Internship Report

on

Green Human Resource Management Practices in Bangladesh: A Case Study on Agrani Bank PLC

Submitted by:

Amina Akter Eti

Student ID : BBA2202026050

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

Semester: Spring-2026

Submitted to:

Department of Business Administration

Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215

Date of Submission: May 02, 2026

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Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)

147/I, Green Road, Tejgaon, Dhaka-1215

Date of Submission: May 02, 2026

Letter of Transmittal

May 02, 2026

To

Mr. Md. Rasel Hawlader
Assistant Professor
Department of Business Administration, Sonargaon University (SU).

Subject: Submission of Report on "**Green Human Resource Management Practices in Bangladesh: A Case Study on Agrani Bank PLC**"

Dear Sir,

With due respect and honour, I would like to inform you that, I have successfully fulfilled the requirements for this report, which is a mandatory component for the completion of the BBA program. This is a great pleasure for me to submit the report on, "**Green Human Resource Management Practices in Bangladesh: A Case Study on Agrani Bank PLC**". Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the Green HRM practices of Agrani Bank PLC in Bangladesh.

This report aims to synchronize my theoretical learning from the BBA program with real corporate practices. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfil the requirements of this report I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humbly request you to accept this report for your kind evaluation.

Yours sincerely,

Amina Akter Eti

Student ID: BBA2202026050

Department of Business Administration,

Sonargaon University (SU)

Letter of Authorization

I, Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as "**Green Human Resource Management Practices in Bangladesh: A Case Study on Agrani Bank PLC**" has been prepared by Amina Akter Eti, ID: BBA2202026050, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfilment for the degree of the Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student herself. Any option and/or suggestion made in this study are entirely that of the author of this report.

The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

Md. Rasel Hawlader

Assistant Professor

Department of Business Administration

Sonargaon University (SU)

Student's Declaration

This is Amina Akter Eti, a student of Bachelor of Business Administration (BBA), ID: BBA2202026050 from Sonargaon University (SU) hereby solemnly declare that this report on "**Green Human Resource Management Practices in Bangladesh: A Case Study on Agrani Bank PLC**" has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU).

I further declare that this report has been prepared with authenticity and integrity, without violating any copyright regulations. I also confirm that it has not been submitted, either in part or in full, for the award of any degree, diploma, or certificate at this or any other institution.

Sincerely Yours,

Amina Akter Eti

Student ID: BBA2202026050

Major: Human Resource Management

Semester: Spring-2026

Department of Business Administration

Sonargaon University (SU)

Acknowledgement

At the very beginning, I would like to express my deepest gratitude to the Almighty for the strength and patience provided to me to complete this internship report successfully.

I wish to express my sincere appreciation and profound gratitude to my academic supervisor Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU), for his invaluable guidance, support, and encouragement throughout the preparation of this report., for his constant guidance, valuable suggestions, and intellectual support throughout the preparation of this report

A special word of thanks goes to the Senior Principal Officer (SPO) Mahadev Chandra Gope Sir under whose direct supervision I worked. I am deeply indebted to him for his exceptional mentorship, constant encouragement, and for sharing his vast professional expertise.His support made my internship journey both productive and inspiring.

I would also like to extend my appreciation to the respected faculty members of the Department of Business Administration at Sonargaon University for their continuous support and dedication to fostering an environment of learning and growth. My gratitude also goes to Agrani Bank PLC for granting me access to information that has been vital to the successful completion of this study.

Finally, I am deeply grateful to my family, friends, and close ones for their constant encouragement, motivation, and assistance throughout this journey. Their support has been instrumental in helping me focus and complete this work.

Sincerely,

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Amina Akter Eti

Student ID: BBA2202026050

Major: Human Resource Management

Semester: Spring-2026

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Executive Summary

This report, *“**Green Human Resource Management Practices in Bangladesh: A Case Study on Agrani Bank PLC**”*, provides an in-depth analysis of how Agrani Bank PLC integrates environmental sustainability into its human resource management functions. The primary aim of this study is to examine the implementation of Green HRM practices within the organization and assess their contribution to organizational effectiveness and long-term sustainability. Data for this study was collected through direct participation and observation during the internship, supported by informal interviews with HR personnel, organizational documents, and relevant academic literature. The analysis highlights key green initiatives undertaken by Agrani Bank PLC, including digital recruitment processes, paperless documentation, eco-conscious training and development, energy-efficient workplace practices, and efforts to foster a green organizational culture. The study also identifies challenges such as inconsistent employee participation, limited resources, and the absence of structured reward mechanisms to encourage sustainable practices. Despite these limitations, the findings reveal that Agrani Bank PLC has strategically embedded sustainability into its HR operations, aligning its practices with global sustainability standards and the United Nations Sustainable Development Goals (SDGs). The study demonstrates that Green HRM not only enhances environmental responsibility but also strengthens employee engagement and organizational reputation. The report recommends expanding employee training on sustainability, Ai-driven GHRM, leveraging technology for greater process automation, and formalizing green performance incentives to further improve outcomes. This case study can serve as a valuable reference for HR service firms in Bangladesh seeking to adopt or enhance Green HRM practices.

Table of Contents

Chapter-One:

Introduction

1.1 Background of the Study

In the contemporary global landscape, environmental sustainability has transitioned from a voluntary corporate gesture to a strategic necessity. As industries worldwide grapple with the consequences of climate change, the financial sector in Bangladesh, led by the directives of Bangladesh Bank, has emerged as a key player in promoting "Green Banking." However, the success of green financing depends heavily on the internal culture of the organization, which is where Green Human Resource Management (GHRM) becomes indispensable.

Green HRM refers to the systemic alignment of traditional HR practices—such as recruitment, training, performance appraisal, and employee relations—with the environmental goals of the organization. For a state-owned commercial giant like Agrani Bank PLC, GHRM is not just about reducing paper waste; it is about fostering an "Eco-friendly" mindset among its vast workforce. This study aims to explore how Agrani Bank is integrating these sustainable practices to transform its human capital into a "Green" workforce, thereby supporting the bank's broader commitment to Corporate Social Responsibility (CSR) and national sustainability targets.

1.1.1 Definitions of Green HRM:

To understand the depth of this study, it is essential to define Green Human Resource Management (GHRM) from various academic and professional perspectives:

According to Renwick et al. (2013): Green HRM is defined as the integration of environmental management into Human Resource Management. It involves HR policies that promote the sustainable use of resources and the prevention of environmental degradation through employee engagement.

Broad Definition: In a general sense, GHRM refers to using every HR function—from recruitment to retirement—to help an organization achieve its environmental goals. It is the practice of aligning the workforce with the organization's "Green" strategies.

Contextual Definition for Agrani Bank: For a state-owned bank, Green HRM means the digital transformation of personnel management, minimizing the use of physical files, and fostering a culture where every employee is conscious of energy consumption and paper waste.

1.1.2 Importance of Green HRM in the Banking Sector:

The importance of Green HRM for an institution like Agrani Bank PLC cannot be overstated. Its significance can be categorized into the following points:

Cost Reduction and Resource Efficiency: By shifting to paperless recruitment, digital payroll, and e-memos, the bank significantly reduces its stationery and printing costs. Efficient energy management within the HR department and branches also leads to lower utility bills.

Compliance with Bangladesh Bank Regulations: Bangladesh Bank has strict guidelines for "Green Banking." Green HRM is a crucial component of these regulations. Implementing GHRM ensures that Agrani Bank remains compliant with national financial policies.

Enhancing Employer Branding: In a competitive job market, younger generations (Gen Z) prefer working for organizations that are environmentally responsible. A strong Green HRM policy helps Agrani Bank attract and retain top talent.

Operational Speed and Accuracy: Digital HR processes are much faster than traditional paper-based ones. For instance, an e-recruitment portal allows the bank to sort thousands of applications in seconds, which would take weeks manually.

Corporate Social Responsibility (CSR): As a state-owned bank, Agrani Bank has a duty towards the nation. By reducing its carbon footprint through Green HRM, the bank fulfills its environmental obligations to society.

1.2 Objectives of the Study

The primary goal of this research is to conduct a comprehensive analysis of Green HRM practices within Agrani Bank PLC. To achieve this, the following specific objectives have been identified:

- To examine the current status of GHRM initiatives implemented within the HR department of Agrani Bank.
- To evaluate the impact of digitalization on traditional HR functions, such as the transition from physical filing to electronic document management (E-filing).
- To assess the level of environmental consciousness and engagement among employees regarding the bank’s "Green Office" protocols.

- To identify the operational and cultural barriers that hinder the full-scale implementation of Green HRM in a state-owned banking environment.
- To provide strategic recommendations based on the findings to enhance the effectiveness of sustainability practices within the bank.

1.3 Methodology of the Study

To ensure the reliability and validity of this report, a dual-layered research methodology was adopted, combining academic rigor with professional practical insights:

Primary Sources:

Expert Mentorship: Significant qualitative data were gathered through continuous consultation with the Senior Principal Officer (SPO) at Agrani Bank PLC. His professional guidance was instrumental in understanding the practical complexities of managing HR operations in a "Green" framework.

On-site Observation: As an intern, I had the opportunity to observe daily workflows, the utilization of the Integrated Banking Software, and the bank's efforts to minimize resource consumption (electricity, water, and paper).

In-depth Discussions: Informal interviews and discussions were conducted with various staff members to gauge their perception of the bank's green initiatives.

Secondary Sources:

Internal Documents: Analysis of Agrani Bank's Annual Reports, HR Policy Manuals, and internal circulars.

Regulatory Frameworks: Review of "Green Banking" policy guidelines and Sustainability Reporting requirements issued by Bangladesh Bank.

Academic Literature: Reference to scholarly journals, books, and existing case studies on GHRM to establish a theoretical foundation.

Academic Supervision: The entire research process, from data collection to final drafting, was meticulously guided by Russell Howlader, Assistant Professor. His academic expertise ensured that the report meets the standards of the university's internship curriculum.

1.4 Limitations of the Study

Despite the effort to maintain high research standards, certain limitations were unavoidable during the study:

Data Confidentiality: As a state-owned financial institution, Agrani Bank maintains strict confidentiality. Access to certain sensitive HR metrics and strategic payroll data was restricted for security reasons.

Geographical Scope: Agrani Bank has an extensive network of branches across Bangladesh. Due to time and logistical constraints, the study primarily focused on head office operations and selected urban branches, which may not fully represent rural branch dynamics.

Emerging Nature of the Topic: Since Green HRM is a relatively nascent concept in the public sector of Bangladesh, there was a limited amount of historical data available for longitudinal comparison.

Operational Pressures: The heavy workload of bank officials often made it difficult to schedule formal interviews, requiring me to rely on brief discussions and periodic observations.

Chapter-Two:

Profile of the Organization

2.1 Overview of Agrani Bank PLC

Agrani Bank emerged as a Nationalized Commercial Bank following the Bangladesh Banks (Nationalization) Order 1972 vide President's Order No. 26 of 1972 under which former Habib Bank Limited and Commerce Bank Limited and renamed as Agrani Bank. The Bank was incorporated as a State-owned Commercial Bank on 17 May 2007 under the Companies Act 1994. On a going concern basis, Agrani Bank PLC took over the business, assets, liabilities, rights and obligations of Agrani Bank through a vendor's agreement signed on 15 November 2007 between the Ministry of Finance of the People's Republic of Bangladesh and the Board of Directors of ABL with retrospective effect from 01 July, 2007.

Agrani Bank PLC is governed by the Board of Directors consisting of chairman, 5 Directors and MD & CEO at present. The Bank is headed by the Managing Director & Chief Executive Officer; Managing Director is assisted by Deputy Managing Directors and General Managers. The bank has 11 Circle offices, 53 zonal offices and 37 Divisions in head office. ABL has been able to create 979 branches including 36 corporate , 43 AD (authorized dealer) branches widely distributed and is a technology pioneer, with all branches providing real time online banking. We also have five subsidiaries: a merchant bank, a small and medium sized enterprises (SMEs) financing company and remittance house in Singapore, Malaysia and Canada.

Agrani Bank PLC is the First state-owned Commercial Bank in Bangladesh to introduce Agent Banking. Currently ABL has 567 agent booths who are operating Agent Banking activities around the rural areas of Bangladesh. In Agrani Bank PLC, Islamic Banking system is operated under 'Islamic Banking Unit' since February 28, 2010. Currently Islamic banking system is being operated through 60 windows. *Agrani Bank PLC Committed to serving the nation.*

2.2 Vision and Mission of Agrani Bank PLC

2.2.1 The Vision: A Future-Forward Outlook

The vision of Agrani Bank is not static; it is a dynamic goal to achieve global standards.

"To be the best state-owned commercial bank in Bangladesh, providing world-class banking services and contributing significantly to the sustainable socio-economic growth of the nation through innovation and excellence." This vision emphasizes two things: being the 'best' among peers and ensuring 'sustainability,' which perfectly aligns with your report's topic—Green HRM.

2.2.2 The Mission: Our Roadmap to Success

Technological Innovation: Transitioning from traditional ledgers to AI-driven banking solutions.

Economic Empowerment: Providing loans to the "unbanked" rural population.

Human Capital Development: Building a workforce that is skilled, ethical, and environmentally conscious (Green workforce).

Operational Excellence: Ensuring zero-error transactions and transparent accountability.

2.3 Strategic Objectives of Agrani Bank PLC

Mobilizing Domestic Savings: Agrani Bank plays a crucial role in collecting small savings from millions of households through schemes like MSS and FDR, turning idle money into productive capital.

Agricultural Credit Expansion: As a bank of the people, it provides seeds and fertilizer loans to farmers at minimal interest rates, ensuring national food security.

Remittance Management: It is a leading gateway for inward foreign remittance, helping expatriates send money safely to their families.

Green Financing & Sustainable Practices: A core objective is to invest in eco-friendly industries (Solar, Bio-gas) and adopt Green HRM to reduce the bank's own carbon footprint.

2.4 Detailed Organizational Structure

Agrani Bank follows a Multi-tier Hierarchical Structure:

Board of Directors: Appointed by the Ministry of Finance; they set the high-level strategies.

Managing Director (MD) & CEO: The bridge between the board and the management.

Human Resource Division (HRD): This is where you interned. It manages 13,000+ employees and implements Green HRM.

IT & Digital Banking Division: Works closely with HR to ensure paperless operations.

Circle & Regional Offices: 11 Circle offices manage the vast network of branches across Bangladesh.

Hierarchy Of Agrani Bank

2.5 Comprehensive Services & Products

Retail Deposit Products: Savings, Current, School Banking, and Senior Citizen accounts.

- **Loan & Advance Products:** Personal loans, Housing loans, Car loans, and SME loans.
- Specialized Services: Hajj Deposits, Freedom Fighter accounts, and Widow Allowance disbursement.
- **Digital Solutions:** Agrani Smart Banking App, SMS Banking, and E-statements (Paperless service).

2.6 Core Functions of Agrani Bank PLC

- **Acceptance of Deposits:** The primary function of mobilizing public funds.
- **Investment of Funds:** Channeling money into government bonds and high-yield industrial projects.
- **Agency Services:** Paying salaries of government school teachers and collecting utility bills (DESCO, WASA).
- **Foreign Exchange:** Handling Letters of Credit (LC) for the RMG sector.

2.7 SWOT Analysis: A Critical Evaluation

- **Strengths:** 960+ branches (Unmatched reach), Government backup, and massive asset base.
- **Weaknesses:** Bureaucratic delays, aging workforce resistance to technology, and NPL (Non-performing loans).
- **Opportunities:** Transitioning to 100% Paperless Banking, Mobile Financial Services (MFS) expansion.
- **Threats:** Fierce competition from private banks and global economic recessions.

2.8 Corporate Social Responsibility (CSR) & Green Initiatives

Agrani Bank is a leader in CSR.

- **Green Education**: Scholarships for students researching environmental sciences.
- **Eco-Financing:** Special interest rates for factories using Effluent Treatment Plants (ETP).
- Internal Green Practices: Switching to LED lights, promoting double-sided printing, and e-communication.
- **Educational Support**: Agranicollaborates with local educational institutions to provide training and development programs, enhancing employability skills among students and community members.
- **Vocational Training**: Offering skill development workshops aimed at empowering underprivileged groups, particularly women and youth, to improve their employment prospects.
- **Green HR Practices**: Implementing eco-friendly policies within the organization, such as reducing paper usage and promoting digital documentation, to minimize environmental impact.
- **Awareness Campaigns**: Conducting seminars and workshops to raise awareness about environmental issues and encourage sustainable practices among employees and the community.
- **Health and Wellness Programs**: Providing employees with access to health check-ups, mental health support, and fitness initiatives to promote overall well-being.
- **Work-Life Balance**: Implementing flexible work arrangements and family-friendly policies to support employees in balancing professional and personal responsibilities.
- **Labor Standards**: Ensuring compliance with national labor laws and international labor standards to uphold workers' rights and promote fair employment practices.

- **Diversity and Inclusion**: Fostering an inclusive workplace by promoting diversity and implementing policies that prevent discrimination and harassment.

- **NGO Collaborations**: Partnering with non-governmental organizations to implement community development projects, such as building infrastructure and providing healthcare services.

- **Government Initiatives**: Engaging with government programs aimed at poverty alleviation and social welfare to contribute to national development goals

2.9 Future Prospects: Toward "Smart Banking 2041"

The future of Agrani Bank is "Smart and Green." The bank is investing heavily in Block-chain security, AI-chatbots for customer service, and a 100% digital HRIS. This will eventually lead to a complete "Paperless Banking" era in Bangladesh.

2.10 Green Banking Practices of Agrani Bank PLC.

Green Bank and Green Banking:

Green Bank means a good, socially mindful and manageable bank. A green banker is in excess of a banker; It isn't an individual, a unit or a group or a gathering.

As a regulator of the money related sector, the national bank previously demonstrated reverberating accomplishment to implement the idea of green banking in its standard exercises. Besides, it additionally made a harmonious climate for the banking sector to guarantee the profound effect of green banking on the financial landscape of Bangladesh. Green or manageable banking isn't limited distinctly to in-house green exercises however reaches out to encouraging green financing. Environmental Risk Management (ERM)

The guideline is a touch of green banking and ERM is for surveying environmental hazards and not expected to pound investment; rather it is for a suitable record.

The technique guideline for green banking has been thought up dependent on a green economy, which, in this manner, relies upon economic power source (sun-fueled, wind, geothermal, marine including wave, bio-gas, and vitality part), green structures (green retrofits for essentialness and water efficiency, residential and commercial assessment, green things and materials, and clean transportation (elective invigorates, open travel, hybrid and electric vehicles, vehicle sharing and carpooling programs), water management (water recuperation, greywater and water frameworks, low-water landscaping, water disinfection, stormwater management), squander management (reusing, city solid waste salvage, brownfield land remediation, sensible packaging), land management (common cultivating, environment insurance and restoration, urban officer-administration and stops, reforestation and afforestation and soil adjustment). Green banking endeavors proactive measures to guarantee the environment and to address environmental change Challenges while financing alongside the successful usage of endless.

2.11: Green Banking Activities

- *BB'S Green*
- *Banking Initiatives*
- *Banks Green Banking Activities*

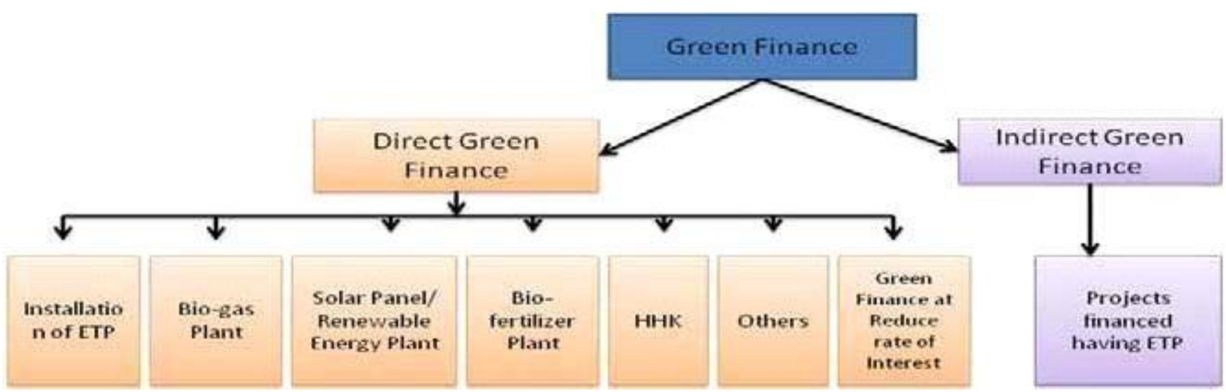
Figure: Green banking activities.

Environmental risk:

Environmental risk is not part of credit risk; This is a simple component of credit risk, in addition to being associated with credit risk due to environmental conditions/climate change. The principal risk management (CRM) must include the environmental risk that the NVRR considers in the overall credit risk system. The involvement of environmental risk in CRM is also important for adequate capital calculations under Risk-Based Capital Adequacy (RBCA) and Camels rating under off-site monitoring. Banks are now evaluating the NVRR following the Environmental Due Diligence (EDD) Checklist in the Environmental Risk Management (ERM) guidelines.

Green Finance:

The green fund joins both immediate and aberrant green money. Wellspring of Bank's immediate green money possibly the bank's own reserve or Bangladesh Bank's for sustainable power source and environment-accommodating activities. Aberrant green account means financing the ventures having ETP or the same framework.



Green Banking Systems:

Banking is to shield the environment from different risks and contamination. Hazard because of environmental effects because of the environmental conditions that make up the element of vulnerability or misfortune potential with regards to monetary circumstance exchanges.

Be Green, Remain Green & Patronize Green

Chapter-Three:

Internship Responsibilities

3.1 Internship Placement: Agrani Bank PLC, Dholairpar Branch

While internships in the banking sector are often centralized at a Head Office, my practical learning took place at the Dholairpar Branch of Agrani Bank PLC. Dholairpar is one of the most vital and busiest commercial hubs in the Dhaka South region. This branch serves a high concentration of retail customers, small traders, and SME (Small and Medium Enterprise) business owners.

Being stationed at a front-line branch like Dholairpar provided me with a unique opportunity to witness the "on-ground" reality of HR operations. While the Head Office designs the Green HRM policies, it is at the branch level where these policies face their true test of feasibility and effectiveness.

3.2 Descriptive Overview of Dolairpar Branch Operations

The Dolairpar branch is characterized by its high transaction volume and constant customer flow. The branch operates as a full-service unit, offering:

- **Retail Services:** Savings, Current, and FDR accounts for local residents and traders.
- **Remittance Hub:** A significant portion of the branch's daily activity involves managing foreign remittances from expatriates.
- **SME Financing:** Providing crucial loans to the local business community in the Dholairpar and Jatrabari areas. As an intern, I observed that the workload in this branch is immense, which makes the implementation of Green HRM (to save time and resources) even more critical.

3.3 Specific Roles and Responsibilities

My duties at the Dholaipar Branch were diverse, ranging from routine administrative support to active participation in the bank’s digitalization and green initiatives.

- **Employee Personal File Management:** I was responsible for auditing and organizing the personal files of the branch staff. This included ensuring that all mandatory documents, such as academic certificates, appointment letters, and service books, were updated and filed correctly.
- **Leave and Attendance Monitoring**: I assisted in the daily monitoring of employee attendance and the processing of leave applications. This gave me insights into how the bank manages its workforce availability to ensure uninterrupted customer service.

- **HRIS and Data Integration**: I assisted in updating employee information in the bank's internal Management Information System (MIS). This task highlighted the importance of data accuracy in large-scale human resource planning.
- **Digitization of Manual Records**: Under the guidance of the SPO, I participated in a special project to digitize legacy physical files. By scanning documents and saving them into the bank's secure digital server, I helped reduce the branch's reliance on physical paper storage.
- **Paperless Communication**: I was encouraged to use internal electronic communication channels (email and E-filing) for inter-office memos. This significantly minimized the carbon footprint associated with physical paper transportation and waste.
- **Resource and Energy Auditing**: I monitored the usage of electronic appliances at the branch. This included implementing a "Switch-Off" policy for computers, printers, and lighting systems during lunch breaks and after office hours to conserve energy.
- **Waste Management Awareness**: I assisted in promoting a culture of recycling within the office, such as reusing one-sided printed papers for internal drafts and reducing the use of plastic-based stationery.
- **Mentorship and Professional Development :** One of the most significant aspects of my internship was the guidance I received from my supervisor, the Senior Principal Officer (SPO). His mentorship went beyond mere task assignment; he provided a roadmap for professional excellence.
- **Handling Professional Pressure and Client Relations**: During my time at the Dholaipar Branch, I observed that the bankers are highly qualified and possess immense professional competence. A key learning for me was observing their emotional intelligence. Even when some clients behaved unprofessionally or were difficult to manage, the officers remained remarkably calm and composed. I learned how they prioritize service and maintain their "cool" under pressure to ensure that the bank's reputation and operational flow are not disrupted.
- **Conflict Resolution**: I observed how the Branch Manager handled internal staff grievances and maintained a harmonious work environment at the Dholaipar Branch.

- **Policy Implementation**: He explained how the bank's central Green Banking policies are translated into daily branch activities, specifically focusing on the Annual Performance Agreement (APA).
- **Workplace Ethics**: Through his leadership, I learned the importance of confidentiality, punctuality, and professional integrity—qualities that are essential for any HR professional.

- **Work Environment and Observation:** The work environment at the Dholaipar Branch was highly disciplined yet collaborative. I observed a strong sense of hierarchy, which is typical for a state-owned bank, but also noticed a growing trend toward modern, digital-first operations. The staff members were supportive, and the culture was one of continuous learning. The ability of the staff to handle difficult situations with patience and professionalism was truly inspiring and is one of the most valuable soft skills I have acquired during this internship.
- **Scanning & Archiving:** I was responsible for scanning legacy employee records and branch-level administrative files into PDF formats for the central HRIS database.
- **Impact:** This task directly reduces the branch's reliance on physical cabinets and storage, contributing to the "Green Archive" goal.
- **E-Memo Management:** Encouraging the staff to use the bank's internal e-mail and Intranet portal for daily inter-departmental communication instead of printed memos.
- **Digital Circular Distribution:** Organizing and archiving digital copies of official circulars received from the Head Office and ensuring they were shared via the branch's digital network.
- **Digital Leave Applications:** Assisting employees in using the HRIS portal to submit leave requests, thereby eliminating the traditional paper-based application process.
- **Attendance Monitoring:** Observing the digital attendance patterns and helping reconcile records through the bank's automated systems.
- **App Promotion:** Guiding customers to download and use the "Agrani Smart Banking" app. By reducing the number of people coming to the branch for simple balance queries, we effectively reduced the "Carbon Footprint" of customer travel and paper receipts.

3.4 Skills and Competencies Developed

This internship allowed me to develop a robust set of professional competencies:

Technical Proficiency: Gained hands-on experience with banking HRIS and digital archiving software.

Communication Skills: Learned how to communicate the importance of "Green Practices" to both colleagues and customers in a professional manner.

Problem-Solving: Developing strategies to continue digital work during system downtimes.

Adaptability: Learning to manage HR tasks in a fast-paced, high-volume commercial branch environment.

Chapter-Four:

Analysis & Findings

4.1 Analytical Framework and Scope of Agrani Bank PLC

The analytical framework of this study is built upon the core pillars of Green Human Resource Management (GHRM) within the operational context of Agrani Bank PLC. The scope of this analysis covers how environmental concerns are integrated into HR policies and how these policies are executed at the branch level, specifically at the Dolairpar Branch. The study examines the shift from traditional resource-heavy banking to a digitally driven, sustainable model.This chapter presents the analysis of the study based on the case of Agrani Bank PLC, a prominent human resource management service provider in Bangladesh. The objective of this study was to explore how Green Human Resource Management (GHRM) practices are applied in the organization and to understand their contribution to environmental sustainability.

Agrani Bank PLC operates in a context where sustainable business practices are becoming increasingly relevant due to rising environmental concerns, regulatory pressures, and global business trends. By analyzing the Bank's HRM strategies through a "green" lens, this chapter sheds light on the organization's strengths, challenges, and overall alignment with sustainable GHRM frameworks.

The analysis is structured around key thematic areas of Green HRM, including recruitment, training, performance management, compensation, employee engagement, work-life balance, and knowledge sharing. Each section demonstrates how these practices are, or can be, integrated into Agrani Bank PLC's operations, while also reflecting on the broader significance for HRM practices in Bangladesh.

4.2 Overview of Green Human Resource Management Practices in Agrani Bank PLC

Green HRM integrates environmental sustainability into the traditional HR framework, ensuring that people management supports both organizational and environmental goals. For Agrani Bank PLC, this means aligning HR practices with eco-conscious strategies, reducing the organization's environmental footprint, and fostering a green organizational culture.

4.3 Green Recruitment and Selection of Agrani Bank PLC

Green recruitment and selection refer to the systematic integration of environmental values and sustainability criteria into the attraction, assessment, and hiring of employees. In the case of Agrani Bank PLC, this function operates at two intertwined layers: (i) building an internal workforce whose behaviours, skills, and mind set are aligned with sustainability, and (ii) influencing client-facing hiring practices through advisory and process design, since Agrani Bank PLC's an HR services firm shapes how client organizations define roles and evaluate candidates. Treating recruitment as a fulcrum for organizational culture, Agrani Bank PLC leverages job design, employer branding, assessment content, and on boarding to embed green expectations from the very first contact with candidates.

Recruitment and selection represent the gateway through which organizational culture and values are infused into the workforce. For a company such as Agrani Bank PLC, which positions itself as a modern HR service provider in Bangladesh, embedding sustainability into recruitment and selection ensures that employees entering the organization are not only technically competent but also aligned with its commitment to environmental responsibility. This approach is particularly

critical in the Bangladeshi service sector, where HR outsourcing firms like Agrani Bank PLC act as intermediaries, influencing both their internal workforce and the practices of client organizations.

- **Green Recruitment**

Green Recruitment at Agrani Bank PLC is designed to attract candidates who are environmentally conscious and willing to adapt to sustainable practices. Job descriptions are crafted to highlight the company's emphasis on eco-friendly policies, digital processes, and a culture of sustainability. By signalling these expectations upfront, Agrani Bank PLC positions itself as an employer that values not just professional expertise but also a broader sense of responsibility toward environmental stewardship. This strategic positioning appeals to a growing pool of young professionals in Bangladesh who are motivated by purpose-driven careers.

- **Digital-First Recruitment Process**

A core element of Agrani Bank PLC's green recruitment lies in its reliance on digital platforms. Applications, screening tests, and interview scheduling are handled electronically, minimizing the need for paper-based processes. Video interviews are prioritized over in-person sessions whenever feasible, reducing both travel-related emissions and logistical costs. For mass hiring, the company utilizes online assessments and applicant tracking systems (ATS) to process large volumes of candidates efficiently while maintaining an eco-friendly approach. These practices not only support sustainability but also enhance efficiency, speed, and accuracy in candidate evaluation.

- **Selection Criteria**

Beyond technical skills, Agrani Bank PLC integrates sustainability awareness into its selection process. During interviews, candidates are asked scenario-based questions that assess their willingness to adopt digital tools, minimize waste, and contribute to sustainability initiatives. For instance, recruiters may explore how a candidate would respond if asked to streamline a process to reduce resource usage. Such questions allow hiring managers to gauge an applicant's openness to eco-friendly practices. While technical expertise remains the primary criterion, the presence of an environmentally responsible mind set is treated as a differentiating factor in final selection.

- **Employer Branding and Candidate Perception**

By embedding green values into recruitment, Agrani Bank PLC enhances its employer brand. In a competitive job market like Bangladesh, younger candidates particularly those from urban, educated backgrounds are increasingly drawn to organizations that align with global sustainability trends. The company's emphasis on sustainability communicates professionalism, modernity, and ethical responsibility. This not only attracts top talent but also fosters a sense of pride among employees, who view themselves as part of a forward-thinking organization.

- **Challenges and Adjustments**

certain client organizations that Agrani Bank PLC recruits for may prefer conventional methods of hiring, creating a misalignment between the firm's green policies and client expectations. To navigate these issues, Agrani Bank PLC adopts a flexible approach maintaining its commitment to eco-friendly practices while accommodating client-specific needs where absolutely necessary.

- **Organizational Outcomes**

The integration of green recruitment and selection at Agrani Bank PLC has reinforced a workforce culture that values sustainability. Employees entering the company are predisposed to accept digital-first processes, paperless systems, and environmentally conscious practices, making it easier to implement green policies across other HR functions. Moreover, this approach strengthens the company's reputation as an innovative HR service provider capable of balancing efficiency, client satisfaction, and environmental responsibility.

4.4 Green Training and Development in Agrani Bank PLC

Training and development represent one of the most effective avenues through which organizations can shape employee behaviour and embed long-term cultural change. At Agrani Bank PLC, the integration of sustainability into training initiatives reflects the company's recognition that environmental consciousness is not an innate skill but a cultivated competency. By investing in green training and development, Agrani Bank PLC seeks to ensure that employees not only perform their roles effectively but also contribute to the organization's sustainability vision and reduce its ecological footprint.

- **Strategic Intent of Green Training**

The primary objective of Agrani Bank PLC's green training initiatives is to create awareness among employees about the environmental impact of workplace practices and to equip them with the knowledge and skills required to minimize negative effects. This extends beyond internal staff to employees hired and placed by Agrani Bank PLC in client organizations, reflecting the dual role the firm plays as both an employer and a service provider. The company aims to in still a mindset where sustainability is seen not as a secondary responsibility but as an integral component of professional effectiveness.

- **Training Content and Methods**

Agrani Bank PLC structures its training programs around digital learning modules, workshops, and awareness campaigns. For instance, employees receive sessions on energy-efficient office practices, waste minimization, and the use of cloud-based systems to reduce paper consumption. Training also covers sustainable workplace habits, such as switching off devices when not in use, managing resources responsibly, and adopting remote working practices when appropriate. Importantly, the company emphasizes the use of technology in learning online webinars, E Learning platforms, and digital manuals ensuring that training delivery itself is aligned with eco-friendly practices by reducing paper-based content and physical logistics.

- **Employee Development with A Sustainability Lens**

Agrani Bank PLC extends green training into long-term development initiatives. Employees are encouraged to participate in external certification programs related to sustainability, digital transformation, and Green HRM practices. By supporting career development in this area, the company builds a pool of professionals capable of championing sustainability in both internal and client-facing projects. In doing so, Agrani Bank PLC not only enhances its own organizational capabilities but also strengthens the expertise it offers to client organizations in the growing field of sustainable HR practices.

- **Engagement and Behavioural Outcomes**

Training at Agrani Bank PLC goes beyond knowledge dissemination and emphasizes behavioural reinforcement. Employees are encouraged to participate in eco-friendly activities, such as internal awareness competitions, "green days," or collective commitments to reduce office waste. These practices help foster a sense of accountability and shared ownership over sustainability goals. In client placements, employees trained under Agrani Bank PLC's green programs often carry this awareness into external organizations, thereby extending the company's influence beyond its direct workforce.

- **Challenges in Green Training**

Despite its advantages, green training at Agrani Bank PLC faces obstacles. Not all employees exhibit the same level of motivation toward sustainability topics, particularly in roles where environmental impact is perceived as minimal. Additionally, training budgets can limit the frequency and depth of sustainability-focused sessions, as traditional professional skills are often prioritized. In Bangladesh's competitive service sector, organizations sometimes struggle to justify investments in environmental training, especially when clients are not explicitly demanding it. Nevertheless, Agrani Bank PLC has responded by integrating sustainability themes into broader training programs, ensuring that green learning remains cost-effective and embedded within general capacity-building efforts.

- **Organizational Benefits**

The impact of green training and development is evident in Agrani Bank PLC's enhanced workplace culture. Employees demonstrate greater awareness of sustainability, adopt digital-first practices more readily, and display a willingness to innovate with eco-conscious solutions. Over time, these outcomes contribute not only to reduced operational costs but also to stronger alignment with global sustainability standards. Moreover, employees trained in environmental awareness enhance the company's value proposition to clients, differentiating Agrani Bank PLC as a forward-thinking HR partner in the Bangladeshi market.

4.5 Green Performance Management at Agrani Bank PLC

Performance management is a critical HR function that determines how employees are evaluated, motivated, and rewarded. At Agrani Bank PLC, integrating sustainability into performance management commonly referred to as green performance management is a strategic approach designed to align individual and team outputs with environmental objectives. The firm recognizes that employees' day-to-day actions, if guided by sustainability principles, can cumulatively reduce organizational environmental impact while enhancing operational efficiency and employee engagement.

- **Concept and Purpose**

Green performance management extends beyond traditional metrics such as productivity, accuracy, and client satisfaction. It incorporates criteria related to environmental consciousness, including adherence to digital-first processes, energy-efficient work habits, responsible resource utilization, and active participation in sustainability initiatives. The purpose is twofold: first, to incentivize eco-friendly behaviour among employees, and second, to embed sustainability as a measurable and accountable aspect of organizational performance. By doing so, Agrani Bank PLC ensures that sustainability becomes a core consideration in decision-making and task execution.

- **Integration into Appraisal Systems**

Agrani Bank PLC has adapted its performance appraisal processes to include sustainability-focused goals and key performance indicators (KPIs). For example, employees are evaluated on their ability to implement paperless workflows, maintain digital documentation accurately, and participate in office energy conservation initiatives. Managers are trained to provide constructive feedback that highlights the link between operational efficiency and environmental responsibility. This approach reinforces the understanding that sustainability is not merely an aspirational value but a concrete expectation that informs promotions, bonuses, and professional development opportunities.

- **Behavioral Reinforcement and Cultural Impact**

Beyond formal evaluations, Agrani Bank PLC leverages ongoing performance monitoring to encourage green behaviors. Supervisors provide real-time guidance on best practices, such as minimizing unnecessary printing or optimizing virtual collaboration tools. Recognition programs celebrate employees who propose innovative solutions to reduce resource use or improve environmental outcomes. This dual mechanism formal appraisal combined with informal reinforcement strengthens a green culture, motivates employees to internalize eco-conscious habits, and fosters a sense of ownership over sustainability objectives.

- **Strategic Relevance in Bangladesh**

In the context of the Bangladeshi service sector, green performance management at Agrani Bank PLC is a pioneering practice. Many organizations still evaluate employees solely on output and efficiency, with limited consideration for environmental impact.

service providers. Clients observe and often adopt these practices, extending the influence of green performance management beyond the organization itself.

- **Organizational Outcomes**

The adoption of green performance management has yielded tangible benefits for Agrani Bank PLC. Employees demonstrate increased environmental awareness and proactive participation in sustainability programs. Operational processes are more efficient due to reduced resource wastage, while recognition of green initiatives enhances motivation and job satisfaction. Collectively, these outcomes support the company's strategic goals and reinforce its reputation as an environmentally responsible and forward-thinking HR service provider.

4.6 Green Compensation and Rewards of Agrani Bank PLC

Compensation and rewards are traditionally used to motivate employees and reinforce desired behaviors. However, in the context of Agrani Bank PLC and many organizations in

Bangladesh, formal linkage between environmental performance and compensation remains limited. While the concept of "green compensation" exists in theory, it is largely aspirational within local HR practices, and sustainability-focused incentives are not systematically implemented. Nevertheless, examining this aspect provides insight into potential strategies for embedding environmentally conscious behaviour into HRM practices.

At Agrani Bank PLC, employees are primarily motivated through standard performance appraisals, promotions, and professional development opportunities rather than explicit environmental rewards. Informal recognition, such as acknowledgment of individual efforts in internal meetings or team discussions, may occasionally highlight employees' contributions toward resource conservation or eco-friendly office behaviour. These actions are typically incidental rather than part of a structured system, reflecting the early stage of Green HRM adoption in the Bangladeshi service sector.

The idea of green compensation is conceptually important because it can create incentives for employees to adopt sustainable behaviours proactively. Even without formal rewards, awareness campaigns, peer recognition, and culture-building initiatives can serve as motivating factors. In a company like Agrani Bank PLC, integrating environmental considerations into HR practices through communication, social norms, or leadership example can gradually foster employee engagement with sustainability goals, even in the absence of monetary or formal incentives.

- **Challenges in the Bangladesh Context**

There are practical and cultural constraints to implementing green compensation in local organizations. Many firms operate under tight budgetary conditions, making additional financial rewards difficult to justify. Moreover, environmental behaviours are often perceived as indirect contributions, making it challenging to measure and link them directly to performance outcomessatisfaction, and efficiency over eco-conscious initiatives, limiting the immediate impact of any informal recognition related to sustainability.

Despite these limitations, there is scope for gradual integration of green-oriented recognition. Simple measures, such as acknowledging teams for reducing paper usage, highlighting energy-saving initiatives, or celebrating eco-friendly office practices, can reinforce desired behaviours. Over time, such practices could lay the groundwork for a more formalized green compensation system, aligned with both organizational sustainability goals and emerging expectations in the Bangladeshi HR sector.

4.7 Green Employee Engagement in Agrani Bank PLC

Employee engagement is a critical component of effective Green Human Resource Management, as it reflects the level of commitment and participation employees demonstrate toward environmentally sustainable practices. At Agrani Bank PLC, fostering green employee engagement is central to cultivating a workforce that actively contributes to the company's sustainability objectives while maintaining high levels of productivity and efficiency. Green employee engagement involves creating opportunities and an environment where employees are encouraged to adopt eco-conscious behaviours and integrate sustainability into their daily work routines. At Agrani Bank PLC, engagement is promoted through consistent communication, awareness initiatives, and leadership modelling. Employees are made aware of the company's sustainability priorities, which include reducing paper usage, optimizing digital workflows, conserving energy, and promoting environmentally responsible behaviours within the office environment.

Agrani Bank PLC implements a range of practical measures to encourage engagement. Staff are guided to use shared digital platforms instead of printed documents, participate in digital-first processes, and adopt small but meaningful actions such as switching off unused devices and lights. Additionally, internal meetings and team discussions often emphasize eco-friendly practices and provide examples of how individual actions contribute to organizational sustainability goals. These initiatives help to create a sense of ownership among employees, where sustainable behaviour becomes part of standard work practices rather than a separate or optional task.

- **Cultural Reinforcement**

Leadership at Agrani Bank PLC plays a key role in reinforcing green engagement. Managers and supervisor's model sustainable practices in their own daily activities, signalling the importance of these behaviours and encouraging adoption across teams. Informal recognition is provided to employees who consistently demonstrate environmentally responsible behaviour, further embedding green practices into the organizational culture. This approach ensures that sustainability becomes an integral part of Agrani Bank PLC's workplace ethos and day-to-day operations.Impact on Organizational Culture

Through these engagement strategies, Agrani Bank PLC has fostered a workforce that is aware of and actively participates in sustainability initiatives. Employees increasingly adopt digital workflows, conserve office resources, and support environmentally conscious practices across functions. This engagement not only strengthens internal culture but also enhances the organization's credibility as a forward-thinking HR service provider in Bangladesh, capable of aligning human resource practices with contemporary sustainability expectations.

4.8 Green Organizational Culture of Agrani Bank PLC

Organizational culture plays a pivotal role in shaping employee behaviour and guiding organizational practices. At Agrani Bank PLC, developing a green organizational culture is an essential aspect of integrating sustainability into the company's operations. A green culture reflects shared values, beliefs, and norms that prioritize environmental responsibility, influencing the way employees think, make decisions, and execute daily tasks. Green organizational culture involves embedding sustainability principles into the core identity of the organization. At Agrani Bank PLC, this means that environmental awareness is not treated as a separate initiative but as an integral part of corporate values and operational standards. By fostering a culture that emphasizes eco-conscious practices, Agrani Bank PLC encourages employees to consistently adopt behaviours that minimize environmental impact, such as using digital tools, conserving resources, and following energy-efficient processes.

Agrani Bank PLC promotes a green culture through multiple strategies that combine communication, leadership, and operational practices. Leadership demonstrates commitment to sustainability by modelling environmentally responsible behaviour in everyday activities, such as minimizing printing, encouraging virtual meetings, and maintaining energy-efficient office practices. These visible actions reinforce the importance of environmental responsibility and signal to employees that sustainable practices are valued within the organization.

The company encourages employees to integrate sustainability into their daily work routines. Staff are oriented toward digital-first workflows, effective resource utilization, and mindful operational practices. Regular discussions in team meetings and informal communication channels help reinforce these behaviours and create shared understanding among employees. Over time, this continuous exposure strengthens the alignment of individual behaviours with organizational sustainability goals, gradually embedding green practices as a norm rather than an exception.

While Agrani Bank PLC does not have formal rewards tied to sustainability, recognition of eco-conscious behaviour is integrated into informal feedback and internal acknowledgment. Managers and peers highlight contributions to energy-saving measures, responsible resource use, and digital efficiency, which helps reinforce the green culture across all levels of the organization. Additionally, sustainability considerations are incorporated into standard HR practices such as recruitment, training, and employee engagement, ensuring that green values permeate the broader organizational framework.

Developing a green culture has enhanced operational efficiency, reduced resource consumption, and increased employee awareness of environmental responsibility. It also strengthens Agrani Bank PLC's reputation as a progressive HR service provider in Bangladesh, capable of integrating modern HR practices with sustainability objectives. By embedding environmental values into the organizational culture, Agrani Bank PLC creates an environment where eco-conscious behaviours are expected, supported, and normalized.

4.9 Green Knowledge Sharing Practiced at Agrani Bank PLC

Knowledge sharing is a critical component of organizational learning and a key enabler of sustainable practices. At Agrani Bank PLC, green knowledge sharing refers to the exchange of information, ideas, and best practices related to environmental responsibility among employees, teams, and management. This practice ensures that sustainability initiatives are not isolated actions but are disseminated and embedded throughout the organization, supporting a culture of continuous learning and environmental awareness. Green knowledge sharing involves actively communicating strategies, tips, and experiences that promote eco-friendly behavior and operational efficiency. At Agrani Bank PLC, this process enables employees to learn from one another, adopt innovative methods to minimize environmental impact, and implement practical solutions within their daily work routines. By fostering an environment of shared learning, the organization ensures that sustainability knowledge is accessible, actionable, and consistently reinforced across all levels of staff.

- **Mechanisms Of Knowledge Sharing**

Agrani Bank PLC promotes green knowledge sharing through multiple channels. Digital platforms and internal communication tools are used to circulate sustainability guidelines, reminders, and updates. Employees participate in team discussions, workshops, and informal sessions where they exchange ideas on reducing paper use, conserving energy, and optimizing digital workflows. Supervisors play a guiding role, encouraging team members to share successful practices and solutions to common environmental challenges. This structured yet flexible approach helps ensure that green knowledge is both relevant and practical.

Knowledge sharing at Agrani Bank PLC is not limited to top-down dissemination. Peer-to-peer communication is encouraged, allowing employees to learn from colleagues' experiences and adopt innovative approaches. For example, a team member who identifies a more efficient method of managing digital files may share this solution with others, creating a ripple effect of improved practices. Such collaborative exchanges enhance engagement, reinforce accountability, and ensure that sustainability becomes a collective responsibility rather than an individual task.

- **Integration with HR Practices**

Green knowledge sharing is closely linked with other HR initiatives, including training, employee engagement, and performance management. Training programs provide the foundational knowledge, while knowledge sharing ensures that lessons are applied and adapted to specific operational contexts. This integration strengthens the organization's overall approach to sustainability, ensuring that employees are continuously learning and contributing to environmentally responsible practices.

By encouraging green knowledge sharing, Agrani Bank PLC enhances operational efficiency, reduces resource wastage, and cultivates a workforce that is informed and proactive about environmental issues. Employees become more confident in implementing sustainable practices, and the organization benefits from a consistent application of eco-friendly processes. This practice also reinforces Agrani Bank PLC's reputation as a progressive HR service provider that integrates sustainability into its organizational and client-facing operations.

4.10 Impact of Green HRM Practices on Sustainability in Agrani Bank PLC

Green Human Resource Management (GHRM) practices at Agrani Bank PLC collectively shape the organization's approach to environmental responsibility and sustainability. The integration of green recruitment, training and development, employee engagement, performance management, organizational culture, and knowledge sharing demonstrates a systematic effort to align HR practices with sustainable objectives. This holistic approach ensures that sustainability is embedded not only in policies but also in daily operations, employee behaviors, and organizational culture. The Green HRM initiatives at Agrani Bank PLC support the company's strategic objective of becoming a progressive HR service provider while promoting environmental responsibility. By recruiting eco-conscious employees, the firm ensures that its workforce is predisposed to adopt sustainable practices. Training and development programs reinforce knowledge and skills related to environmental sustainability, while employee engagement initiatives encourage the consistent application of these practices. Collectively, these measures strengthen the alignment between human resource practices and sustainability objectives.

- **Integration of Green Practices**

Each HR function at Agrani Bank PLC contributes to sustainability in a complementary manner. Green recruitment ensures that new hires understand and support sustainability goals from the outset. Green training equips employees with the knowledge to implement eco-friendly practices effectively. Green employee engagement and organizational culture reinforce these behaviors, creating a supportive environment that encourages daily eco-conscious actions. Knowledge sharing ensures that sustainable practices, insights, and innovations are disseminated throughout the organization, maximizing their impact.

The adoption of Green HRM practices has tangible operational benefits. Digital-first recruitment, training, and knowledge-sharing platforms reduce the reliance on paper-based processes,

contributing to resource conservation. Employees who are aware of sustainability goals are more likely to adopt energy-efficient practices, reduce waste, and optimize workflows. While formal environmental rewards may be limited in the Bangladeshi context, the cumulative effect of these behaviors results in improved resource utilization and operational efficiency, reflecting the practical value of GHRM initiatives.

Beyond operational benefits, Green HRM practices at Agrani Bank PLC have fostered a workforce culture that values sustainability. Employees demonstrate a greater sense of responsibility toward environmental outcomes, integrate eco-friendly practices into daily routines, and actively participate in knowledge-sharing activities. This culture strengthens collaboration, encourages innovative solutions for resource efficiency, and enhances overall organizational commitment to sustainability objectives.

In the Bangladesh context, where formal sustainability initiatives remain limited in many service organizations, by embedding sustainability into human resource management, Agrani Bank PLC not only improves internal practices but also influences clients and stakeholders, promoting wider adoption of environmentally responsible practices in the HR sector.

4.11 Green HRM as a Strategic Driver for Sustainability:

Green HRM acts as a bridge between a bank's environmental strategy and its human capital. When Agrani Bank adopts green hiring or digital training, it is essentially building a "Green Workforce." This workforce is more aware of the environmental risks associated with banking operations, such as excessive paper waste and carbon footprints from commuting. By integrating green goals into

HR policies, the bank ensures that every employee contributes to the organization's corporate social responsibility (CSR) and the government's "Vision 2041" for a smart and sustainable Bangladesh.

4.12 Why Green HRM is Critical for Bangladesh

Bangladesh is one of the most climate-vulnerable countries in the world. As a result, the Central Bank (Bangladesh Bank) has made it mandatory for all financial institutions to adopt Green Banking practices. In this regulatory framework, Green HRM becomes a critical component. For Agrani Bank PLC, implementing Green HRM is not just about compliance; it is about risk management. By reducing physical resource consumption and promoting digital efficiency, the bank reduces its operational costs while enhancing its reputation as a modern, forward-thinking institution.

4.13 The Role of Agrani Bank PLC in National Sustainability

As a leading state-owned commercial bank, Agrani Bank PLC serves millions of customers through its vast network. The HR practices of such a giant institution have a ripple effect on the entire economy. If the HR department can successfully transition thousands of employees to a paperless environment, it sets a powerful benchmark for other public and private organizations. This study, therefore, explores how Agrani Bank is utilizing its massive human resources to drive environmental change from the inside out.

4.14 Future Impact of Green HRM on Agrani Bank PLC:

The long-term effects of implementing Green HRM will reshape the future of Agrani Bank PLC in several ways:

- **The Rise of the "Paperless Office":** The most visible future impact will be the total elimination of physical files. Future HR managers at Agrani Bank will operate in a 100% digital environment, where employee records, leave applications, and performance appraisals are all managed via cloud-based HRIS.
- **A "Green" Work Culture:** Over time, Green HRM will shift the mindset of the workforce. Environmental consciousness will become a core part of the organizational culture, where employees naturally choose eco-friendly alternatives in their daily tasks.

- **Technological Leadership in the Public Sector:** Successful GHRM implementation will position Agrani Bank as a technological leader among state-owned commercial banks (SOCBs). It will serve as a model for other government institutions transitioning toward digital and sustainable operations.
- **Sustainable Financial Growth:** By saving costs on physical resources and improving employee productivity through digital tools, the bank will achieve higher profitability. This surplus can then be reinvested into further "Green Finance" projects, creating a cycle of sustainability.
- **Contribution to "Smart Bangladesh 2041":** Green HRM is a direct contributor to the government's "Smart Bangladesh" vision. By digitizing its human capital management, Agrani Bank helps build a more efficient, tech-savvy, and environmentally aware nation.

4.15 Findings

Despite initiating Green HRM practices, Agrani Bank PLC efforts reveal several gaps and limitations that affect the full-scale implementation of sustainability within its HR framework:
Implementing Green HRM in a high-pressure environment like the Dolairpar branch was not without its hurdles. I encountered several significant challenges:

- **The "Digital-Manual" Conflict:** Many senior staff members, who have been with the bank for decades, find it difficult to trust digital systems over physical ledgers. Overcoming this mindset was a constant challenge.
- **Customer Expectations:** Most customers at Dolairpar (especially small traders) still demand a paper receipt for every transaction as a psychological sense of security. This makes the goal of a 100% paperless branch difficult to achieve.
- **Technological Barriers:** Occasional slow internet connectivity or server downtime at peak hours hindered the smooth operation of digital HR tasks, forcing the staff to revert to manual backups.

- **High Pressure and Workload:** Because the Dolairpar branch is so busy, officers often found it easier to do things the "old way" rather than spending time learning or troubleshooting new digital HR tools.
- **Environmental Limitations:** The branch's physical layout made it challenging to implement some energy-saving measures, although efforts were made to manage power usage effectively.
- **The Digital Divide:** There is a noticeable gap between younger, tech-savvy employees and senior officials who still prefer the "feel" of physical files for security and record-keeping.
- **Customer Dependency on Paper:** At the Dolairpar branch, many SME and retail customers still demand physical receipts and passbook entries, which prevents the branch from becoming 100% paperless.
- **Technological Reliability:** Occasional server downtimes and internet connectivity issues remain a major hurdle. When the digital system fails, the branch is forced to revert to manual paper-based processes to avoid halting customer service.
- **Infrastructural Gaps:** Rural branches often lack the high-speed internet and power backup required to sustain a fully digital Green HRM system, unlike the city-based branches.

- **Partial Adoption of Green HRM:** While digital-first processes are in place, green practices are not fully integrated across all HR functions due to regulatory requirements and client-driven constraints.
- **Regulatory Compliance Barriers**: Strict government regulations mandate physical documentation in recruitment and payroll, limiting the extent to which paperless, green systems can be applied.
- **Limited Green Training Programs**: Training on sustainability is offered but irregular and often overshadowed by client-priority skill development. This reduces the impact of eco-awareness initiatives.
- **Absence of Formal Green Performance Metrics**: Performance management includes some eco-conscious criteria, but lacks structured KPIs directly tied to sustainability, making measurement inconsistent.

- **Underdeveloped Green Compensation and Rewards**: Environmental contributions are rarely linked to compensation or structured incentives, leaving sustainability recognition mostly informal.
- **Client Dependency for Implementation** : As an HR outsourcing firm, Agrani Bank PLC's ability to practice Green HRM depends heavily on clients' willingness to adopt eco-friendly systems, which often slows adoption.
- **Technology Gaps in Knowledge Sharing** : Green knowledge sharing occurs through informal discussions and digital channels, but lacks centralized platforms or formal documentation for long-term impact.
- **Uneven Employee Engagement:** Although many employees are motivated to adopt eco-friendly behaviours, engagement is inconsistent across teams due to workload pressures and varying levels of awareness.
- **Cultural Resistance to Change**:Some staff and clients remain accustomed to traditional HR practices, creating resistance to digital-first, paperless, or sustainability-focused initiatives.
- **Budgetary and Resource Constraints**: Limited financial and structural resources restrict investment in advanced sustainability programs, certifications, or AI-driven HR solutions.

Chapter-Five:

Recommendations & Conclusion

5.1 Recommendations

Based on the findings and the analytical evaluation of Green HRM practices at Agrani Bank PLC, specifically at the Dolairpar Branch, the following strategic recommendations are provided. These suggestions aim to overcome existing barriers and enhance the bank's sustainability performance:

- **Implementation of "Green Incentive" Programs**: The bank should introduce a formal recognition system for employees who actively practice resource conservation. This could include "Green Employee of the Month" awards or small financial incentives for those who minimize paper and electricity usage. This will foster a competitive yet eco-friendly environment.
- **Intensive Digital Literacy Training for Senior Staff**: To bridge the "Digital Divide," specialized, hands-on training workshops should be organized for senior officials who are less comfortable with the HRIS and other digital tools. This will ensure that the transition to Green HRM is uniform across all generations of employees.
- **Upgrading Branch-Level IT Infrastructure:** For high-volume commercial branches like Dolairpar, the bank must ensure 100% server uptime and high-speed fiber-optic internet. Investing in dedicated power backups and modern scanning hardware is essential to prevent reverting to manual paper-based processes during system downtimes.
- **Achieving 100% Digital Performance Appraisal (e-ACR):** While many HR functions are digital, the Annual Confidential Report (ACR) still has manual components. The bank should transition to a completely web-based e-ACR system to eliminate massive annual paper waste.
- **Launching Customer Awareness Campaigns**: Since branch operations are heavily influenced by customer demands, Agrani Bank should launch campaigns to educate customers about the benefits of e-statements and digital receipts. Small service fee waivers could be introduced for customers who opt for paperless banking.
- **Standardized E-Waste Management Policy**: As the bank moves toward full digitalization, it will generate more electronic waste (old PCs, printers, etc.). A clear, eco-friendly policy for recycling and disposing of these materials is necessary to maintain the integrity of "Green" banking.

5.2 Conclusion

The study concludes that Agrani Bank PLC is making significant strides toward integrating environmental sustainability with its human resource management. My three-month internship experience at the Dolairpar Branch provided a unique lens through which I could observe both the successes and the practical challenges of this transformation.The findings clearly indicate that the shift from traditional, resource-intensive methods to Green HRM has not only reduced the bank's ecological footprint but has also enhanced operational efficiency and transparency. The leadership at the branch level, particularly the mentorship provided by the Senior Principal Officer (SPO), has been instrumental in navigating the complexities of high-volume commercial banking while adhering to eco-friendly protocols.While challenges such as technological barriers and resistance to digital change persist, they are not insurmountable. With continuous investment in technology and a sustained focus on employee mindset shifts, Agrani Bank can fully realize its vision of a "Paperless and Smart Bank." Ultimately, the adoption of Green HRM is not just a corporate responsibility; it is a strategic necessity for Agrani Bank PLC to remain competitive and relevant in the journey toward a "Smart Bangladesh 2041." This study reaffirms that a green workforce is the most valuable asset for a sustainable future.

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দেশ ও জাতির সেবায় প্রতিশ্রুতিবদ্ধ

ধোলাইরপাড় শাখা, ঢাকা।

Dhosa/ADMIN/79/2026
Date: 30 April 2026

To Whom it may concern

This is to certify that Amina Akter Eti bearing ID BBA2202026050 a student of BBA, Major in Human Resource Management (HRM), Sonargaon University (SU), has successfully completed her three months internship program in our branch.

During his internship period, She was attentive, sincere and loyal alert that appeared her punctuality and responsibility to assigned job.

We wish her every success in life.

(MOHAMMAD AZIZUR RAHMAN KHAN)
(Branch Head and Assistant General Manager)

Mohammad Azizur Rahman Khan
AGM & Head of the Branch
Agrani Bank PLC.
Dholairpar Branch, Dhaka.

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