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Green Human Resource Management Practices and Organizational Citizenship Behaviour towards the Environment in the Banking Sector in Bangladesh

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ABSTRACT

The study is designed to investigate the impact of Green Human Resource Management (GHRM) practices on organisational citizenship behaviour towards the environment (OCBE), relying on the Ability-Motivation-Opportunity theory. To support statistical analyses, relevant data was gathered from 132 employees working in the commercial banks in Bangladesh. The Structural Equation Modelling (SEM) with partial least squares (PLS) was employed to assess the research model. The analysis found a significant positive impact of green training and development, green performance appraisal, and green employee empowerment on OCBE. However, deviated from previous studies, we found green recruitment and selection and green rewards were not significant predictors of employee green behaviour. The study results suggest that organisations should provide more attention to green employee empowerment and green training and development to develop responsible, eco-friendly behaviour among their employees. Moreover, the research recommends certain new research perspectives considering organisational and individual variables to get more insights into the issue and overcome this research's shortcomings.

Keywords: Green HRM, Organizational Citizenship Behaviour towards the Environment, Ability-Motivation-Opportunity Theory, Commercial Banks.

INTRODUCTION

Currently, the necessity of eco-friendly development is widely acknowledged in both developed as well as developing countries (Masri & Jaaron 2017) due to the intolerable

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deterioration of the environment, such as deforestation, environmental pollution, and the destruction of biodiversity (Anwar et al. 2020, Mwita & Mwakasangula 2020). Hence, environmental policymakers and administrators are increasingly forcing business organisations to adopt green-management policies and practices (Masri & Jaaron 2017). In response, organisations are trying to implement green initiatives or Environmental Management Systems (EMS) to ensure an eco-friendly work environment (Fawehinmi et al. 2020, Anwar et al. 2020), which requires employees to engage in eco-friendly behaviour. Considering the fact, green HRM practices have emerged as a mechanism for shaping employees' eco-friendly behaviours in the workplace (Dumont et al. 2017, Anwar et al. 2020). Green HRM is the insertion of environmental awareness within the entire HRM practices of recruitment and selection, training and development, performance appraisal, reward system, and employee empowerment practices that have a great role in promoting pro-environmental behaviour of the employees (Anwar et al. 2020).

The pro-environmental behaviours of personnel are usually labelled as OCB towards the environment (OCBE). The OCBEs are self-initiated and discretionary efforts that are not part of formal job requirements but contribute effectively to improving the ecological requirements of an organisation (Pinzone et al. 2019, Anwar et al. 2020). Employees may go the extra mile to ensure environmental preservation and voluntarily perform eco-friendly behaviour, which will promote an organisation's environmental performance (Pinzone et al. 2019). Recently, scholars are increasingly paying attention to the ways of promoting OCBE due to its valuable contribution to organisational performance (Saeed et al. 2019).

In an emerging country like Bangladesh, the banking sector plays a significant role in economic growth and vitality (Islam & Rahman 2016). The banking system in Bangladesh consists of a central bank (Bangladesh Bank), 61 scheduled banks, and five non-scheduled banks. Among the scheduled banks, there are six state-owned commercial banks, three specialised banks, 43 domestic private commercial banks, and nine foreign-commercial banks (Bangladesh Bank, 2021). In 1976, the financial sector was reconstructed in Bangladesh with the privatisation of the banks. Besides, the fast growth of private commercial banks has taken place since the mid-1990s (Tabassum, Rahman, & Jahan 2011). Nowadays, the banking sector is increasingly concerned about implementing GHRM practices in order to take care of environmental issues (Umalatha & Sathiya 2020). Special emphasis is given to promoting GHRM practices in this sector to achieve competitive advantage and better organisational performance (Mustafi et al. 2016). While GHRM is not a new phenomenon in developed countries, it is quite unfamiliar in developing countries like Bangladesh (Hossen et al. 2018). Moreover, GHRM is still an unexplored research area in Asian countries, including Bangladesh (Uddin 2018). Consequently, numerous scholars have emphasised the significance of GHRM in promoting employees' eco-friendly behaviour in organisations (Anwar et al. 2020, Pham et al. 2019, Saeed et al. 2019). Therefore, the study aims to explore the role of GHRM in shaping the employees' citizenship behaviour towards the environment in the context of the banking sector in Bangladesh.

This article describes the research gap and justifies the current investigation. In the

literature review section, we reviewed related theories and findings. Then we hypothesise the links between constructs and build the study framework. The methods section discusses the study's research design, population, and sampling. Then we analysed the findings by describing the respondent profile and measuring the scales' reliability and validity. The structural model section then validates the hypotheses. The "discussion and implications" portion elaborates on the survey's findings and their theoretical and practical implications. Finally, we determined the current study's limitations and the scope of future research and concluded with a conclusion section.

GAP AND JUSTIFICATION

OCBE is an element of OCB, and it has appeared as a concept to articulate pro-environmental behaviours in an organisation (Tuan 2019). Several authors have analysed the role of GHRM practices in fostering employees' OCBE (Gholami et al. 2016; Haddock-Millar 2016; Pinzone et al. 2016; Yong et al. 2019, Yusliza et al. 2020). However, there are very few studies on GHRM practices and OCBE in developing countries (Luu 2019, Anwar et al. 2020). However, GHRM has appeared as a key management field that can influence the environment, and it is necessary for greening the organisation (Anwar et al. 2020, Nejati et al. 2017, Renwick 2018).

The literature review on green banking and the environment indicates a significant research gap in the HRM literature, exclusively on the HR issues for managing the environment, which is called GHRM (Renwick et al. 2008). Besides, there are plentiful theoretical and practical studies which intended to understand better the contributions of GHRM to environmental performance (Paillé et al. 2014). Moreover, the available literature on different aspects of GHRM principally offers insights into only the Western context (Renwick et al. 2013). However, very few investigations have explored this crucial present-day topic in different sectors, such as hotels, university campuses, which leaves a significant gap in the existing literature on the effect of GHRM practices on OCBE in a developing country, specifically in the financial sector.

Besides, little research consideration has been initiated to manage environmental issues in Asian countries, which are more affected by pollution and environmental deterioration. As a developing country, Bangladesh is under-researched in terms of GHRM, so it requires more investigators' attention to study GHRM practices for developing organisations (Uddin 2018, Mithila 2019, Islam et al. 2019). In addition, Bangladesh Bank has built up a demonstrative Green Banking Policy and System Structure for the banking sector (Mithila 2019).

Furthermore, given the importance of the banking industry, it is critical to assess GHRM practices and their contribution to the employee and organisational outcomes (Rahman 2020). Furthermore, there are very few studies regarding GHRM practices and OCBE in developing countries. Therefore, this study attempts to investigate the GHRM practices (green recruitment and selection, green training and development, green performance appraisal, green rewards, and green employee empowerment practices) and their effects on OCBE in the commercial banking sector of Bangladesh.

LITERATURE REVIEW

The Ability Motivation Opportunity (AMO) Theory

The Ability-Motivation-Opportunity (AMO) framework was originally anticipated by Bailey (1993), who recommended that the members of the organisation require three things (i.e., ability, motivation, and opportunity for decision making) to ensure discretionary efforts. Ability-enhancing HR practices include staffing and training, which increase the employees' KSAs (knowledge, skills, and abilities) to gain competitive advantages and cope effectively with changes (Kundu & Gahlawat 2018, Marin-Garcia & Tomas 2016). The motivation-enhancing HR practices are performance appraisal and performance-based rewards, which in turn direct the employee's effort to achieve the organisational goals through providing required inducements (Anwar et al. 2020, Kundu & Gahlawat 2018). Lastly, opportunity means the chance to perform a bundle of practices such as work autonomy, decentralised decision making, knowledge sharing, employee participation in strategy development workshops, teamwork, quality circles, and participating in environmental initiatives through developing and using the new skills and abilities, which are based on job design theories and empowerment literature (Marin-Garcia & Tomas 2016, Yu et al. 2020).

The AMO framework signifies that better HRM practices increase employees' abilities to accomplish targets, enhance their motivation to perform tasks, and ensure engagement in opportunities that ultimately result in the OCB. They contribute effectively to achieving organisational performance targets (Pham et al. 2019, Singh et al. 2020). However, the researchers claimed that very few researchers had applied the complete AMO framework in their models, though AMO theory is the most widespread in appreciating GHRM's contribution towards eco-friendly performance (Anwar et al. 2020). Accordingly, the current study focused on investigating the effect of GHRM practices on OCBE, focusing on the AMO framework.

GHRM Practices and OCBE

"GHRM has emerged as a new trend in successful management which combines and integrates environmental management and sustainable performance in a bid to support organisational performance" (Mousa & Othman 2020, p. 9), and is generally formed through the coalition of HRM practices towards the environmental targets (Jabbar & Abid 2014). Scholars have viewed that GHRM is creating capable green employees who are practising eco-friendly behaviour to achieve the organisational goals and protect the green targets (Mousa & Othman 2020). Besides, GHRM practices would improve OCBE, enhancing employees' proficiencies, motivation, and participation in eco-initiatives (Anwar et al. 2018).

Green competence-building practices such as green recruitment and selection (GRS) improve the employees' environmental understanding and skills (Anwar et al. 2020, Pinzone et al. 2016). The primary aims of competence building practices are to recognise the environment's issue and understand what workplace performances

could impact the environment (Govindarajulu & Daily 2004). Some relevant factors that influence green behaviour (OCBE) are the insertion of environmental criteria requirements and knowledge in the job advertisement and seeking the commitment from potential candidates to manage the environment during the recruitment process (Sinaga & Nawangsari 2019). GRS is positively linked to OCBEs (Anwar et al. 2020). Thus, we articulate the subsequent hypothesis.

Hypothesis 1 (H1): GRS practices have a positive association with OCBE

OCBE is observed as one of the desirable behaviours that make a valuable contribution to reducing environmental regulation problems (Raineri & Paillé 2016). As mentioned in ISO 14001, the role of green training is to make sure that all levels of employees can recognise the environmental goals and how much their working activities affect the environment and the implementation of EMS goals (Pham et al. 2018). Green training increases the employees' green abilities to realise and appreciate the issue of the environment comprehending and resolving the complication of environmental matters (Jabbour, 2015). Daily & Huang (2001) suggest that green training and development (GTD) programs are necessary to create awareness among employees regarding the standards of the environment and demonstrate eco-friendly behaviour. Again, Pinzone et al. (2016) argued that GTD practices shape green abilities, enhancing employees to 'pass the more mile' in eco-initiatives and be involved in the OCBE at the workplace. Besides, GTD practices increase the employee's knowledge, skills, and attitudes (Pham et al. 2019, Pinzone et al. 2016), and employees can ascertain the difficulties of the environment. They can take appropriate actions in the workplace (Anwar et al. 2020). Employees also learn the fundamental ways of saving energy and minimising waste (Jabbour, 2015). Consequently, the GTD programs have the prospect of playing a vital role in influencing OCBE. Empirically, GTD programs positively affect OCBE (Anwar et al. 2018, Sinaga & Nawangsari 2019). Thus, the researchers propose the following hypothesis based on the above-presented relationships.

Hypothesis 2 (H2): GTD practices have a positive association with OCBE

Green performance appraisal (GPA) and green rewards are the green motivation enhancing practices through which employees are motivated to align their behaviours with an organisation's green targets and goals (Anwar et al. 2020, Pinzone et al. 2016). When employees get precise information for environmental performance appraisals, they become more prone to practising OCBE (Pinzone et al. 2016). Conducting field audits and providing regular feedback on environmental performance may increase employees' KSAs in environmental management (Anwar et al. 2020, Pham et al. 2019). Besides, it will also motivate employees to become more involved in environmental responsibilities. Thus, by appraising skills and competencies and evaluating environmental activities, organisations can improve their employee's environmental discretionary behaviours (Pham et al. 2019, Pinzone et al. 2016). Anwar et al. (2020) specified that green motivation enhancing practice (performance appraisal) is positively related to OCBE. Similarly, GPA is positively related to OCBE (Pham et al. 2019, Pinzone et al. 2016). Thus, we hypothesise that:

Hypothesis 3 (H3): GPA practices have a positive association with OCBE

To enhance eco-friendly behaviours, rewards can be a decent motivating factor for the employees (Daily & Huang 2001), and it encourages them to be involved in OCBE (Anwar et al. 2020). 8% of UK businesses rewarded green behaviour with various forms of prizes and monetary incentives, and such practices may be pretty effective at motivating employees to embrace eco-friendly behaviours (Jackson et al. 2011). Green Rewords (GRs) may incorporate pecuniary and non-financial benefits, such as inducements for recycling, recognising flexible work routines and working from home to minimise travel costs, and giving free bicycles or pollution-free vehicles which boost OCBE among employees (Anwar et al. 2020). Moreover, Silvester et al. (2019) found a significant and positive correlation between GR and OCBE. Therefore, we propose the following hypothesis.

Hypothesis 4 (H4): GR practices have a positive association with OCBE

Green employee empowerment (GEE) ensures that employees are motivated and committed to participating in eco-friendly initiatives (Govindarajulu & Daily 2004). In addition, by providing employees with opportunities for suggestions, organisations can ensure employee engagement to improve environmental performance (Pinzone et al. 2016). Moreover, organisations should offer opportunities to encourage employees to provide their comments and suggestions, to improve and solve the environmental problems in an organisation (Anwar et al. 2020). Further, Zhang et al. (2019) claimed that employee empowerment positively affects in-role green workplace behaviour. Furthermore, the researchers observed a statistically significant positive link between employee empowerment and environmental performance (Renwick et al. 2013). Scholars advocate that permitting employees to participate in environmental policymaking will boost their self-will and environmental problem-solving skills (Govindarajulu & Daily 2004). Additionally, GEE practices are positively associated with OCBE (Pham et al. 2019, Anwar et al. 2020). Therefore, we hypothesise:

Hypothesis 5 (H5): GEE practices have a positive association with OCBE

RESEARCH FRAMEWORK

We identified the following study framework based on the AMO theory and the preceding discussion of Green HRM practices and voluntary eco-friendly behaviour.

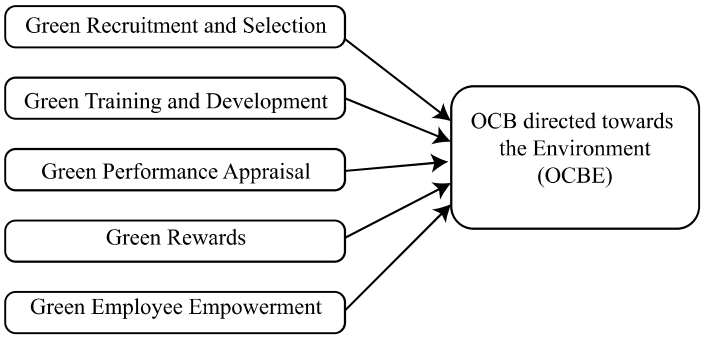

Figure 2.1: Research Framework

METHODOLOGY

Research Design and Procedure

The research work was conducted in the following phases: In the first phase, to ensure the validity of research instruments, the researchers identified and communicated with four experts. Two of them were industry experts, and the other two were academicians in the GHRM and OCBE fields. Then, based on experts' suggestions, some of the relevant wording changes (alterations, modifications) have been made to research items. Following this stage, the main study was implemented using an adapted instrument to gather the necessary data and inspect the relationship between the variables.

Population and Sampling

The intended population of the investigation includes all the employees currently working in the profit-oriented banks in Bangladesh, which are scheduled under the central bank Bangladesh Bank (BB). This is a cross-sectional study, and to collect the required data from respondents initially, a printed questionnaire was distributed. Further, due to COVID-19 and maintaining social distance, and lockdowns, researchers designed the same questionnaire in the Google Form. They circulated it through email and social networks to ensure the highest number of participants. The convenience and snowball sampling methods were utilised to collect data as the respondents were requested to circulate the form to their peers. The data collection was done between May 01, 2020, and November 23, 2020, the pick time of COVID-19. Two hundred twenty hard copies of the questionnaire were circulated in Dhaka city to the prospective participants at the branch level. Moreover, 200 questionnaires were distributed online. Finally, we received 174 responses (107 hard copies and 67 online responses) at a response rate of 41.43%. After removing duplicated and biased responses (same constant rating on all the items), usable responses comprise 132, which has been taken into account for final statistical assessment and discussion. Despite there being no precise rule of thumb, Hair et al. (2014) highlighted using 110 to 150 responses for fitting structural equation modelling, given that the data has no issue with normality, missing value and homogeneity. Consequently, the use of 132 samples with the absence of abnormalities, outliers, missing values, and heterogeneity of responses did not prevent us from further analysis (Fan et al. 2019).

Research Instrument

The opening section of the questionnaire inquired responses from the respondents about their demographic specifications. Here, demographic particulars include gender, education level, position/job title, and length of service. To measure the concerned predictors and dependent variables, the second part of the questionnaire includes relevant scales adapted from the research literature.

To measure GRS, GPA, GR, and GEE consecutively, seven, four, six, and five items were adapted from the scales by Saeed et al. (2019). To measure the GTD activities, five items were adapted from the scale developed by Nejati et al. (2017). Besides, to measure

the presence of OCBE, this research adopted six items from Pham et al. (2019). To avoid undesired misunderstandings and vagueness and to make the items more precise to the prospective participants, a little modification of wording has been made to the items. Using a Likert scale of 1 to 5, participants were asked to rate each item, where 1 = strongly disagree and 5 = strongly agree (on request, the corresponding author may provide the whole questionnaire).

ANALYSIS OF FINDINGS

We employed a partial least squares structural equation modelling (PLS-SEM) approach to test hypotheses and conduct necessary analyses. There are two main approaches for estimating SEM. Co-variance based SEM (CB-SEM) and Partial Least Square SEM (PLS-SEM) (Astrachan et al. 2014). CB-SEM aims at estimating the covariance matrix without concentrating on explained variance (Hair et al. 2011), whereas PLS-SEM focuses on explaining the variance in the endogenous variables (Hair et al. 2017). HRM academics regularly employ partial least squares structural equation modelling (PLS-SEM), a powerful multivariate analytic tool (Ringle et al. 2020). For various reasons, PLS-SEM is preferred over covariance-based SEM (CB-SEM). First, CB-based SEM is used to evaluate current theory, whereas PLS based SEM is used to construct theory and forecast. Second, PLS-based SEM can study formative and reflective relationships, whereas CB-based SEM only studies reflective interactions. CB-based SEM requires multivariate normality of data (Hair et al. 2011; Hair et al. 2017). PLS-SEM has the ability to (1) handle very complex models with many indicators and constructs, (2) estimate normatively specified constructs, (3) handle small sample sizes with the required level of care, and (4) derive determinate latent variable scores, which can be used in subsequent analyses (Richter et al. 2016). In order to analyse the data for SEM, we used the software SmartPLS3. Besides, a two-stage analysis technique was adopted. In the first phase, we evaluated the measurement model (i.e., testing reliability and validity of scales), and the second step comprised evaluating the structural model (i.e., hypotheses testing). Besides, we have used some relevant descriptive statistics to enumerate the findings.

Respondents Profile

The demographic characteristics of the participants (n = 132) are as follows. 83.30% of the respondents are male. Other relevant information regarding their demographic profile is available in Table 1.

Table 1: Participant's Profile

	F	%		F	%
Gender			**Length of Service**		
Male	106	80.30	Below 5 years	60	45.5

Female	26	19.70	6-10 years	45	34.1
Education Level			11-15 years	17	12.9
Undergraduate/ Honours	5	3.79	16-20 years	7	5.3
Graduate/Masters	118	89.39	Above 21 years	3	2.3
PhD/MPhil/Banking Diploma	09	6.81	**Age Group**		
Marital Status			Below 29 years	26	19.67
Unmarried	28	21.21	30-39 years	75	56.82
Married	104	78.79	Above 40	31	23.48

MEASUREMENT MODEL

All the requirements for the measurement model are substantially fulfilled: all the retained items loading were better than the cut off 0.50. Consequently, the constructs revealed adequate convergent validity; the Average Variance Extracted (AVE) of all the constructs was above the cut-off 0.50; and Internal Consistency measures (e.g., Composite Reliability (CR), Cronbach's alpha (CA), and Dijkstra–Henseler's indicator rho_A coefficients) were above the cut off value of 0.70 (Hair et al. 2019), available in Table 2 and Figure 1.

Table 2: Internal Consistency & Convergent Validity

Constructs	Measurement Items	Outer Loadings	CAα	rho_A	CR	AVE
Green Recruitment and Selection (GRS)	GRS1	.760	.865	.871	.896	.552
	GRS2	.748				
	GRS3	.724				
	GRS4	.721				
	GRS5	.771				
	GRS6	.783				
	GRS7	.691				
Green Training and Development (GTD)	GTD1	.844	.859	.870	.898	.639
	GTD2	.736				
	GTD3	.850				
	GTD4	.796				
	GTD5	.764				

Green Performance Appraisal (GPA)	GPA1	.875	.844	.846	.906	.762
	GPA2	.877				
	GPA3	.867				
Green Rewards (GR)	GR1	.832	.825	.850	.873	.582
	GR2	.730				
	GR4	.832				
	GR5	.766				
	GR6	.637				
Green Employee Empowerment (GEE)	GEE1	.624	.794	.825	.857	.548
	GEE2	.832				
	GEE3	.740				
	GEE4	.666				
	GEE5	.819				
OCB towards the Environment (OCBE)	OCBE1	.532	.759	.793	.840	.518
	OCBE2	.809				
	OCBE3	.854				
	OCBE5	.652				
	OCBE6	.706				

Note: Items GPA4, GR3 and OCBE4 had been deleted for poor loadings.

Henseler et al. (2014) argued that the Heterotrait-Monotrait correlation ratio (HTMT) is a more reliable measure of discriminant validity than the Fornell-Larcker Criterion. In a flexible approach, to assess HTMT, a threshold value of 0.90 is proposed in (Gold et al. 2001, Hair et al. 2019), and we meet their criterion at HTMT < 0.90, available in Table 3.

Table 3: Assessment of Discriminant Validity using HTMT

	GEE	**GPA**	**GR**	**GRS**	**GTD**	**OCBE**
GEE						
GPA	.886					
GR	.805	.703				
GRS	.728	.747	.794			
GTD	.760	.655	.494	.649		
OCBE	.697	.686	.481	.559	.697	

Note: Discriminant Validity is established at HTMT0.90

Additionally, to inspect the Discriminant Validity of the constructs, the items' cross-loadings were also evaluated and was found satisfactory. Therefore, we meet all the

relevant criteria to assess the structural model.

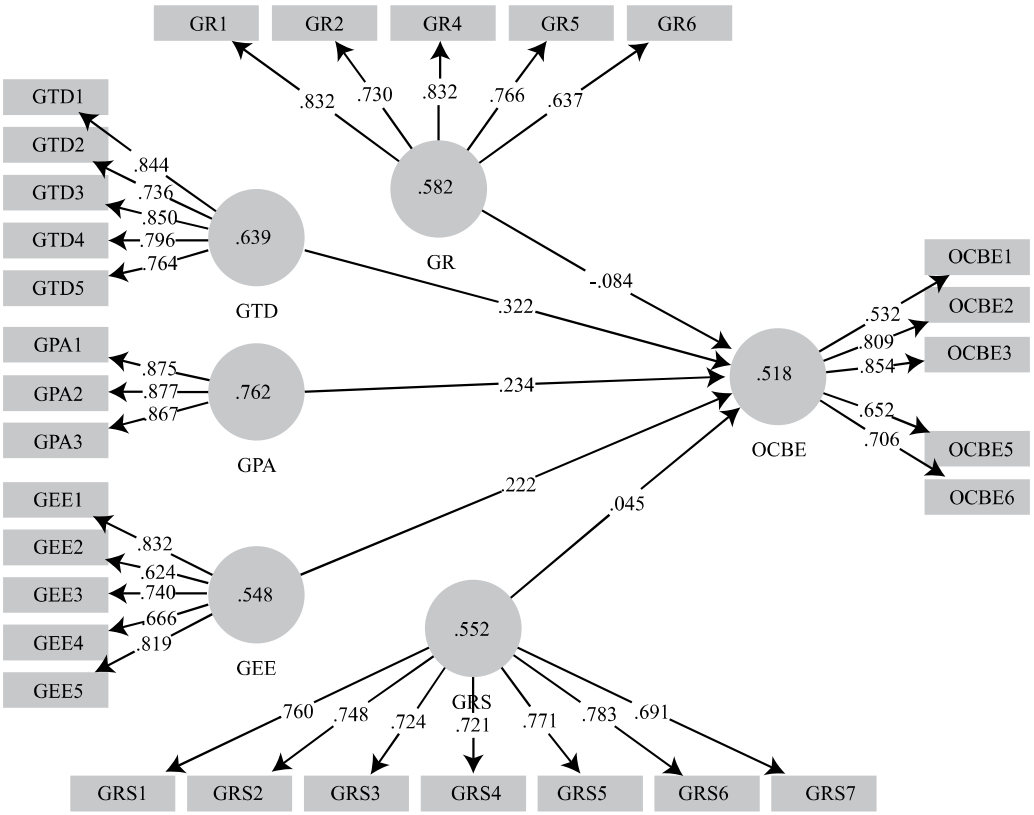

Figure 1: AVE and Factor Loadings in the Measurement Model

Structural Model

The structural model determines the causal relations among the constructs hypothesised in an SEM model (Memon et al. 2017). We addressed the multicollinearity issue first to avoid possible biases. Variance Inflation Factor (VIF) identifies the collinearity of the exogenous constructs, and the VIF values close to 3.0 or lower than 3.0 are ideal (Hair et al. 2019). Here, the VIF values were relatively lower than 3.0.

Table 4: Structural Model Assessment

H	Relations	Std Beta	Std Error	T values	P Values	BCI LL	BCI UL	f^2	VIF	Decision
1	GRS → OCBE	.045	.107	.422	.337	-.142	.210	.002	**2.368**	Not Supported

2	GTD → OCBE		.322	.087	3.715	.000	.165	.451	.097	**1.879**	Supported
3	GPA → OCBE		.234	.112	2.083	.019	.063	.434	.038	**2.516**	Supported
4	GR → OCBE		-.084	.103	.817	.207	-.263	.077	.002	**2.338**	Not Supported
5	GEE → OCBE		.222	.121	1.838	.033	-.005	.398	.097	**2.884**	Supported

R^2 =.429 and Adjusted R^2 =.407 OCBE (Q^2) =.204

Note: "BCI LL- Confidence Intervals Bias Corrected Lower Limit"

"BCI UL- Confidence Intervals Bias Corrected Upper Limit"

The bootstrapping (resampling=5000, minimum) was employed to observe the statistical magnitude of the path coefficients. Besides, we have evaluated the significance of the hypothesised associations in terms of t-statistics (one tail), a significance level of 0.05 ($p<.05$), and the Bias Corrected Confidence Intervals (BCI LL-UL) (Hair et al. 2019). Both Table 4 and Figure 2 show the results of hypotheses testing.

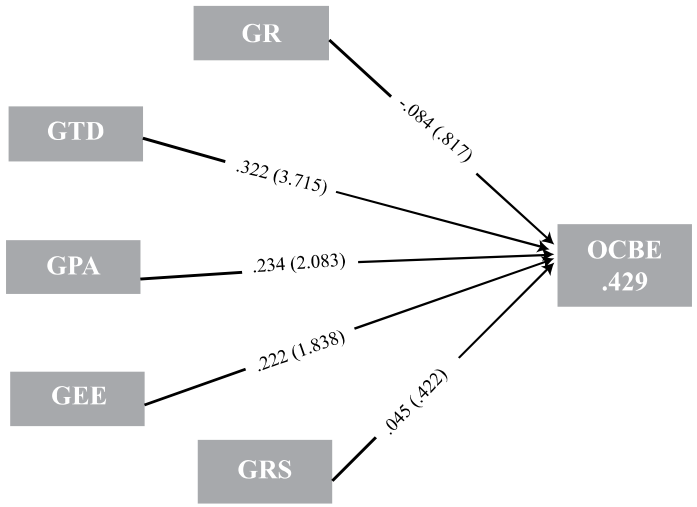

Figure 2: Beta coefficient and t- values for path coefficients

Hair et al. (2017) recommend reporting the R2-Coefficient of Determination and f2-Effect Size to imply the significance of the influence. Here, R2 denotes the predictive power of the GRS, GTD, GPA, GR, and GEE to predict the variability in OCBE. R2 values of 0.75, 0.50, and 0.25 signify substantial, moderate, and low predictive power (Henseler et al. 2009). Thus, in this study, R2 (OCBE-0.429) indicated that the GRS, GTD, GPA, GR, and GEE could explain 42.90% of the variability of OCBE. Therefore, GRS, GTD, GPA, GR, and GEE had a moderate level of predictive power to predict

OCBE. Then, f2 postulates effect size, the individual contribution of each exogenous variable to R2. f2 scores higher than 0.35, 0.15, and 0.02 reveal large, medium, and small effect sizes, and if f2< 0.02, there is no such effect (Cohen 1988). Accordingly, GTD, GPA, and GEE had a smaller effect on R2, while the GRS and GR did not affect R2, as available in Table 5. The Q2 represents the model's out-of-sample predictive relevance. In a model, the Q^2 value larger than zero for a reflective endogenous latent construct directs predictive relevance (Hair et al. 2017). Hence, OCBE (Q2 =.204) indicated an acceptable predictive relevance of the GRS, GTD, GPA, GR, and GEE in predicting OCBE.

DISCUSSION AND IMPLICATION

Discussion of Findings

In this study, we found that GTD, GPA, and GEE were significantly and positively linked to the OCBE, as was expected. However, we discovered GRS and GR were not related to OCBE, which is beyond our expectations. In terms of GRS, our result is inconsistent with the findings of several studies (Anwar et al. 2020, Sinaga & Nawangsari 2019, Mwita & Mwakasangula 2020). The reasons may be that the tests available to the organisations to select the right person for their organisations are not valid to measure the candidate's green behavioural propensity. The second reason may be the failure of the organisations to exhibit their green agenda, thus failing to attract a pool of candidates concerned about environmental issues.

Then, we noticed a positive and significant connection between GTD and OCBE, which is consistent with the findings of several previous research (Sinaga & Nawangsari 2019, Silvester et al. 2019, Anwar et al. 2020, Ong & Riyanto 2020, Pinzone et al. 2019). Similarly, we reported a positive association between the GPA and OCBE, and our finding is consistent with several studies (Pham et al. 2019, Anwar et al. 2020, Mwita & Mwakasangula 2020).

However, we found that GR is not related to OCBE. Our finding is consistent with Ong & Riyanto (2020). One reason behind this finding could be that people do not like being rewarded for their contribution to protecting the environment. They may feel these volunteer activities are their responsibilities. Another reason could be that the banks have failed to design appropriate rewards for green behaviour. Therefore, managers should closely look at improving the available reward systems to motivate more employees to engage in green behaviour. Finally, we found a significant positive relationship between GEE and OCBE. This finding is consistent with most previous research (Anwar et al. 2020, Pinzone et al. 2016, Saeed et al. 2019, Pham et al. 2019, Ong & Riyanto 2020).

Theoretical Implications

This present study utilised the AMO theory by Bailey (1993) to explain how GHRM practices can influence the OCBE. This empirical study extends its contribution to the existing body of knowledge from the green context. Most of the previous studies on

GHRM and OCBE are in the setting of international companies (Haddock-Millar et al. 2016); healthcare (Pinzone et al. 2016); sports (Gholami et al. 2016); and industrial firms (Yong et al. 2019, Yusliza et al. 2020); and hotel industry (Pham et al. 2019); university (Anwar et al. 2020); manufacturing organisations (Ong & Riyanto 2020); and on diverse industries (Saeed et al. 2019, Mwita & Mwakasangula, 2020, Sinaga & Nawangsari, 2019). Therefore, this study is significant because it is the inaugural empirical investigation on GHRM and OCBE from the commercial banking sector of a developing nation like Bangladesh. Finally, we can conclude that this study contributes to both the GHRM and OCBE literature and the AMO theory.

Practical/Managerial Implications

There are several practical implications of this research. Firstly, organisations can gain employees' commitment to the green environment by ensuring better GHRM practices. Secondly, we strongly recommend that organisations circulate their 'go green' initiatives and their candidates' expectations during the recruitment advertisement. Besides, they might establish reliable and valid employee selection tests and measures to ensure the right incumbent with eco-friendly behaviour. Thirdly, policymakers of the organisations should focus more on green training and development programs to demonstrate and stimulate eco-friendly behaviour. Fourthly, managers should share the employee's green performance feedback individually and should recognise the best performer publicly. Then, managers should keep in mind that OCBEs are voluntary behaviours from employees; thus, many of them may avoid extrinsic motivations. So, there should be a provision of intrinsic motivation for such behaviours. Finally, the strategic planners should focus on green employee empowerment and engagement opportunities, which will develop responsible and eco-friendly behaviour among the participants.

Limitations and Further Scope of Study

Despite the significant contributions made to existing policy development, theory, and literature, this study has a few limitations which should not be ignored. Firstly, the data was collected from a single location and only from the branch level, so it may not generalise the context or represent the whole population. Secondly, the cross-sectional nature of the inquiry may limit the factual causal inferences. Finally, the variables in this study were measured using a common method. The researchers might collect sufficient data from wider geographical locations in future studies. Secondly, future researchers might go for longitudinal research to investigate the changes in this arena. Besides, researchers can consider other organisational and individual variables, for example, leadership, organisational culture, job satisfaction, commitment, organisational support, gender, and demographic profile, into the model as mediators or moderators.

CONCLUSION

The researchers used the Ability-Motivation-Opportunity paradigm to examine the influence of green HRM on environmental citizenship. Environmental behaviour has

been related to green training and development, performance evaluation, and employee empowerment. There was no substantial correlation between green hiring and selection and employee green behaviour. Inadequate hiring practices might have resulted in candidates being less concerned about the environment. The researchers encourage firms to publicise their "green" initiatives and candidate expectations. They should also invest in green training and development programs and execute accurate and valid staff selection exams to ensure ecologically responsible behaviour. The research suggests new perspectives that further consider the organisational and individual aspects of understanding and overcome the research's inadequacies.

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