and tested in this study represent an initial attempt to explain the impact of green HR practices on the employee work satisfaction. Based on a theoretical review, this study argues that the characteristics of

the green HR practices are crucial to a greater extent in assuring employees high work satisfaction. However, from the study it was found that green HR practices has a substantial and significant influence on the employee work satisfaction in the context of banking sector in Bangladesh. Therefore, the human resource department in Bangladesh should develop a reasonable extent of green environment for the employee to practice green HR which will give them a high level of working satisfaction for the betterment of the organization as well as the employee. The findings provide insights into the direction that human resource department emphasizes on green HR practices in regards to employee work satisfaction which will lead to have a better organization's environment as well as it will also make the country "Green"

## IX. CONCLUSION

Although the green movement and Green HR and there practices are still in the stages of early years, but arising awareness within organizations and in private live is in the progress of green environment. The Green movements which will make sure proper utilization of natural resources and helping the banks to maintain proper working environment and this practice will produce a green environment for our future generation. But for Greening HRM demands specific HR's policies and practices need to be associated with economic balance, social and environment (Yusliza, Ramayah, & Othman, 2015, p. 1). Those HR's policies and practices are also needed to be green. But the future of Green HRM depends upon all the stakeholders of HRM department; it may be the employers, employees, practitioners, or academicians of any organization. That is HR is the major role player in implementing GHR practices and policies.

From the study, it is encouraging that the use of Green HR practices in the banks for greening the organization as well as the environment and for the employee work satisfaction. Because from analysis of this research shows that there is a positive relationship or impact of Green HR practices in the work satisfaction of the employees in the context of a bank. It is also evident that practicing green HR in a bank will surely bring some healthy change in the environment specially in making the environment green. Though, there are some flaws in related to this practice as the concept of green HR is not familiar in the mind of the stakeholders but it is a matter of hope that the pace of green HR practices are becoming popular not only in the field of banks but also other fields like garments factory, steel factory, cement factory and so on.

So, researcher can conclude that relationship between green HR practice and employee work satisfaction in the context of IBBL in Bangladesh is significantly important. That is, when a employee is satisfied with his work then he will do anything from his soul for the betterment of the organization. This strategy will become so beneficial from the organizational point of view because it will help to extract the maximum effort from an employee. As a result, HR managers can create awareness among the youngsters and among the people

working for the organization about the Green HR practice for the betterment of the organization and environment. Because HR has significant opportunity to contribute to the organization's green movement and plays important role in enthusing, facilitating, and motivating employees for taking up green practices for greener business.

Pushing further, we look forward to see more research on this topic in near future, which can highlight the role of green HR practices in supporting green initiatives and its relation in terms of employee work satisfaction to some extent even influencing environmental management strategies for green environment and for our better livelihood.

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