Internship Report
on
Green Human Resource Management Practices in Bangladesh: A Case Study on Prime Bank PLC.

Submitted by:

Md Bokhtiar Uddin Bhuiyan

ID: BBA2203027137

Program: Bachelor of Business Administration (BBA)

Department of Business Administration

Major: Human Resource Management (HRM)

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Submitted to:

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Faculty of Business

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Submitted for the partial fulfillment of the degree of
Bachelor of Business Administration (BBA)



Sonargaon University (SU)

147/1, Green Road, Tejgaon, Dhaka-1215, Bangladesh

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Bachelor of Business Administration (BBA)



Sonargaon University (SU)
147/1, Green Road, Tejgaon, Dhaka-1215, Bangladesh

Date of Submission: September 5, 2026

Letter of Transmittal

Date: September 5, 2026

To
Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to submit my internship report entitled **"Green Human Resource Management Practices in Bangladesh: A Case Study on Prime Bank PLC."** This report has been prepared as a partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) degree under the Department of Business Administration, Sonargaon University.

The report is based on my internship experience at Prime Bank PLC., where I had the opportunity to observe the Human Resource Division and gain practical knowledge regarding Green Human Resource Management (Green HRM) practices. In addition to my practical observations, the report incorporates relevant academic literature, organizational information, and qualitative findings collected through discussions and questionnaire responses from employees.

Preparing this report has enabled me to bridge theoretical knowledge with practical experience while enhancing my understanding of sustainable human resource management practices in the banking sector of Bangladesh.

I sincerely appreciate your guidance and valuable suggestions throughout the preparation of this report. I hope this report meets the academic requirements and your expectations.

Sincerely yours,

_____
Md Bokhtiar Uddin Bhuiyan
ID: BBA2203027137
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Student's Declaration

I hereby declare that this internship report entitled **"Green Human Resource Management Practices in Bangladesh: A Case Study on Prime Bank PLC."** has been prepared by me as a partial fulfillment of the requirements for the Bachelor of Business Administration (BBA) degree.

The report is based on my internship experience at Prime Bank PLC. and has been prepared under the guidance of my academic supervisor. I further declare that this report is my original work and has not been submitted previously, either in whole or in part, to any other university or institution for the award of any degree, diploma, or certificate.

All sources of information used in preparing this report have been properly acknowledged and cited.

Sincerely yours,

_____

Md Bokhtiar Uddin Bhuiyan
ID: BBA2203027137
Department of Business Administration
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Letter of Authorization

This is to certify that **Md Bokhtiar Uddin Bhuiyan**, **(ID: BBA2203027137)** a student of the Bachelor of Business Administration (BBA) program, Major in Human Resource Management under the Department of Business Administration, Sonargaon University (SU), has been authorized to prepare an internship report entitled **"Green Human Resource Management Practices in Bangladesh: A Case Study on Prime Bank PLC."** The report has been prepared under my supervision as a partial fulfillment of the internship requirements for the BBA degree.

To the best of my knowledge, this report is an original piece of work carried out by the student and is worthy of acceptance for academic evaluation.

I wish the student every success in completing the internship report.

_____

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

Acknowledgment

First and foremost, I express my sincere gratitude to Almighty Allah for granting me the strength, patience, and guidance to complete this internship report successfully.

I would like to express my heartfelt appreciation to my respected internship supervisor, **Md. Rasel Hawlader**, Assistant Professor, Department of Business Administration, **Sonargaon University (SU)**, for providing continuous guidance, valuable suggestions, and constructive feedback throughout the preparation of this report. His support and encouragement greatly contributed to the successful completion of this study.

I am also deeply grateful to the management and employees of **Prime Bank PLC.**, particularly the officials of the Human Resource Division, for giving me the opportunity to complete my internship and for extending their cooperation during the internship period. Their willingness to share information, practical experiences, and organizational insights significantly enriched this report.

I would also like to thank all the employees who participated in the survey and shared their valuable opinions regarding the organization's Green Human Recourse practices.

Finally, I express my sincere appreciation to my parents, teachers, friends, and well-wishers for their continuous support, encouragement, and inspiration throughout my academic journey.

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Executive Summary

This internship report examines Green Human Resource Management Practices in Bangladesh: A Case Study on Prime Bank PLC**. T**he study aims to understand how environmentally responsible practices are incorporated into human resource management and to identify areas where Green HRM can be further strengthened. The study was conducted based on practical observations during the internship, employee survey responses, and information collected from relevant organizational and secondary sources. A structured questionnaire containing 12 questions was used to understand employees' awareness of Green HRM, existing green practices, digital HR activities, environmental training, employee participation, satisfaction, perceived challenges, and suggestions for improvement. The findings indicate that Prime Bank PLC has a positive foundation for Green HRM. Digital HR practices, paperless documentation, online recruitment, digital communication, environmental awareness, and sustainability-oriented activities contribute to reducing resource consumption and supporting environmentally responsible operations. Employees generally recognize the importance of these practices and their contribution to sustainability. However, the study also identifies several areas for further development. These include greater integration of Green HRM across different HR functions, more structured Green HRM training, stronger employee participation, clearer environmental performance indicators, and greater recognition of employees' green behavior. The study also found that the available information did not allow a complete assessment of certain internal HR practices because of confidentiality and the limited duration of the internship. Based on these findings, the report recommends developing a more integrated Green HRM framework, increasing employee awareness and training, strengthening employee participation, introducing relevant green performance indicators, and establishing recognition mechanisms for environmentally responsible behavior. Overall, the study concludes that Prime Bank PLC has a strong foundation for developing Green HRM further. By connecting its existing digital and sustainability initiatives with more structured HR policies and measurable objectives, the Bank can strengthen both employee engagement and long-term environmental sustainability.

List of Abbreviation

Abbreviation		Full Form
ATS	-	Applicant Tracking System
BB	-	Bangladesh Bank
BBA	-	Bachelors of Business Administration
CSR	-	Corporate Social Responsibility
ESG	-	Environmental, Social and Governance
GHRM	-	Green Human Resource Management
HR	-	Human Resource
HRM	-	Human Resource Management
ICT	-	Information and Communication Technology
IT	-	Information Technology
KPI	-	Key Performance Indicator
NGO	-	Non-Governmental Organization
PLC.	-	Public Limited Company
SDGs	-	Sustainable Development Goals
SME	-	Small and Medium Enterprise
UN	-	United Nations
HRD	-	Human Resource Development
E-HRM	-	Electronic Human Resource Management
ERM	-	Enterprise Risk Management
E&S	-	Environmental and Social
ESRM	-	Environmental and Social Risk Management
GHG	-	Greenhouse Gas
RMG	-	Ready-Made Garments
SU	-	Sonargaon University

Table of Contents

SL	Particular	Page No.
Cover Page		i
Letter of Transmittal		ii
Student's Declaration		iii
Letter of Authorization		iv
Acknowledgment		v
Executive Summary		vi
List of Abbreviation		vii
Table of Contents		viii
Chapter 1: Introduction		
1.1	Introduction	2
1.2	Objectives of the Study	3
1.3	Methodology of the Study	3
1.4	Limitations of the Study	5
Chapter 2: Profile of the Organization		
2.1	History and Background	7
2.2	Vision, Mission and Core Values	8
2.3	Corporate Information	9
2.4	Products and Services	9
2.5	Organizational Structure	10
2.6	Human Resource Division of Prime Bank PLC.	11
2.7	Human Resource Functions and Practices	12
2.8	Sustainability and Green Banking Initiatives	12
2.9	Green Human Resource Management Initiatives	13
2.10	SWOT Analysis of Prime Bank PLC.	13
Chapter 3: Internship Duties and Responsibilities		
3.1	Internship Overview	16
3.2	Duties and Responsibilities	16
Chapter 4: Analysis and Findings		
4.1	Overview of Green HRM Practices at Prime Bank PLC.	19
4.2	Qualitative Survey Analysis	19
4.3	Awareness of Green HRM	32

SL	Particular	Page No.
4.4	Green Recruitment and Selection of Prime Bank PLC.	32
4.5	Digital HR Practices of Prime Bank PLC.	33
4.6	Green Training and Employee Development of Prime Bank PLC.	34
4.7	Employee Participation in Green Initiatives of Prime Bank PLC.	35
4.8	Green Performance Management of Prime Bank PLC.	35
4.9	Green Workplace Practices of Prime Bank PLC.	36
4.10	Management Commitment	37
4.11	Findings	38
Chapter 5: Recommendations and Conclusion		
5.1	Recommendations	40
5.2	Conclusion	41
Reference		42
Appendix		44

Chapter: One
Introduction

1.1 Introduction

Environmental sustainability has become a critical concern for organizations worldwide, driven by rapid industrialization, climate change, and rising stakeholder expectations. As businesses integrate environmental considerations into strategic planning and operations, Human Resource Management (HRM) has evolved beyond its traditional functions to incorporate sustainability principles giving rise to Green Human Resource Management (Green HRM).

Green HRM refers to the integration of environmental management objectives into HR policies and practices, embedding environmental responsibility into recruitment, training, performance appraisal, compensation, and workplace management. Its primary goal is to encourage environmentally responsible employee behavior while enhancing organizational performance. Unlike traditional HRM, Green HRM positions employees as active partners in reducing waste, conserving energy, and supporting sustainable decision-making improving organizational reputation, efficiency, and stakeholder confidence in the process.

The banking sector, while having a lower direct environmental footprint than manufacturing industries, plays a significant indirect role in sustainability through financing decisions, investment policies, and operational management. By funding environmentally responsible projects, adopting green office practices, and digitizing operations, banks contribute meaningfully to national sustainability goals.

In Bangladesh, Bangladesh Bank has introduced policies encouraging financial institutions to adopt Green Banking and Sustainable Finance practices, pushing banks toward paperless operations, digital documentation, and environmentally responsible workplace management. Among private commercial banks, Prime Bank PLC. has emerged as a leader in this space. Since its founding in 1995, the Bank has emphasized innovation, digital transformation, and responsible banking, and has more recently strengthened its sustainability commitment through Green Banking initiatives, sustainability reporting, and expanded digital services earning recognition from Bangladesh Bank along the way.

HRM plays a key role in supporting these efforts. Through environmentally responsible recruitment, digital HR operations, employee awareness programs, and sustainable workplace practices, Prime Bank's Human Resource Division contributes directly to the organization's broader sustainability agenda.

This report examines Green HRM practices at Prime Bank PLC., drawing on internship observations, organizational documents, academic literature, and employee responses to evaluate current initiatives, identify challenges, and propose practical recommendations for strengthening environmental sustainability in HR management.

1.2 Objectives of the Study

1.2.1 General Objective

The general objective of this study is to examine the Green Human Resource Management (Green HRM) practices implemented at Prime Bank PLC. and evaluate their contribution to organizational sustainability within the banking sector of Bangladesh.

1.2.2 Specific Objectives

The specific objectives of the study are:

- To identify the existing Green Human Resource Management practices implemented by Prime Bank PLC.
- To examine how Green HRM practices support environmental sustainability within the organization.
- To assess employees' perceptions regarding Green HRM initiatives at Prime Bank PLC.
- To identify the major challenges associated with implementing Green HRM practices.
- To recommend strategies for strengthening Green Human Resource Management practices in Prime Bank PLC.

1.3 Methodology of the Study

Methodology of the Study provides a systematic framework for conducting scientific investigation and ensures that the research objectives are achieved in a logical and reliable manner. This study adopts a qualitative case study approach to explore the Green Human Resource Management practices implemented at Prime Bank PLC. The methodology is designed to collect, analyze, and interpret information obtained from multiple sources in order to develop a comprehensive understanding of the organization's Green HRM initiatives.

1.3.1 Research Design

This study follows a descriptive qualitative case study design**.** The descriptive approach enables the researcher to describe the existing Green Human Resource Management practices at Prime Bank PLC., while the qualitative approach facilitates an in-depth understanding of employees' experiences, perceptions, and organizational practices. Since the study focuses on a single organization, the case study method provides detailed organizational insights that cannot be obtained through broader survey research.

1.3.2 Nature of the Study

The study is primarily qualitative in nature. It combines internship observations, document analysis, and qualitative responses from employees to evaluate Green HRM practices. Descriptive analysis has been used to interpret organizational practices and summarize respondents' opinions. Simple frequency distributions and graphical presentations may also be used where appropriate to support the qualitative findings.

1.3.3 Sources of Data

The study is based on both primary and secondary sources of information. Primary Data

Primary data were collected through:

- Direct observation during the internship period.
- Informal discussions with HR personnel and employees.
- A structured qualitative questionnaire administered to selected employees.

Secondary Data

Secondary data were collected from various published and authenticated sources, including:

- Prime Bank PLC. Annual Reports.
- Prime Bank PLC. Sustainability Reports.
- Prime Bank PLC. official website.
- Bangladesh Bank publications and Green Banking Guidelines.
- Journal articles on Green Human Resource Management.
- Books, conference papers, and other academic publications.

The combination of primary and secondary sources enhances the credibility and comprehensiveness of the study.

1.3.4 Data Collection Method

Primary information was collected through direct observation of organizational activities during the internship period and through a structured questionnaire consisting of both close-ended and open-ended questions. The questionnaire focused on employees' awareness, perceptions, and experiences regarding Green HRM practices within the organization.

Secondary information was collected through a review of organizational documents, sustainability reports, academic journals, books, and official publications related to Green HRM and sustainable banking.

1.3.5 Sampling Technique

A purposive sampling technique was adopted for this study. Employees who were directly associated with Human Resource activities or had sufficient knowledge regarding organizational sustainability practices were selected as respondents. Approximately 20–30 employees participated in the questionnaire survey to provide qualitative insights into Green Human Resource Management practices at Prime Bank PLC.

1.3.6 Data Analysis Technique

The collected data were analyzed using descriptive and qualitative analytical techniques. Responses obtained from close-ended questions were summarized using simple frequency distributions, percentages, tables, and graphical presentations such as pie charts and bar charts. Open-ended responses were analyzed using thematic analysis to identify common opinions, challenges, and recommendations regarding Green HRM implementation. The findings obtained from primary data were further compared with existing literature and organizational information to provide a comprehensive discussion of Green HRM practices at Prime Bank PLC.

1.4 Limitations of the Study

The study has several limitations that should be considered when interpreting its findings.

- **Limited Internship Duration**: The internship period was relatively short, limiting the opportunity to observe all Human Resource functions and Green HRM practices comprehensively.
- **Single Organization Focus**: This study was conducted only at Prime Bank PLC. Therefore, the findings may not fully represent Green HRM practices across the entire banking sector in Bangladesh.
- **Limited Access to Confidential Information**: Certain organizational documents and HR-related information were confidential, restricting access to detailed data for a more comprehensive analysis.
- **Small Sample Size**: The qualitative survey involved a limited number of employees due to time constraints and respondents' availability, which may affect the generalizability of the findings.
- **Dependence on Respondents' Opinions**: Some findings are based on employees' perceptions and responses, which may involve personal bias or subjective judgment.
- **Time Constraint for Data Collection**: The limited time available for data collection and report preparation restricted the scope of conducting more extensive interviews and observations.

Chapter: Two
Profile of the Organization

2.1 History and Background of Prime Bank PLC.

Understanding the organizational background of Prime Bank PLC. is essential for analyzing its Human Resource Management practices and sustainability initiatives. As one of the leading private commercial banks in Bangladesh, Prime Bank has established a strong reputation for financial stability, customer service excellence, technological innovation, and sustainable banking practices. Over the years, the Bank has continuously modernized its operations through digital transformation while integrating environmental, social, and governance (ESG) principles into its strategic objectives. This chapter presents an overview of Prime Bank PLC., including its historical development, corporate profile, organizational structure, Human Resource Division, major products and services, sustainability initiatives, and Green Human Resource Management practices. The chapter provides the organizational context necessary for understanding the Green HRM analysis presented in later chapters.

Prime Bank PLC. is one of the leading private commercial banks in Bangladesh. The Bank commenced its operations on 17 April 1995 under the Companies Act, 1994 with the objective of providing modern, customer-oriented, and technology-driven banking services. Since its establishment, Prime Bank has experienced steady growth and has become one of the country's most trusted financial institutions through prudent management, strong corporate governance, and continuous innovation. The Bank offers a comprehensive range of banking and financial services to individuals, businesses, corporations, SMEs, and institutional clients. Over nearly three decades of operation, Prime Bank has significantly expanded its branch network, ATM services, digital banking platforms, and alternative delivery channels to improve accessibility and customer convenience.

Prime Bank has consistently emphasized innovation, operational excellence, customer satisfaction, and sustainable business practices. The Bank actively invests in digital transformation by introducing internet banking, mobile banking, agent banking, electronic payment solutions, automated banking services, and modern Human Resource Information Systems (HRIS). These technological advancements have enhanced operational efficiency while supporting environmentally responsible banking practices through reduced paper consumption and digital service delivery. In recognition of its commitment to sustainability, Prime Bank regularly publishes Sustainability Reports and Annual Reports that disclose environmental, social, and governance (ESG) performance. The Bank has also received recognition from Bangladesh Bank and other institutions for its contributions to sustainable banking and responsible corporate governance. Today, Prime Bank PLC. operates as a financially sound and socially responsible banking institution that continues to support sustainable economic development while maintaining high standards of corporate ethics, innovation, and customer service.

2.2 Vision, Mission, Objectives, Core Values and Corporate Philosophy

Vision

Prime Bank PLC.'s vision is to be the best private commercial bank in Bangladesh in terms of efficiency, capital adequacy, asset quality, sound management, profitability, and liquidity.

Mission

Prime Bank PLC. is committed to delivering superior financial services through innovation and technology, building long-term relationships with customers, and maintaining high standards of corporate governance. The Bank also focuses on developing competent and motivated employees while contributing to sustainable economic development and environmental responsibility.

Objectives

Prime Bank PLC. aims to achieve sustainable growth by expanding its customer base, strengthening its digital banking infrastructure, and diversifying its product and service offerings. The Bank seeks to maintain strong asset quality and capital adequacy while ensuring efficient risk management and regulatory compliance. It also aims to enhance employee competence through continuous training and development, improve operational efficiency through technology adoption, and support national sustainability goals by expanding green financing and environmentally responsible banking practices.

Core Values

The Bank's organizational culture is guided by core values including integrity, customer focus, excellence, innovation, teamwork, accountability, sustainability, and professionalism. These values influence organizational decision-making and support the implementation of sustainable Human Resource Management practices.

Corporate Philosophy

Prime Bank believes that long-term organizational success depends on responsible business practices, customer trust, employee development, innovation, and sustainable growth. The Bank continuously invests in technology, employee capability development, and environmental sustainability to create value for customers, shareholders, employees, and society.

2.3 Corporate Information

Prime Bank PLC. is one of the leading fourth-generation private commercial banks in Bangladesh. Since its establishment, the Bank has maintained a strong commitment to delivering modern financial services while ensuring sound corporate governance, innovation, and sustainable business practices. The Bank operates under the regulatory supervision of Bangladesh Bank and complies with all applicable banking laws and regulations.

Table 2.1: Corporate Profile of Prime Bank PLC.

Particulars	Information
Name of the Bank	Prime Bank PLC.
Type	Private Commercial Bank
Established	17 April 1995
Legal Status	Public Limited Company
Regulatory Authority	Bangladesh Bank
Headquarters	Dhaka, Bangladesh
Industry	Banking and Financial Services
Nature of Business	Commercial Banking
Website	www.primebank.com.bd
Stock Exchange Listing	Dhaka Stock Exchange (DSE) & Chittagong Stock Exchange (CSE)

Prime Bank has expanded its operations across Bangladesh through an extensive network of branches, sub-branches, ATM booths, agent banking outlets, and digital banking platforms. The Bank continuously invests in technology and innovation to provide secure, efficient, and customer-oriented banking services.

2.4 Products and Services

Prime Bank PLC. offers a comprehensive range of financial products and services to individual customers, businesses, corporate clients, small and medium enterprises (SMEs), and international trade partners. Its diversified banking portfolio enables the Bank to meet the evolving financial needs of different customer segments.

Retail Banking: Retail Banking provides various financial products and services for individual customers, including savings accounts, current accounts, fixed deposit schemes, personal loans, home loans, education loans, and automobile financing. The Bank also offers internet banking and mobile banking services to ensure convenient and secure banking experiences.

Corporate Banking: Corporate Banking serves large business organizations by providing working capital financing, project financing, syndicated loans, trade finance, cash management solutions, and treasury services. Prime Bank maintains long-term relationships with corporate clients across various industries.

SME Banking: Small and Medium Enterprise (SME) Banking is one of the major business segments of Prime Bank. The Bank provides customized financing solutions, business advisory services, and credit facilities to support entrepreneurship and economic development throughout Bangladesh.

Islamic Banking: Prime Bank operates Islamic Banking branches that provide Shariah-compliant financial products and services, including Mudaraba savings accounts, investment facilities, Murabaha financing, Bai-Muajjal, and other Islamic financial instruments.

Treasury and Financial Markets: The Treasury Division manages foreign exchange operations, liquidity management, investment portfolios, and money market transactions while ensuring effective risk management.

Cards and Digital Banking: Prime Bank offers debit cards, credit cards, prepaid cards, internet banking, mobile banking applications, QR payment systems, and digital payment solutions that enable customers to perform financial transactions efficiently without visiting bank branches.

2.5 Organizational Structure

Prime Bank PLC. follows a well-defined organizational structure designed to ensure effective management, operational efficiency, accountability, and regulatory compliance. The organizational hierarchy facilitates efficient communication, decision-making, and coordination among different departments. The Bank is governed by a Board of Directors, which provides strategic direction and oversees corporate governance. The Managing Director and Chief Executive Officer (MD & CEO) is responsible for overall business operations and organizational performance. Several Deputy Managing Directors (DMDs), Executive Vice Presidents (EVPs), Senior Vice Presidents (SVPs), Vice Presidents (VPs), and departmental heads manage various functional divisions.

The Human Resource Division operates as one of the key support functions responsible for managing recruitment, employee development, performance management, compensation, employee relations, and organizational development.

Figure 2.1: Organizational Structure of Prime Bank PLC.



2.6 Human Resource Division of Prime Bank PLC.

The Human Resource Division plays a strategic role in achieving the organizational goals of Prime Bank PLC. Rather than focusing solely on administrative functions, the division actively contributes to workforce planning, employee development, organizational effectiveness, talent management, succession planning, and employee engagement. The HR Division is responsible for ensuring that the Bank attracts, develops, motivates, and retains competent employees while maintaining compliance with organizational policies and labor regulations. It also supports the Bank's digital transformation initiatives by implementing technology-driven HR practices that improve efficiency and reduce administrative costs.

The major responsibilities of the Human Resource Division include human resource planning, recruitment and selection, employee orientation, training and development, and performance management. The division also handles compensation and benefits administration, employee relations, career development, and the management of the HR Information System (HRIS). In addition, it oversees policy development, organizational development, and employee welfare. Beyond these core functions, the HR Division supports Prime Bank's sustainability strategy by promoting digital HR services, paperless documentation, online employee communication, and environmentally responsible workplace practices.

2.7 Human Resource Functions and Practices

Prime Bank PLC. follows modern Human Resource Management practices that emphasize employee development, technological innovation, and organizational sustainability.

Recruitment and Selection: The Bank follows a transparent and merit-based recruitment process. Job vacancies are advertised through online platforms, the corporate website, and professional recruitment portals. Candidates undergo written examinations, interviews, and competency assessments before final selection.

Training and Development: Prime Bank invests significantly in employee learning and professional development. Training programs include induction training, technical banking courses, leadership development, compliance training, customer service training, and digital learning initiatives.

Performance Management: Employee performance is evaluated through structured appraisal systems that assess job performance, competencies, behavioral attributes, and achievement of organizational objectives.

Compensation and Benefits: The Bank provides competitive salary packages together with various employee benefits, including bonuses, provident funds, gratuity, medical benefits, insurance coverage, leave facilities, and career advancement opportunities.

Employee Relations: Prime Bank maintains healthy employer–employee relationships through effective communication, grievance handling mechanisms, employee welfare programs, and organizational engagement activities.

2.8 Sustainability and Green Banking Initiatives

Sustainability has become one of the strategic priorities of Prime Bank PLC. The Bank integrates environmental, social, and governance (ESG) principles into its business operations while supporting Bangladesh Bank's Sustainable Finance Guidelines. Major sustainability initiatives include paperless banking operations, digital customer services, and internet and mobile banking, which together reduce the Bank's reliance on physical documentation and in-branch transactions. On the financing side, the Bank promotes green financing and conducts environmental risk assessment to ensure responsible lending practices. Internally, it focuses on energy-efficient office management and waste reduction initiatives to lower its operational environmental footprint.

The Bank also maintains transparency through sustainability reporting and engages in Corporate Social Responsibility (CSR) activities, including tree plantation drives and environmental awareness campaigns. Together, these initiatives demonstrate Prime Bank's commitment to reducing environmental impact while promoting responsible and sustainable banking practices.

2.9 Green Human Resource Management Initiatives

Prime Bank PLC. has gradually incorporated Green Human Resource Management practices into its HR operations to support environmental sustainability and organizational efficiency. The major Green HRM initiatives observed include:

Digital Recruitment: Most recruitment activities are conducted online through electronic applications and digital communication, minimizing paper consumption.

Paperless HR Documentation: Employee records, leave applications, internal communications, and HR documentation are increasingly managed through digital systems.

Online Learning and Development: Employees participate in virtual training sessions, webinars, and e-learning programs that reduce travel requirements and printed training materials.

Digital Performance Management: Performance evaluation and employee feedback processes are increasingly conducted through electronic HR platforms.

Environmental Awareness: Employees are encouraged to adopt environmentally responsible workplace behaviors such as reducing paper usage, conserving electricity, and maintaining clean office environments.

Green Workplace: The Bank promotes environmentally friendly office practices by encouraging energy conservation, responsible resource utilization, and digital communication. These initiatives contribute to improved operational efficiency while supporting the Bank's sustainability objectives.

2.10 SWOT Analysis of Prime Bank PLC.

A SWOT analysis is a strategic management tool used to evaluate an organization's internal strengths and weaknesses as well as external opportunities and threats. It provides an overall understanding of Prime Bank PLC.'s current position and its ability to sustain long-term growth while implementing Green Human Resource Management (Green HRM) practices.

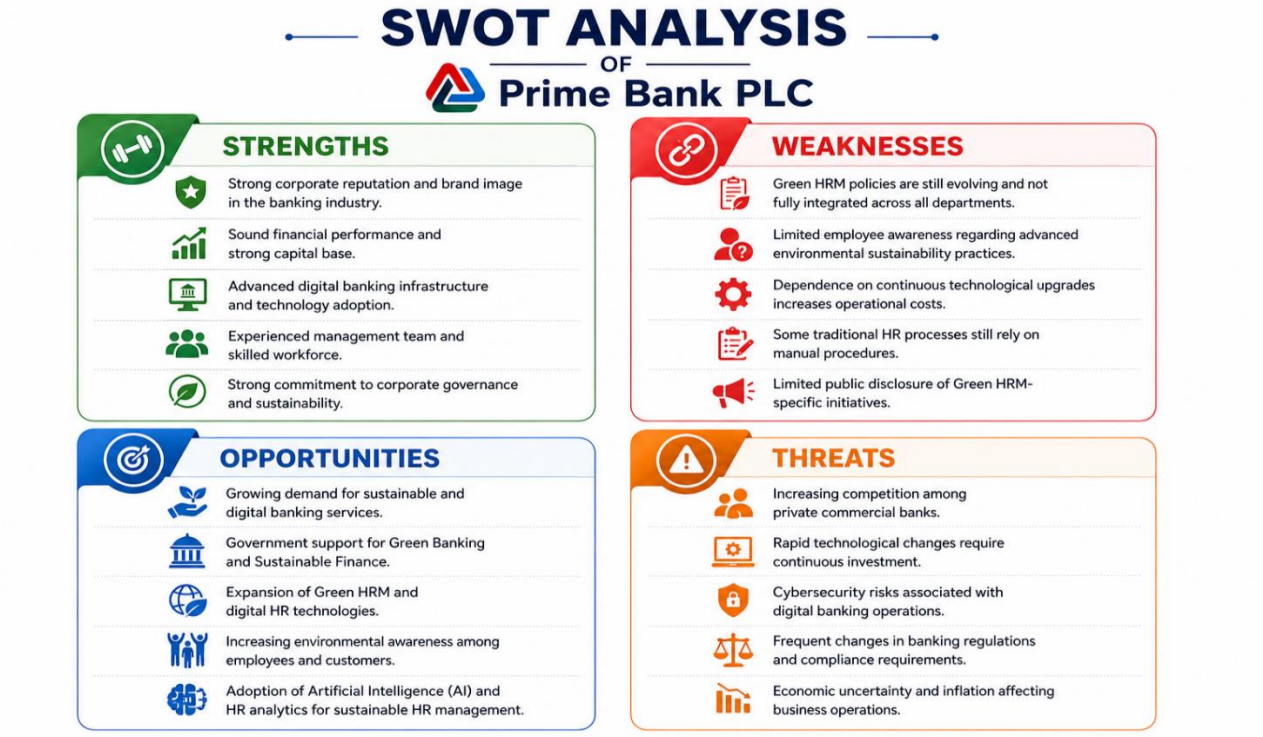


Figure 2.2: SWOT Analysis of Prime Bank PLC.

The SWOT analysis indicates that Prime Bank PLC. possesses several competitive strengths, including a strong corporate reputation, advanced digital infrastructure, effective corporate governance, and a commitment to sustainability. These strengths create a favorable environment for implementing Green Human Resource Management practices. However, the Bank also faces several internal challenges. Although digital HR practices have been introduced, Green HRM has not yet been comprehensively integrated into every HR function. Increasing employee awareness regarding environmental sustainability and expanding structured Green HRM policies remain important areas for improvement.

Externally, Bangladesh's growing emphasis on sustainable finance, digital transformation, and Green Banking provides significant opportunities for Prime Bank PLC. to strengthen its sustainability initiatives. Nevertheless, increasing competition, technological disruption, cybersecurity concerns, and changing regulatory requirements continue to present strategic challenges that require continuous innovation and organizational adaptability. Overall, the SWOT analysis suggests that Prime Bank PLC. is well positioned to expand its Green HRM initiatives by leveraging its technological capabilities, experienced workforce, and sustainability-oriented organizational culture.

Chapter: Three
Internship Duties and Responsibilities

3.1 Internship Overview

Internship is an essential component of business education that bridges the gap between theoretical knowledge and practical workplace experience. It provides students with an opportunity to understand organizational operations, develop professional competencies, and gain practical exposure to business environments. During the internship period at Prime Bank PLC., I had the opportunity to work closely with employees, observe banking operations, and understand various Human Resource Management (HRM) practices. Working in a professional banking environment enabled me to develop practical knowledge of organizational culture, employee management, administrative procedures, and digital HR practices. The internship also allowed me to observe how Prime Bank PLC. integrates sustainability initiatives into its daily operations through environmentally friendly workplace practices and digital transformation. This chapter presents my internship experience, assigned responsibilities, practical learning, skills developed, challenges encountered, and observations regarding Green Human Resource Management practices within Prime Bank PLC.

3.2 Duties and Responsibilities

During the internship period, I was assigned several responsibilities that enabled me to understand the practical functions of Human Resource Management and office administration. My major duties included:

- **Assisting Recruitment Activities:** Supported HR personnel in organizing recruitment documents, maintaining applicant records, and assisting with interview scheduling and candidate communication.

- **Maintaining Employee Records:** Assisted in organizing employee files, updating personnel information, and maintaining HR documentation while ensuring confidentiality.

- **Digital Documentation:** Prepared and organized electronic documents using Microsoft Office applications and assisted in maintaining digital records instead of paper-based files whenever possible.

- **Preparing Official Documents:** Assisted in preparing appointment letters, internal memorandums, employee correspondence, reports, and administrative documents.

- **Employee Communication:** Communicated with employees regarding training schedules, documentation requirements, and HR-related information under the supervision of HR officials.

- **Data Entry:** Entered employee information into organizational databases and maintained data accuracy through regular verification.

- **Administrative Support:** Provided general administrative assistance, including document management, filing, photocopying (when required), and supporting routine office activities.

- **Assisting Training Programs:** Observed employee training sessions and assisted in organizing training materials, attendance records, and logistical arrangements.

Chapter: Four
Analysis and Findings

4.1 Overview of Green HRM Practices at Prime Bank PLC.

Prime Bank PLC. has gradually integrated environmental sustainability into its HR functions through digital and resource-conscious practices. Although the Bank does not maintain a formal Green HRM policy, several observed activities reflect its core principles. Recruitment is largely conducted through online applications, reducing paper use in hiring. Employee data is maintained through digital records, and administrative processes follow paperless documentation. Leave is managed through an online system, while internal communication relies mainly on email and messaging platforms. Virtual meetings are commonly used for coordination and training, reducing travel and material use. Employee development and performance evaluation are also conducted digitally, through online training and digital performance management systems. Additionally, the Bank promotes responsible use of office resources (electricity, water, stationery) and maintains a clean, sustainable workplace.

Collectively, these practices though not formally branded as "Green HRM" have reduced paper consumption, improved efficiency, and supported the Bank's broader sustainability goals, reflecting an informal but meaningful adoption of Green HRM principles.

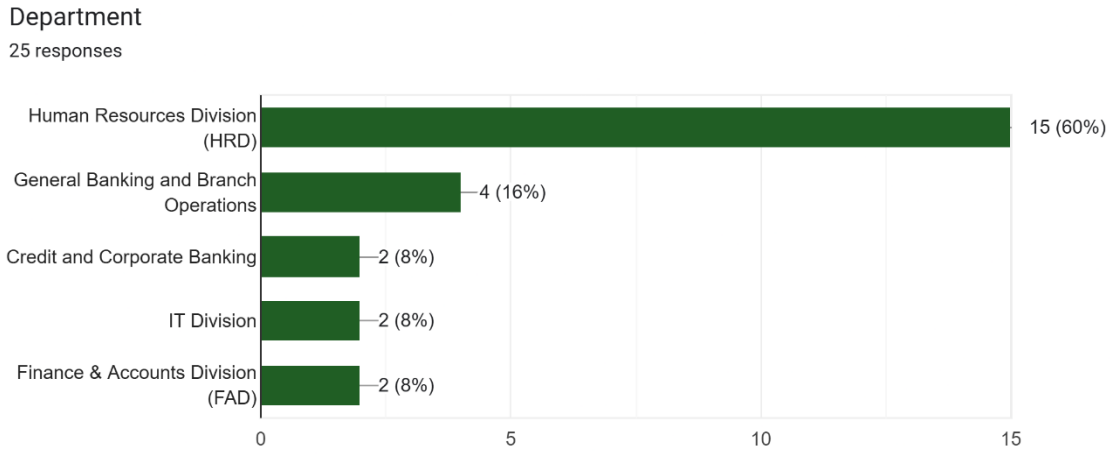
4.2 Qualitative Survey Analysis

To assess the Green Human Resource Management (Green HRM) practices of Prime Bank PLC., a structured questionnaire was developed and distributed among selected employees of the Bank. The questionnaire was designed to obtain employees' perceptions and practical insights regarding the implementation of environmentally responsible HR practices within the organization. The questionnaire consisted of 12 questions divided into three sections. The first section collected basic respondent information, including department, designation, and length of service. The second section focused on Green HRM practices, covering employees' awareness of Green HRM, existing green practices, environmentally friendly workplace behavior, participation in environmental training, and the effectiveness of digital HR practices. The final section examined employees' overall satisfaction, perceived challenges, and suggestions for improving Green HRM practices at Prime Bank PLC. Both closed-ended and open-ended questions were included. The closed-ended questions were analyzed using frequency and percentage distributions, while the open-ended responses were reviewed thematically to identify common suggestions and concerns among employees. The survey was conducted to complement the researcher's internship observations and provide employee-level perspectives on Green HRM implementation. The findings therefore provide a practical basis for evaluating the current Green HRM practices of Prime Bank PLC. and identifying areas for further improvement.

4.2.1 Respondent Profile

Question 1: Department

Department	Frequency (n)	Percentage (%)
Human Resources Division (HRD)	15	60%
General Banking and Branch Operations	4	16%
Credit and Corporate Banking	2	8%
IT Division	2	8%
Finance & Accounts Division (FAD)	2	8%
Total	**25**	**100%**

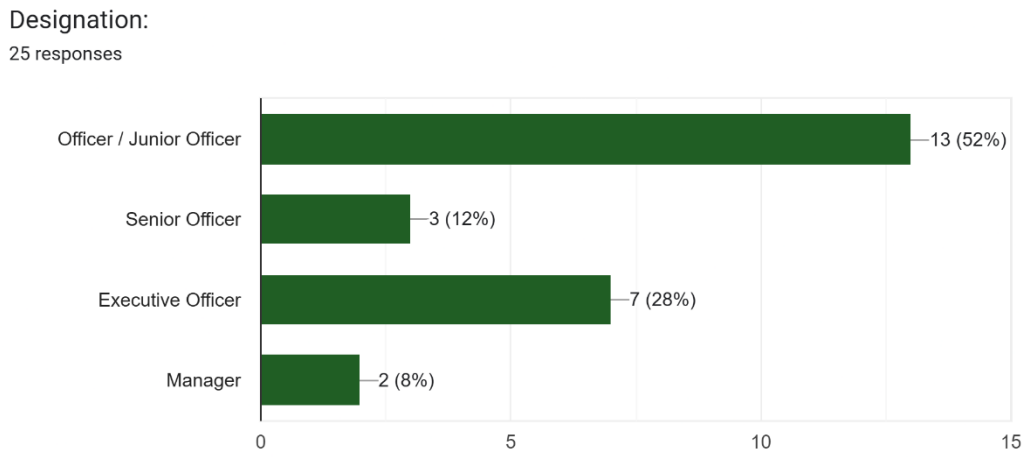


Interpretation: Out of 25 respondents, the majority (60%, 15 respondents) belong to the Human Resources Division (HRD). The remaining 40% are distributed across General Banking and Branch Operations (16%), and Credit and Corporate Banking, IT Division, and Finance & Accounts Division, each contributing 8%.

Analysis: The strong HRD presence is expected, since Green HRM practices are conceived and implemented primarily within the HR function, giving these respondents first-hand operational knowledge of digital recruitment, e-records, and paperless documentation. The smaller but meaningful representation from other departments helps validate whether these HR-driven initiatives are actually experienced as effective by employees outside HR who use systems like online leave applications and virtual meetings. However, the HRD-heavy sample may also mean the overall results lean toward a more favorable view of Green HRM than a more evenly distributed sample might reveal, which is worth noting as a limitation of the study.

Question 2: Designation

Designation	Frequency (n)	Percentage (%)
Officer / Junior Officer	13	52%
Senior Officer	3	12%
Executive Officer	7	28%
Manager	2	8%
Total	**25**	**100%**

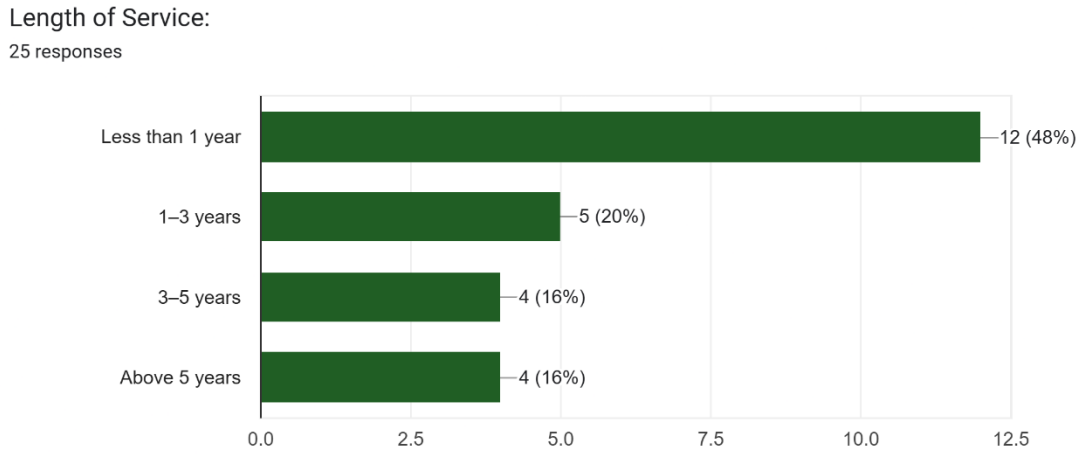


Interpretation: More than half of respondents (52%, 13 respondents) are Officers or Junior Officers, followed by Executive Officers at 28% (7 respondents), while Senior Officers (12%) and Managers (8%) make up the smallest shares.

Analysis: This profile shows the sample is weighted toward entry- and mid-level operational staff, who interact most directly and frequently with digital HR tools such as online leave systems, e-training modules, and virtual meetings, making them well-positioned to assess day-to-day usability. The limited managerial representation (only 2 respondents) is a notable constraint, since managers typically hold more insight into the strategic and policy-level decisions behind Green HRM adoption such as why no formal policy exists despite widespread informal practice. As a result, the findings should be read primarily as reflecting operational-level experience rather than leadership-level evaluation.

Question 3: Length of Service

Length of Service	Frequency (n)	Percentage (%)
Less than 1 year	12	48%
1–3 years	5	20%
3–5 years	4	16%
Above 5 years	4	16%
Total	**25**	**100%**



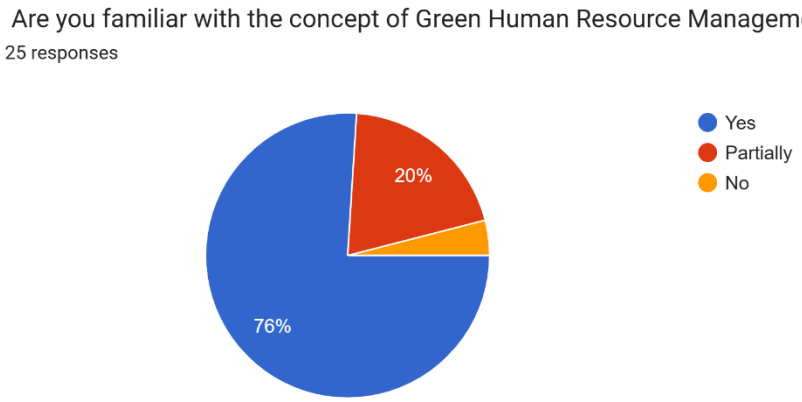
Interpretation: Nearly half the respondents (48%, 12 respondents) have less than 1 year of service, while the rest are fairly evenly distributed: 20% (1–3 years), 16% (3–5 years), and 16% (above 5 years).

Analysis: Because a large share of respondents are new employees, they were onboarded directly into the Bank's current digital HR environment without exposure to older, paper-based systems meaning their positive views may reflect unfamiliarity with any prior alternative rather than a genuine before-and-after comparison. The 32% of respondents with 3 or more years of service offer a more valuable comparative lens, having experienced the Bank's HR processes both before and after greater digital integration. This mix strengthens the survey's overall credibility, and cross-referencing tenure with later questions (e.g., satisfaction and effectiveness) could reveal whether perceived improvements are genuine or simply a function of newer employees having no baseline for comparison.

4.2.3 Analysis of Green HRM Practices

Question 4: Familiarity with Green HRM

Response	Frequency (n)	Percentage (%)
Yes	19	76%
Partially	5	20%
No	1	4%
Total	**25**	**100%**



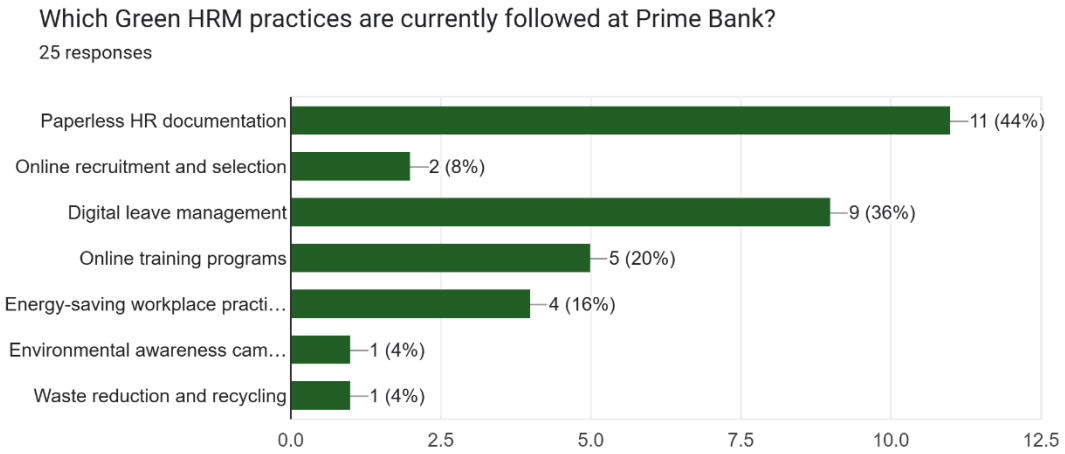
Interpretation: A large majority of respondents (76%, 19 respondents) reported being familiar with Green HRM, 20% (5 respondents) reported partial familiarity, and only 4% (1 respondent) reported no familiarity.

Analysis: This is one of the more encouraging findings, showing 96% combined awareness despite the Bank having no formally documented Green HRM policy. This suggests awareness has developed organically through employees' direct exposure to Green HRM-aligned practices online recruitment, digital leave management, virtual meetings rather than through structured policy communication. This existing conceptual groundwork means the Bank could formalize a dedicated Green HRM policy with relatively little resistance, since employees are already practically familiar with its principles. The small remaining gap (24% partial or no familiarity) suggests awareness may be incidental rather than deliberately reinforced, which becomes relevant when compared against Question 7 (training participation) and could support a recommendation for structured awareness training.

Question 5: Green HRM Practices Currently Followed at Prime Bank

Practice	Frequency (n)	Percentage (%)
Paperless HR documentation	11	44%
Online recruitment and selection	2	8%
Digital leave management	9	36%
Online training programs	5	20%
Energy-saving workplace practices	4	16%
Environmental awareness campaigns	1	4%
Waste reduction and recycling	1	4%

(Note: This was a multiple-select question, so percentages are based on 25 total respondents and do not sum to 100%.)



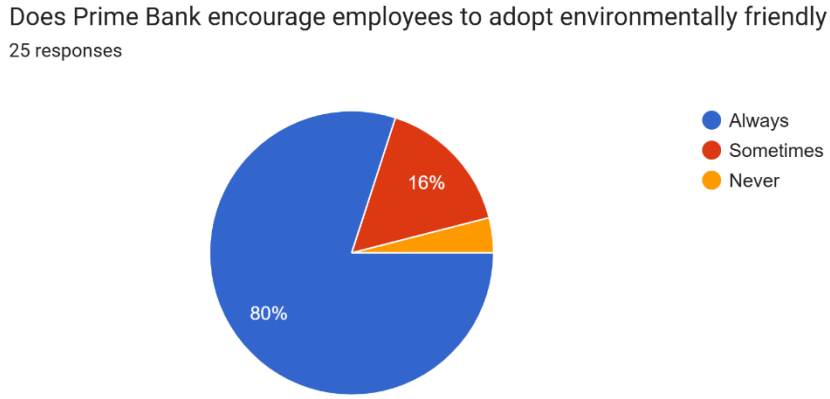
Interpretation: Paperless HR documentation is the most widely recognized Green HRM practice, selected by 44% of respondents, followed by digital leave management (36%) and online training programs (20%). Energy-saving workplace practices were selected by 16%, while online recruitment and selection, environmental awareness campaigns, and waste reduction and recycling were each selected by only a small minority (8% and 4%).

Analysis: The results indicate that employees most strongly associate Green HRM at Prime Bank with core administrative digitalization paperless documentation and digital leave management rather than with broader environmental or awareness-based initiatives. This aligns with the overview in Section 5.1, which found that the Bank's Green HRM practices are largely informal and concentrated in day-to-day HR digitization rather than structured sustainability programs. The notably low selection rates for environmental awareness campaigns and waste reduction and recycling (4% each) suggest that these practices are either rarely implemented, poorly communicated, or not clearly visible to employees, despite the Bank's stated commitment to a "clean workplace" in Section 5.1. This gap highlights a key area for improvement: while transactional HR digitalization is well-established and recognized, the more visible, sustainability-branded initiatives

(awareness campaigns, recycling programs) appear underdeveloped or under-communicated, which is a useful point to raise in the report's recommendations section.

Question 6: Encouragement of Environmentally Friendly Workplace Practices

Response	Frequency (n)	Percentage (%)
Always	20	80%
Sometimes	4	16%
Never	1	4%
Total	**25**	**100%**

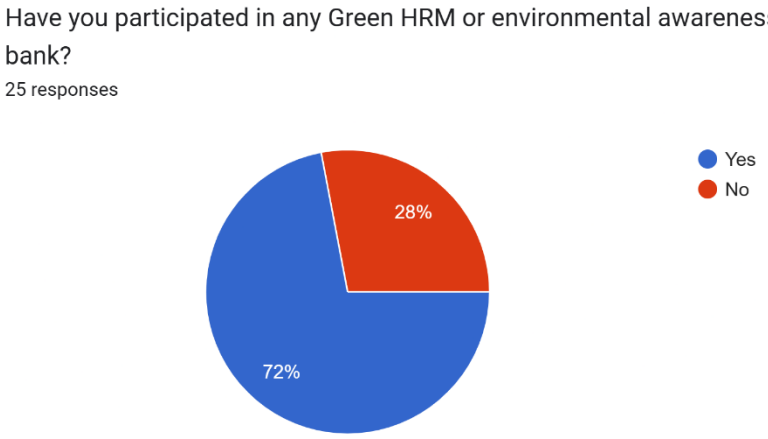


Interpretation: A strong majority of respondents (80%, 20 respondents) feel that Prime Bank always encourages employees to adopt environmentally friendly workplace practices. A smaller share (16%, 4 respondents) reported this happens only sometimes, while just 4% (1 respondent) felt the Bank never encourages such practices.

Analysis: This result reflects a generally positive employee perception of the Bank's commitment to environmentally responsible behavior in the workplace, consistent with the practices outlined in Section 5.1, such as responsible use of office resources and maintaining a clean workplace. The high "Always" response rate suggests that environmental encouragement is experienced as a consistent, ongoing aspect of the workplace culture rather than an occasional or symbolic effort. However, this finding stands in interesting contrast to Question 5, where specific initiatives like environmental awareness campaigns and waste reduction and recycling were recognized by only 4% of respondents each. This suggests that while employees perceive a general, informal culture of environmental encouragement likely through everyday managerial reminders or workplace norms this is not necessarily backed by formal, structured programs that employees can specifically name or identify. In other words, the encouragement may be cultural and implicit rather than programmatic and visible, which is a useful distinction to draw out in the report's discussion: Prime Bank appears to foster environmental responsibility informally, but has room to convert this goodwill into named, structured initiatives that would likely be well-received given the already-positive baseline sentiment.

Question 7: Participation in Green HRM/Environmental Awareness Training

Response	Frequency (n)	Percentage (%)
Yes	18	72%
No	7	28%
Total	**25**	**100%**



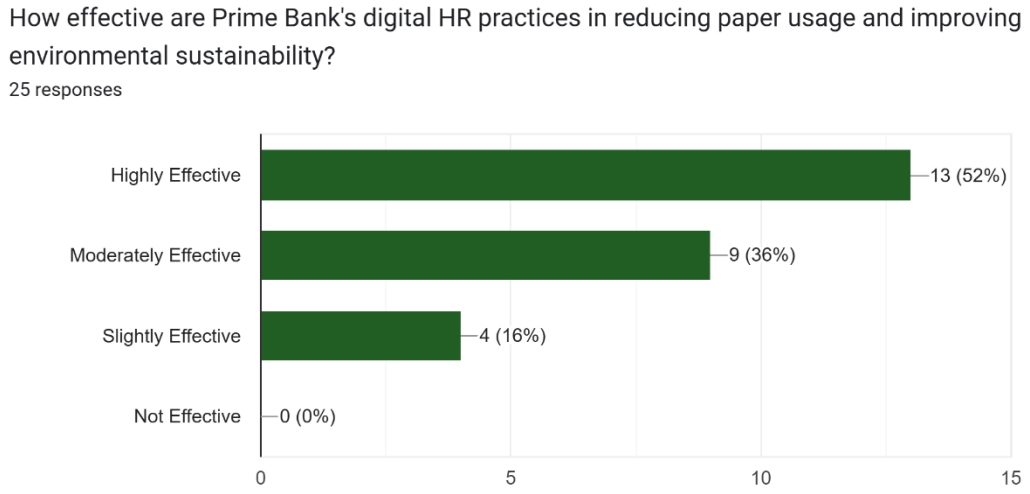
Interpretation: Nearly three-quarters of respondents (72%, 18 respondents) reported having participated in some form of Green HRM or environmental awareness training organized by the Bank, while 28% (7 respondents) had not.

Analysis: This is a notably high participation rate and stands somewhat in tension with the Question 5 finding, where environmental awareness campaigns were recognized by only 4% of respondents as a currently followed practice. One explanation is that employees may be counting general onboarding, HR system training, or informal briefings as "environmental awareness training," rather than distinguishing them from formal, dedicated Green HRM sessions. This suggests that while exposure to some form of relevant training is fairly widespread, it may not be clearly branded or structured as a distinct "Green HRM" initiative reinforcing the pattern seen in earlier questions that Green HRM at Prime Bank operates informally, embedded within broader HR processes rather than as a standalone, clearly labeled program. The remaining 28% who report no participation also represents a meaningful gap, suggesting training coverage is not yet universal across the workforce.

Question 8: Effectiveness of Digital HR Practices in Reducing Paper Usage and Improving Sustainability

Response	Frequency (n)	Percentage (%)
Highly Effective	13	52%
Moderately Effective	9	36%
Slightly Effective	4	16%
Not Effective	0	0%
Total	**25**	**100%***

(Note: percentages as displayed sum to 104% due to rounding in the original chart)



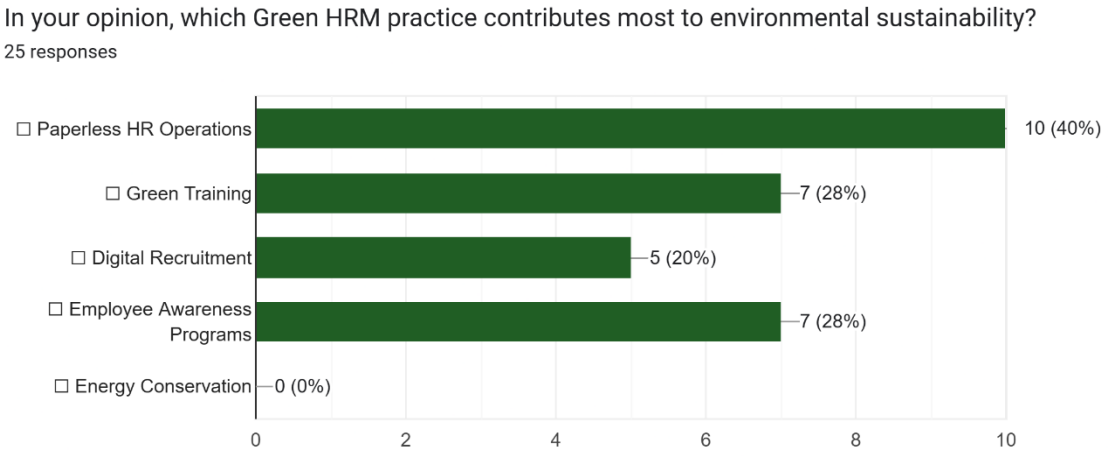
Interpretation: More than half of respondents (52%, 13 respondents) rated the Bank's digital HR practices as highly effective in reducing paper usage and improving sustainability. A further 36% (9 respondents) rated them as moderately effective, and 16% (4 respondents) as slightly effective. No respondents selected "Not Effective."

Analysis: The complete absence of "Not Effective" responses, combined with 88% rating the practices as highly or moderately effective, indicates strong employee confidence in the tangible sustainability impact of the Bank's digital HR initiatives. This finding directly reinforces the practices outlined in Section 5.1 paperless documentation, digital leave management, and electronic communication suggesting these are not just implemented but are perceived by staff as genuinely reducing paper consumption. This result also lends credibility to the report's overall argument that informal Green HRM practices, even without a formal policy framework, are achieving measurable, employee-recognized outcomes. The smaller "Slightly Effective" segment (16%) may warrant further investigation into which specific practices or departments are seeing less impact.

Question 9: Green HRM Practice Contributing Most to Environmental Sustainability

Practice	Frequency (n)	Percentage (%)
Paperless HR Operations	10	40%
Green Training	7	28%
Digital Recruitment	5	20%
Employee Awareness Programs	7	28%
Energy Conservation	0	0%

(Note: This appears to be a multiple-select or the percentages exceed 100%, so respondents have selected more than one option; totals are based on 25 respondents.)



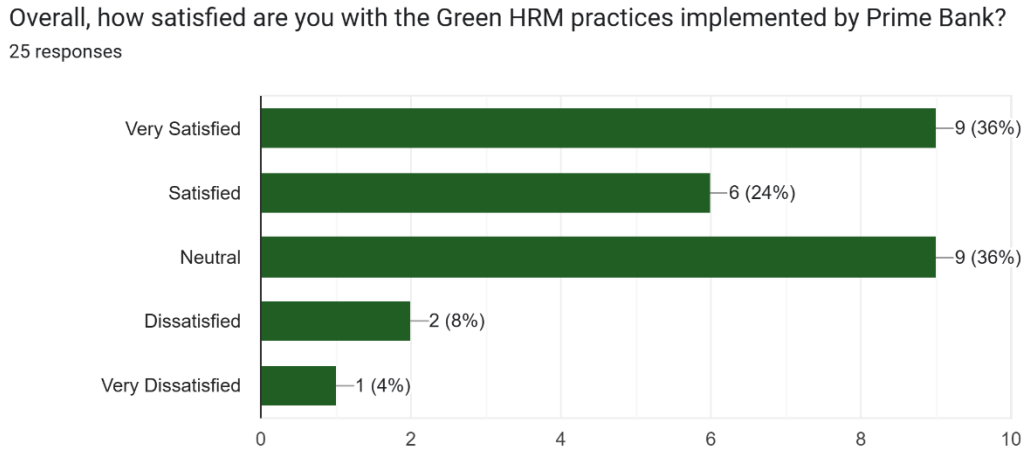
Interpretation: Paperless HR Operations was identified as the most impactful practice (40%), followed by Green Training and Employee Awareness Programs (28% each), and Digital Recruitment (20%). No respondents selected Energy Conservation.

Analysis: This finding is consistent with the pattern observed throughout the survey: employees consistently rank paperless documentation as the most visible and impactful Green HRM practice at Prime Bank, reflecting its central role in daily operations. Notably, Green Training and Employee Awareness Programs received relatively strong recognition here (28% each) despite being identified as far less commonly practiced in Question 5 (awareness campaigns at only 4%) suggesting that while few employees have encountered such programs, those who value them perceive them as highly impactful when present. The complete absence of votes for Energy Conservation may indicate either that employees do not associate HR practices with energy-related sustainability efforts, or that such initiatives are not visibly HR-driven at the Bank, distinguishing them from facilities or operations-led sustainability work.

Question 10: Overall Satisfaction with Green HRM Practices

Response	Frequency (n)	Percentage (%)
Very Satisfied	9	36%
Satisfied	6	24%
Neutral	9	36%
Dissatisfied	2	8%
Very Dissatisfied	1	4%
Total	**25**	**100%***

(Note: percentages sum to 108% due to rounding in the original chart.)



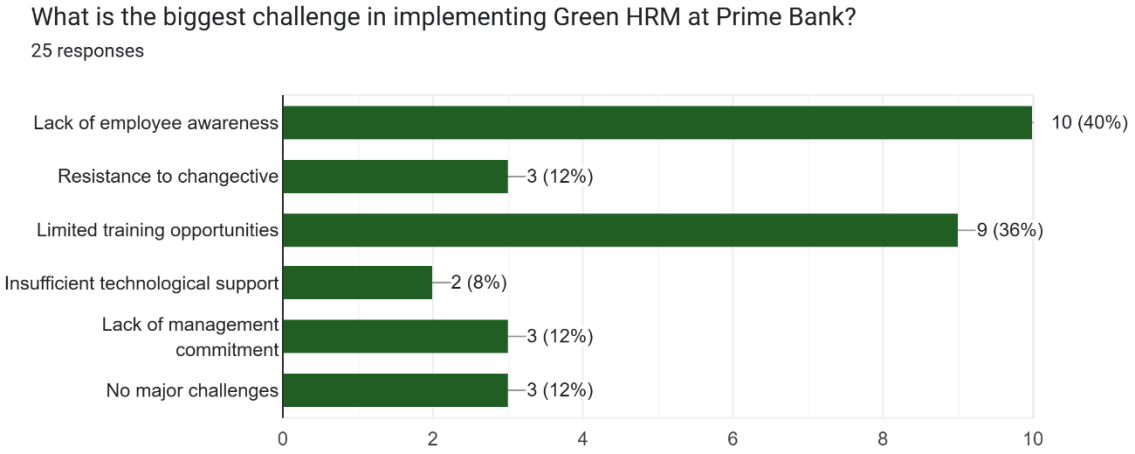
Interpretation: Satisfaction levels are mixed but lean positive: 60% of respondents (36% Very Satisfied + 24% Satisfied) expressed satisfaction, while 36% remained Neutral, and only 12% expressed some degree of dissatisfaction.

Analysis: While a majority of respondents are satisfied overall, the substantial Neutral segment (36%, tied with Very Satisfied as the largest single category) suggests a meaningful portion of employees have not formed a strong opinion potentially those less engaged with or aware of Green HRM initiatives, consistent with the awareness gaps identified in Questions 4 and 7. The relatively low but non-trivial dissatisfaction rate (12%) aligns with the challenges identified in Question 11 (e.g., limited training, lack of awareness), suggesting that dissatisfaction is likely linked to implementation gaps rather than opposition to the concept itself. Overall, this indicates room for improvement in consistency and communication of Green HRM initiatives, even though the general sentiment is favorable.

Question 11: Biggest Challenge in Implementing Green HRM

Challenge	Frequency (n)	Percentage (%)
Lack of employee awareness	10	40%
Resistance to change	3	12%
Limited training opportunities	9	36%
Insufficient technological support	2	8%
Lack of management commitment	3	12%
No major challenges	3	12%

(Note: percentages exceed 100%, suggesting some respondents may have selected more than one option, or rounding in the original chart; totals based on 25 respondents.)



Interpretation: Lack of employee awareness (40%) and limited training opportunities (36%) were identified as the two most significant challenges, followed by resistance to change, lack of management commitment, and reports of no major challenges (12% each), and insufficient technological support (8%).

Analysis: This result directly corroborates earlier findings: despite relatively high self-reported familiarity with Green HRM (Question 4) and training participation (Question 7), employees still identify awareness and training as the top barriers to further progress suggesting that current efforts, while present, are seen as insufficient in depth or consistency rather than absent altogether. The relatively low selection of "insufficient technological support" (8%) indicates that the Bank's existing digital infrastructure is not seen as a limiting factor, reinforcing that the primary barriers are human and organizational (awareness, training, commitment) rather than technical. This is a valuable insight for the recommendations section: rather than requiring new technology investment, the Bank could achieve meaningful progress by strengthening structured training programs and formal awareness campaigns, both of which are low-cost relative to infrastructure upgrades.

Question 12: Suggestions to Improve Green HRM Practices

Theme	Summary of Employee Suggestions
Employee Awareness	Increase awareness programs and regular communication about Green HRM.
Green Training	Arrange more regular environmental and sustainability-related training.
Paperless Operations	Further reduce paper-based HR activities and expand digital documentation.
Employee Participation	Encourage employees to actively participate in environmental initiatives.
Green Rewards	Introduce recognition or rewards for employees demonstrating green behavior.
Energy Conservation	Strengthen initiatives for reducing unnecessary electricity and resource consumption.

Of the 12 respondents who answered this open-ended question, the majority gave brief or non-substantive replies ("Ok," "Yes," "H," "Look around"), while a smaller number offered meaningful suggestions centered on employee training, management awareness, and broader integration of sustainability into HR processes. One response stood out for its depth, proposing that the Bank embed environmental considerations across the entire employee lifecycle in alignment with net-zero and climate goals.

The low proportion of substantive responses (roughly 3 out of 12, or 25%) suggests limited engagement with this final, open-ended question likely reflecting either survey fatigue or a genuine lack of familiarity with what concrete Green HRM improvements could look like, reinforcing the awareness gap already identified in Question 11. Where responses were meaningful, however, they consistently pointed toward the same themes emerging throughout the survey: the need for stronger employee training and greater management level commitment to Green HRM. Notably, the most detailed response recommending that environmental considerations be embedded across the full employee lifecycle in line with net zero goals suggests that at least some employees possess a sophisticated understanding of Green HRM's strategic potential, even though this level of awareness is not yet widespread across the organization. This response also offers a valuable, readymade recommendation for the report's conclusion: formalizing Green HRM by aligning HR policy with the Bank's broader sustainability and climate objectives.

4.3 Awareness of Green HRM

Awareness is a fundamental element of Green Human Resource Management because employees need to understand the environmental implications of their everyday activities before they can consistently demonstrate environmentally responsible behavior. Green HRM broadly refers to the integration of environmental objectives into human resource policies and practices, including recruitment, training, performance management, employee involvement, and workplace behavior. Renwick, Redman, and Maguire (2013) conceptualize Green HRM as an important connection between human resource management and environmental management, emphasizing the role of employees in supporting organizational environmental objectives. At Prime Bank PLC, awareness of environmental sustainability can be viewed within the Bank's broader sustainability and ESG orientation. The Bank publishes dedicated sustainability reporting and has communicated its commitment to responsible and climate-conscious banking. Its sustainability reporting history also demonstrates that environmental awareness has been incorporated into employee-related initiatives. For example, Prime Bank's 2016 sustainability report documented green-banking and environmental-risk-management sessions within foundation training and encouraged employees to undertake an IFC e-learning course on environmental and social performance.

From an HR perspective, awareness is not limited to formal training. Employees' daily behavior such as reducing unnecessary printing, using electronic communication, conserving electricity, and following digital procedures also reflects the extent to which environmental responsibility has become part of workplace culture. The survey included a specific question regarding employees' familiarity with Green HRM. This provides an indication of whether employees understand the concept and recognize the relationship between HR practices and environmental sustainability. Employees who understand Green HRM are more likely to appreciate the purpose of paperless processes, digital HR systems, environmental training, and resource-conservation initiatives. However, awareness should be developed continuously. New employees may have different levels of knowledge from experienced employees, while organizational changes may introduce new environmental practices requiring additional communication. Therefore, regular awareness campaigns, internal communications, training sessions, and sustainability-related employee engagement activities can help ensure that Green HRM remains an active part of organizational culture.

4.4 Green Recruitment and Selection of Prime Bank PLC.

Green recruitment and selection refer to the incorporation of environmental considerations into the process of attracting, assessing, and selecting employees. Green recruitment can include electronic job advertisements, online applications, digital communication with candidates, virtual interviews, and reduced reliance on printed recruitment materials. From a broader Green HRM perspective, recruitment can also communicate an organization's environmental values to prospective employees.

At Prime Bank PLC, the increasing use of digital technologies provides an important foundation for environmentally responsible recruitment and HR administration. The Bank's recent reporting highlights its strategic emphasis on digital transformation and technology-enabled operational efficiency. Electronic recruitment reduces the environmental burden associated with traditional paper-based recruitment activities. Job advertisements can be published digitally, applications can be received electronically, and communication between recruitment teams and candidates can be conducted through digital channels. These practices can reduce paper consumption and improve the speed and efficiency of recruitment activities.

Another important dimension of Green recruitment is the communication of organizational values. An organization that demonstrates a commitment to sustainability can communicate these values to potential employees through its corporate website, recruitment communications, sustainability reporting, and organizational culture. This may be particularly relevant when attracting candidates who value responsible business practices. However, it is important not to equate digital recruitment automatically with complete Green recruitment**.** A genuinely comprehensive Green recruitment approach should also consider whether environmental values are communicated to candidates and whether sustainability-related competencies or attitudes are relevant to particular positions. At Prime Bank PLC, digitalization provides a strong foundation for Green recruitment, while further integration of environmental considerations into recruitment policies could strengthen the overall Green HRM framework.

4.5 Digital HR Practices of Prime Bank PLC.

Digital HR practices represent one of the most visible areas where technology and Green HRM intersect. Electronic documentation, online leave management, digital communication, online recruitment, virtual meetings, and electronic training can reduce the need for physical documents and contribute to more efficient utilization of organizational resources. Prime Bank PLC has placed considerable strategic emphasis on digital transformation. Its annual reporting describes digital initiatives aimed at improving operational efficiency and highlights investments in areas such as fintech, digital banking, cybersecurity, and technology-enabled services. From an HR perspective, digitalization can contribute to environmental sustainability in several ways. First, electronic records reduce the need to print and physically store HR documents. Second, online leave and administrative systems reduce paper-based forms. Third, digital communication reduces the requirement for printed notices and internal circulars. Finally, virtual meetings and online learning can reduce the use of physical materials associated with conventional meetings and training sessions. The survey specifically examined employees' perceptions regarding the effectiveness of Prime Bank's digital HR practices in reducing paper consumption and improving environmental sustainability. This is particularly relevant because digital HR practices are not only technological improvements; they can also support environmental objectives when implemented appropriately.

Nevertheless, digitalization also requires responsible management. Digital systems depend on electricity, servers, electronic equipment, and technological infrastructure. Therefore, Green HRM should not simply focus on replacing paper with electronic systems but should encourage responsible use of digital resources as part of a broader sustainability approach. Overall, digital HR practices can be considered one of the strongest practical foundations for Green HRM at Prime Bank PLC.

4.6 Green Training and Employee Development of Prime Bank PLC.

Training and development play an important role in developing employees' knowledge, skills, and motivation to support environmental sustainability. Green training can include environmental awareness, resource conservation, waste management, energy efficiency, sustainable workplace behavior, and organizational environmental policies. Renwick et al. (2013) identify employee ability and opportunity as important elements of Green HRM and emphasize that HR practices can help develop employees' capacity to participate in environmental management. Prime Bank PLC has evidence of incorporating environmental and green-banking topics into employee development activities. Its sustainability reporting documented dedicated sessions on Green Banking and Environmental Risk Management within foundation training programs, while employees were also encouraged to undertake environmental and social performance e-learning. More recent Prime Bank reporting continues to emphasize employee development, leadership training, and investment in human capital. The Bank's 2025 annual reporting describes continued investment in talent development and leadership training as part of its human-capital strategy.

Green training can be delivered through several methods, including:

- Classroom-based environmental training
- Online learning and e-learning
- Green banking awareness sessions
- Environmental risk-management training
- Internal sustainability campaigns
- Departmental awareness sessions
- Digital learning materials

The questionnaire included a question asking whether employees had participated in Green HRM or environmental awareness training organized by the Bank. The response to this question helps determine the extent to which employees have received direct exposure to environmental training. For further improvement, environmental sustainability can be integrated more systematically into regular employee development rather than being limited to specific programs. Such integration would help employees understand how their individual responsibilities contribute to the Bank's wider sustainability objectives.

4.7 Employee Participation in Green Initiatives of Prime Bank PLC.

Employee participation is a central component of Green HRM because organizational environmental objectives cannot be achieved solely through policies or management decisions. Employees are directly involved in daily activities such as document preparation, communication, energy use, waste generation, and resource utilization. Their behavior therefore has a direct influence on the environmental impact of workplace operations. The Green HRM literature emphasizes the importance of providing employees with opportunities to participate in environmental management. Renwick et al. (2013), using the Ability–Motivation–Opportunity perspective, highlight employee opportunity and involvement as important components of Green HRM.

At Prime Bank PLC, employee participation can take place through awareness activities, environmental campaigns, responsible resource use, digital HR adoption, and participation in sustainability-related organizational initiatives. Prime Bank's historical sustainability reporting provides evidence of employee-facing environmental awareness activities, including communication around World Environment Day and environmental initiatives. The survey also examined whether Prime Bank encourages employees to adopt environmentally friendly workplace practices. This question provides an indication of how employees perceive the organizational support available for green behavior. Employee participation can be strengthened by creating formal opportunities for employees to contribute ideas and initiatives. For example, employees could be encouraged to propose ways of reducing paper consumption, improving energy efficiency, reducing waste, or increasing digital adoption. Recognition can also encourage participation. Employees or departments that demonstrate effective environmental practices could receive formal recognition. Such approaches can transform Green HRM from a management-level initiative into a broader organizational culture.

4.8 Green Performance Management of Prime Bank PLC.

Green Performance Management refers to incorporating environmental responsibilities and sustainability-related behavior into employee performance evaluation and management systems. Instead of evaluating employees exclusively according to conventional job responsibilities, Green Performance Management can recognize environmentally responsible behavior where it is relevant to the employee's role.

Green performance management may include indicators such as:

- Responsible use of office resources
- Reduction of unnecessary printing
- Compliance with environmental procedures
- Participation in sustainability initiatives
- Support for digital and paperless processes
- Contribution to departmental environmental targets

The literature identifies performance management as an important component of Green HRM because employee behavior needs to be aligned with organizational environmental objectives. Green HRM is more effective when environmental expectations are integrated into broader HR systems rather than treated as separate activities. Prime Bank PLC places considerable emphasis on performance, human capital, employee development, and organizational effectiveness. Its reporting discusses investment in human resources and performance-related approaches to managing human capital

However, the available internship survey does not directly measure Green Performance Management. Therefore, this section should be presented as an assessment based on the internship observation and secondary organizational information rather than claiming that the questionnaire established the existence or effectiveness of specific green performance indicators. A stronger Green HRM framework could incorporate selected environmental indicators into relevant employee and departmental performance objectives. Such an approach would make sustainability more measurable and would help connect individual employee behavior with organizational environmental goals.

4.9 Green Workplace Practices of Prime Bank PLC.

Green workplace practices involve the day-to-day actions and organizational arrangements designed to reduce environmental impact within the workplace. In the banking sector, these practices can include paper reduction, energy conservation, responsible use of office equipment, digital communication, waste reduction, recycling, and efficient use of other resources. Prime Bank PLC's sustainability orientation provides a broader organizational context for such workplace practices. The Bank has maintained sustainability reporting and has publicly emphasized responsible and climate-conscious banking. In its recent sustainability communication, Prime Bank described sustainability as part of its long-term strategic direction and highlighted climate-related initiatives.

From the HR perspective, workplace sustainability depends significantly on employee behavior. For example, employees can contribute by avoiding unnecessary printing, using electronic documents, switching off equipment when appropriate, reducing unnecessary resource consumption, and following organizational environmental procedures. The questionnaire examined the Green HRM practices employees recognize within Prime Bank, including paperless HR documentation, energy-saving workplace practices, environmental awareness campaigns, and waste reduction and recycling. It also asked employees which Green HRM practice they considered most beneficial to environmental sustainability.

These responses provide useful insight into which workplace practices are most visible to employees. They can also help identify areas where additional attention may be required. A sustainable workplace should therefore combine technology, policy, employee behavior, and management support. Green workplace practices are most effective when they become routine organizational behavior rather than temporary campaigns.

4.10 Management Commitment

Management commitment is one of the most important conditions for successful Green HRM implementation. Environmental initiatives require organizational direction, appropriate resources, communication, monitoring, and employee participation. Without management support, green practices may remain isolated activities rather than becoming part of the organization's long-term HR strategy. Prime Bank PLC's recent corporate reporting demonstrates a clear organizational emphasis on sustainability and ESG. The Bank has continued to publish sustainability-related reports and has publicly communicated its commitment to responsible and climate-conscious banking. In 2025, Prime Bank also announced the publication of its Sustainability Report and Climate Action Report, reinforcing its stated commitment to sustainability and climate action Management commitment is also visible through the Bank's investment in human capital. Prime Bank's annual reporting emphasizes employees as fundamental to organizational success and describes investments in talent development, leadership training, employee well-being, and organizational culture

Within Green HRM, management commitment can be demonstrated through:

- Establishing clear sustainability objectives
- Providing environmental training
- Supporting digital and paperless HR systems
- Encouraging employee participation
- Allocating resources for sustainability initiatives
- Communicating environmental expectations
- Monitoring Green HRM outcomes
- Recognizing employees' environmental contributions

The questionnaire directly assessed whether employees felt that Prime Bank encourages environmentally friendly workplace practices. This provides an employee-level indication of how management support is perceived. However, management commitment should ultimately be reflected not only through statements and sustainability reporting but also through measurable HR practices. A stronger Green HRM approach would therefore connect management-level sustainability objectives with specific HR targets, employee responsibilities, training, performance evaluation, and monitoring mechanisms.

Taken together, the evidence suggests that Prime Bank PLC has several important foundations for Green HRM, particularly in digitalization, employee development, environmental awareness, sustainability orientation, and paper-reducing practices. Prime Bank's official reporting confirms that sustainability and human-capital development are established organizational priorities. At the same time, the evidence should not be overstated.

4.11 Findings

1. Lack of an Integrated Green HRM Framework: Prime Bank PLC. has several green and digital HR-related practices, but these could be better connected under one comprehensive Green HRM framework covering recruitment, training, performance, and employee participation.

2. Limited Green Recruitment Focus: Digital recruitment helps reduce paper use and improve efficiency. However, greater emphasis could be placed on incorporating sustainability awareness and environmental values into the recruitment process.

3. Need for More Green Training: Environmental and sustainability-related training exists, but regular Green HRM training could be strengthened. Employees could receive more practical guidance on energy saving, waste reduction, and paperless working.

4. Unequal Employee Awareness: Employees generally have awareness of environmental sustainability, but their understanding of Green HRM may vary. Regular awareness programs could create a more consistent understanding across departments.

5. Limited Employee Participation: Employees can contribute significantly to Green HRM through their daily activities. More structured opportunities, such as green committees and employee suggestions, could increase their involvement.

6. Limited Green Performance Indicators: There is scope to connect employee and departmental performance with relevant environmental objectives. Indicators such as paper reduction, resource conservation, and participation in green activities could be considered.

7. Limited Green Recognition: Employees who actively support environmental initiatives could receive formal recognition. Simple awards, certificates, or appreciation can encourage greater participation.

8. Limited Measurement of Green HRM Outcomes: Specific HR-related environmental indicators could be developed to measure progress. These may include paper reduction, digital HR adoption, training participation, and employee involvement.

Chapter: Five
Recommendations and Conclusion

5.1 Recommendations

1. Develop an Integrated Green HRM Framework: Prime Bank should develop a structured Green HRM framework that connects environmental objectives with recruitment, training, performance management, and employee engagement.

2. Increase Green HRM Awareness: Regular awareness programs and internal communications should be arranged to improve employees' understanding of Green HRM and sustainable workplace behavior.

3. Strengthen Green Training: The Bank should provide regular training on paper reduction, energy conservation, waste management, and other practical environmental practices.

4. Encourage Employee Participation: Employees should be encouraged to participate in green initiatives through suggestion systems, awareness campaigns, and departmental sustainability activities.

5. Introduce Green Performance Indicators: Relevant environmental indicators could be incorporated into employee or departmental performance evaluation where appropriate.

6. Introduce Green Recognition: The Bank could recognize employees or departments that make significant contributions to environmental sustainability through certificates, appreciation, or internal awards.

7. Improve Green HRM Measurement: Specific indicators should be developed to monitor paper reduction, digital HR adoption, training participation, and employee involvement in green activities.

8. Continue Digital and Paperless HR: The Bank should continue expanding digital HR processes while also ensuring responsible use of electricity, electronic equipment, and other technological resources.

9. Improve Communication: Green HRM initiatives should be clearly communicated so employees understand their purpose and how they can contribute to organizational sustainability.

10. Conduct Periodic Evaluation: Regular surveys and internal reviews can help the Bank assess employee awareness, participation, satisfaction, and the effectiveness of Green HRM initiatives.

5.2 Conclusion

Overall, the study concludes that Prime Bank PLC has established a positive foundation for Green Human Resource Management through digital HR practices, paperless documentation, environmental awareness, employee development, and sustainability-oriented activities. The findings indicate that these practices contribute to reducing paper use, improving resource efficiency, and encouraging environmentally responsible workplace behavior. At the same time, the study identified opportunities to further strengthen Green HRM through a more integrated framework, regular Green HRM training, greater employee participation, green performance indicators, and recognition of environmentally responsible behavior. Although the study was limited by the internship duration, survey coverage, and restricted access to confidential internal information, the findings provide useful insight into the current Green HRM environment of Prime Bank PLC. By building on its existing digital and sustainability initiatives and connecting them more systematically with HR policies and employee practices, Prime Bank PLC can further improve its environmental performance while supporting employee engagement, operational efficiency, and long-term organizational sustainability.

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Appendix

Appendix A: Questionnaire

"Green Human Resource Management Practices in Bangladesh: A Case Study on Prime Bank PLC."

Dear Respondent,

This questionnaire is prepared for an academic internship report titled "Green Human Resource Management Practices in the Banking Sector of Bangladesh: A Case Study of Prime Bank PLC." The purpose of this survey is to understand employees' perceptions regarding Green HRM practices at Prime Bank PLC. The information collected will be used strictly for academic purposes. Thank you for your valuable participation.

Section A: Respondent Information

1. Department:

☐ Human Resources Division (HRD)

☐ General Banking and Branch Operations

☐ Credit and Corporate Banking

☐ IT Division

☐ Finance & Accounts Division (FAD)

2. Designation:

☐ Officer / Junior Officer

☐ Senior Officer

☐ Executive Officer

☐ Manager

3. Length of Service:

☐ Less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ More than 6 years

Section B: Green HRM Practices

4. Are you familiar with the concept of Green Human Resource Management (Green HRM)?

☐ Yes

☐ Partially

☐ No

5. Which Green HRM practices are currently followed at Prime Bank?

You may select more than one option.

☐ Paperless HR documentation

☐ Online recruitment and selection

☐ Digital leave management

☐ Online training programs

☐ Energy-saving workplace practices

☐ Environmental awareness campaigns

☐ Waste reduction and recycling

6. Does Prime Bank encourage employees to adopt environmentally friendly workplace practices?

☐ Always

☐ Sometimes

☐ Never

7. Have you participated in any Green HRM or environmental awareness training organized by the Bank?

☐ Yes

☐ No

8. How effective are Prime Bank's digital HR practices in reducing paper usage and improving environmental sustainability?

☐ Highly Effective

☐ Moderately Effective

☐ Slightly Effective

☐ Not Effective

9. In your opinion, which Green HRM practice contributes most to environmental sustainability?

☐ Paperless HR Operations

☐ Green Training

☐ Digital Recruitment

☐ Employee Awareness Programs

☐ Energy Conservation

Section C: Employee Perception

10. Overall, how satisfied are you with the Green HRM practices implemented by Prime Bank?

☐ Very Satisfied

☐ Satisfied

☐ Neutral

☐ Dissatisfied

☐ Very Dissatisfied

11. What is the biggest challenge in implementing Green HRM at Prime Bank?

☐ Lack of employee awareness

☐ Resistance to change

☐ Limited training opportunities

☐ Insufficient technological support

☐ Lack of management commitment

☐ No major challenges

12. What suggestions would you provide to improve Green HRM practices at Prime Bank PLC.?

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