Contemporary Syntheses of Green Human Resource Management Practices in Bangladesh

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[Abstract : Based on the literature background, the study focuses on green human resource management practices in contemporary scenarios in descriptive nature. It has been considering the purposive basis data of literature from the 2000-2020 year. The study's descriptive analysis identifies the synthesis issues of green human resource management practices in different sectors in Bangladesh. It has been observed that green management and green human resource management practices conglomerate linkage focus on several items like Going Green, long-term viability, recruiting and selection, training and development, Green Performance Appraisal, and Green Compensation & Rewards system. The study focuses on the GHRM, various Green Human Resource Practices and explains the role of green human resource process in going green. The study also adds to the extant literature by discussing future direction of some GHRM functions. Finally, the paper suggests some potentially prolific HR initiatives for Green organizations.]

Keywords : GHRM, Management, Practices, Bangladesh

1. Introduction

Environmentalists, scholars, and governments accentuate the need for long-term preservation and conservation activities (Chan et al., 2007; Rodriguez et al., 2007). Businesspeople must take this aspect of their responsibilities seriously, or the entire world will suffer (Dees, 2007). In particular, "Going Green" is a pressing necessity for the survival of life on this planet (Kabiraj et al., 2010). Green HRM strives to make an organization's personnel environmentally friendly to benefit individuals, society, the environment, and enterprises. Green HRM aims to develop, strengthen, and maintain green insights in each employee (Opatha & Arulrajah, 2014). It can be used to minimize carbon footprints and expenses, improve efficiencies, raise employee green consciousness, and implement green work-life balance programs (Vasa & Thatta, 2018). The massive desire for a more sustainable and environmentally friendly agenda has had various consequences for businesses worldwide (Deshwal, 2015). The importance of human resource management (HRM) in pursuing this green goal cannot be overstated. Incorporating green practices into HRM may increase the likelihood of a company's long-term viability (Bombiak & Marciniuk-Kluska, 2019). HR plays a critical role in launching environmentally friendly initiatives, including employees in green efforts, and improving existing systems (Renwick et al., 2013). The HR function can aid in formulating and achieving environmental and social goals and aligning these goals

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with traditional financial performance indicators. A proactive approach to environmental management is required all around the world. Many organizations volunteer to operate in a more ecologically conscious manner (Babiak & Trendafilova, 2011). Green action awareness can be seen in the natural environment, such as green products, technology, and education, green living (Whitmarsh & O'Neill, 2010). The research on green human resource management (GHRM) is fragmented and diversified. Most people believe that Green HR entails lowering carbon emissions by using less paper, video conferencing, and conducting interviews, among other things. Green HR initiatives assist businesses in identifying cost-cutting alternatives without jeopardizing their best employees. This study will focus on the synthesis issues of Bangladesh's green human resource management practices in the contemporary context. The main objective of this paper is to interpret the green human resource management in the Bangladesh arena with the perspective synthesis of different literature. Besides, the specific objectives of the study are :

- Provide a comprehensive understanding regarding green HRM to the readers.
- To review different previous significant study on the concept of GHRM by the researcher.
- To analyze the challenges of GHRM.
- To give some recommendations for further research.

2. Methods and Material

As the study is based on the literature and that shapes the way of discussion in descriptive. The study is primarily based on the secondary data. For this extant literature related to the topic from different databases, websites and other available sources were collected. A systematic review of collected literature was done in detail.To conduct the study, it has been used to meet the goals of the study perceptivity to align the gist of different published research articles and books. So, the articles and books on green HRM published between 2000 and 2020 have been analyzed to help achieve the stated goal. Green HRM practices have been investigated using studies from various sources.

3. Literature Review

The systematic and planned alignment of traditional HRM procedures with the organization's environmental goals is called "green HRM" (Renwick et al., 2013; Ahmad, 2015; Arulrajah, 2015). The degree to which HRM is green on a range of all orthodox HR activities has been extensively studied in the literature (Raja et al., 2013). Sustainable development is a modern idea of economic progress not associated with environmental protection (Tomislav, 2018). Green Job design is the process of creating and implementing new occupations and roles that are entirely focused on the organization's environmental management aspects (Opatha, 2013). Each employment must include many environmental protection-related tasks,

duties, and responsibilities (Aykan, 2017). Many businesses have begun to adopt such environmentally friendly practices to protect the environment (Leonidou et al., 2015).

The activities that compose the process of green recruitment and selection include using eco-friendly hiring methods such as online means and minimal paper usage during the recruitment process and measuring green attitudes at the time of selection (Mishra, 2017; Deshwal, 2015). People who embrace green practices and engage in basic environmentally friendly actions such as recycling, carpooling, and energy conservation is precious in this regard (Figueredo & Tsarenko 2013). Green induction involves making new employees familiar with the organization's green efforts and encouraging them to exhibit green interpersonal citizenship behavior. Organizations may have two techniques towards this aim : generic green induction and job-specific green induction (Margaretha & Saragih, 2013; Opatha & Hewapathirana, 2019). Nowadays, both these techniques are demonstrating their usefulness in enterprises. Environmental education that can shift organizational members' attitudes and behaviors is critical (Zsóka, 2013; Ojala, 2012). Furthermore, Green training and development strategies include educating employees to do green workplace and energy efficiency evaluations, job rotation to train future green managers, and developing green personal skills. (Saeed et al., 2019; Aykan, 2017).

When a behavior is assessed to assess an individual, its perceived value rises and attempts to comply with its rise as well (Chen & Chen, 2010) . Employee adoption of green practices may be accelerated by including them in the performance assessment system (Lai, 2010). Environmental management goals should be included in the employee assessment system, according to Renwick, Redman, and Maguire (2013). Rewards for developing green behavior in the workplace and lowering carbon footprints should be prioritized (Masri & Jaaron, 2017). It is viewed as a possible tool for assisting organizations in their environmental efforts (Ahmad, 2015). Pay & Reward System for the Environment : Using monetary and non-monetary environmental management rewards such as bonuses, cash premiums, sabbats, and gifts to incentivize green skill growth (Mehmood, 2013; Pratheepkanth, 2010). Employees are more engaged in environmental projects, and they are more satisfied when they achieve their environmental goals, thanks to such green practices (Cantor et al., 2012; Zuo & Zhao, 2014). There are numerous studies executed by various authors that focus on the categorical point of organization and primary observation that this study will interpret the synthesis items of green human resource management practice from a Bangladeshi perspective.

4. Concept of Green HRM

Green HRM is the use of HRM policies to support the sustainable use of resources within organizations and, more usually helps the reasons of environment

sustainability. The term "Green HRM" is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Typical green activities contain Green acquisition, Green training and development, Green performance evaluation, Green reward management system etc. Green HR should be explained in HR processes such as recruiting, performance management, training and development, employee relations, pay and assessment. Too far, green HR activities have primarily focused on boosting process competence, decreasing and eliminating environmental desecration, and restoring HR products, tools, and procedures. The outcomes were teleconferencing, ride-sharing, job sharing, recycling, telecommuting, online training, and constructing more energy-efficient office spaces. Green management is described as how businesses manage the environment via environmental management strategies. Business groups have a critical role in environmental management issues. The development of new technologies, such as biotech items and the quest for alternative energy might help to alleviate environmental degradation.The most integrated process of Green HRM is depicted below by the following figure :



Fig1: Process of Green HRM

Source: http://www.managementguru.net/

5. Methods of Green Human Resource Management (GHRM) Practices

5.1 Introduction of Green Thinking In the Organization

HR is considered as best resources of all other resources in the organization. HR plays an significant role in Management of people which is considered as asset of an organization. The responsibility of the present HR managers is to incorporate the Green HR Philosophy, Green Vision, Mission statement and also goals of the organization.

5.2 The Green HR Role

In the last few decades, changes has been take place in environment management and also HRM. To meet the requirement of sustainable environment and GHRM we need to changes the HR staffs to cope with the present situation.

5.3 Green Job description and Analysis

Job analysis is the overall process of job description and job specification to accomplish the task of the organization. Job description means duties and responsibilities of the workers that need to perform in completing organizational

task. In general, job descriptions can be used to specify a number of environmental protection related duties and responsibilities (Wehrmeyer, 1996; Renwick et al, 2008 and 2013).At present few companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect environment. In these companies each job description includes at least one task related to favorable environmental protection wherever is applicable. Job specification may include the competencies which meets the requirement of environmental, social, personal, and technical requirement to fulfill the task of the organization.

5.4 Green Human Resource Planning

At present, some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management programs (e.g. ISO 14001 cleaner production, responsible care etc.). Through Green HRP we can match with HR demand and HR supply to fill the current and future job position of the companies where actually have needed with environmental sustainability. We can also use outsourcing as a source to fill the required job position.

5.5 Green Recruitment

At present the companies who are engage in sustainability, need the efficient workforce to meet the requirement. In creating the environment oriented workforce, most of the companies use two requirement. First one is focus on green recruitment and another one is providing required environmental oriented awareness, knowledge , training and development to the existing workforce.

5.5 Green Selection

In the selection context, when making selection for the job vacancies some companies consider candidates environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). These selection criteria is most useful criteria to select the best qualified candidates.

5.6 Green Induction

Induction for new employees refer to introduce them with new culture, values and philosophy of the organization indeed. Organization need to ensure that the new recruits understand their sustainable organizational culture, job environment with health and safety and also rules and policies which nis essential to environmental sustainability.

5.7 Green Training and Development

Training is the process of improving skill and efficiencies of the employees who are

related to physical work inside the organization. Training is provide to the employees who are related to non-managerial activities. To ensure GHRM in the organization environmental training is need to provide to the employees that they can perform their job in an efficient manner with less use of time and cost.

Green development is also another element for executive level manager which is effeftive for performing their managerial level activities. Providing environmental education that impact on the change of attitude and behavior of managerial and non-managerial employees in the organization.

5.8 Green Performance Evaluation

In order to sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) (Wells et al, 1993), and environmental audits (Carpenter, 1994; Schwalm, 1994) states that the goal of an environmental management information system is to effectively monitor the large number of pollution, resource usage, energy and regulatory requirement of an organization. Green Performance evaluation indicates that employees perform their daily activities with less use of paper, resource and energy also .

6. Green HRM in Bangladesh

A sustainable and environmentally friendly workplace, green HRM practices include utilizing the least amount of paper for all HR operations daily, such as recruiting and selection, training, performance evaluation, and more (Hossain, 2017). Any company may improve its social and organizational performance sustainably by understanding and implementing green HR practices (Rimi, 2016). It may also gain a competitive edge by assuring corporate social responsibility, reducing government and other law enforcement intrusion, maximizing resource use, saving money, and improving business image (Uddin, 2018).

The notion of green businesses is new to Bangladesh, yet numerous green businesses have sprouted up all across the nation (Carroll & Buchholtz, 2014). Different green initiatives are appreciated, but there are still specific steps to maintain and safeguard its long-term goals (Kamruzzaman, 2012). It can use environmental audits to ensure green HRM practices in its enterprises. Green incentive management schemes, can be used (Shah Ridwan Chowdhury et al., 2017). Employees that do well in terms of the environment might be rewarded financially or non-financially (Ullah, 2017). Green HR principles must be included in the business purpose, HR policy, and everyday actions of HR managers. In this regard, the company's culture and employees' mindsets are equally crucial (Rahman, 2020). Even though many firms and workers in Bangladesh are knowledgeable of green HRM concerns, their effectiveness is limited owing to a lack of funding, poor IT support, suitable policy, and community and governmental support. Some encouraging signs of green management include employing energy-saving lighting, recycling items, undertaking e-work, and printing

double-sided to save ink and toner (Aziz, 2020). Though the practices are limited due to Bangladesh's lack of technological advancement, the situation is improving daily, and we are optimistic for a brighter tomorrow. Green Training & Development, Green Performance Appraisal, and Green Compensation & Rewards all played essential roles in explaining the hotel's workers' eco-friendly conduct (Mithila, 2019; Karmoker Zannat,2020). Employee contributions and innovative thinking in addressing environmental concerns may encourage employee participation in attaining hotel environmental goals. Hotel companies may recognize and encourage their employees' ecologically friendly behavior by using financial and non-financial incentive systems (Luu, 2017). (Aktar & Islam, 2020) indicate that green employee involvement and green training and development play a unique role in employee engagement among RMG personnel in Bangladesh. If workers have clear green values and symbols linked with environmental management, it directs them to participate in occupations that assist safeguard the environment (Jackson et al., 2011). Other green HRM practices, such as green performance assessment and green reward and recognition, have been proven to have a positive but minor link with employee engagement. They were merging several green HRM strategies and connecting them to employee well-being. It also provides basic conclusions for managers, policymakers, academics, and society (Yong, 2019). HR has a huge chance to contribute to the organization's green movement, and it plays a critical role in inspiring, supporting, and encouraging workers to adopt green practices. Greening HR activities offer workers the perception that they are completing their responsibilities with care, which means they are causing less damage to the environment, enhancing employee engagement, loyalty, and confidence. Job searchers choose firms that share their beliefs (Rimi, 2016). Foreign training and seminars significantly impact workers' Green HR knowledge because of their many benefits. Foreign training and seminars improve workers' skills, capacities, and knowledge for coping with current difficulties.

Furthermore, overseas training and seminars shape workers' thinking and performance on new agendas (Mamun, 2019). The garment business does not adhere to green standards in its HRM sector in the hiring and selection method (Mamun, 2019). Yearly turnover differs from one another based on GHRM practice. Which firms practice Greene? Those have a low workforce turnover rate and a high yearly profit turnover.

Bangladesh, a heavily crowded country, lacks substantial support for green HRM. It cannot build the framework of a garment industry owing to a lack of educated human resources (Hossain et al., 2014). Some garment business operators claim they are merely concerned with earning a profit and our ecological system. There is no alternative to GHRM; either follow it or not (Saha et al., 2020).

One of the most widely employed conceptualizations of the effect of human resource management practices on organizational performance is Green Human Resource Management. Most major countries, including the United States, China,

and the United Kingdom, swiftly adopted Green HR policies and practices. The emerging countries are devoting the most remarkable attention to the clothing sector, aimed at long-term development (Haddock-Millar et al., 2016). Bangladesh is already congested, with a population of 160 million people. To reduce employee turnover, the GHRM should be followed. Employee satisfaction is based on an environmentally friendly work environment. Implementing eco-friendly and sustainable development concepts in human resource management is green HRM.

7. Challenges of Green HRM

At present situation the companies who are practicing Green HRM face some challenges. These challenges are presented as below :

- It is so much difficult to change the behavior of employees within a short span of time.
- Introducing Green HRM culture in entire organization is so much grievous task.
- Every employees in the organization are not positively motivated to participate in the promotion of Green HRM practices.
- Selecting the Sources of recruitment of Green employees is very cumbersome task.
- It is difficult to measure the effectiveness of green HR practices in employees' behaviour.
- HR professionals faced difficulties to provide the essential green structures, green processes, green tools, and green thinking to make the best selection and develop the future green leaders of the organization.
- It requires high investment at initial stage and comparatively slow rate of return.

8. Recommendations

Bangladesh is a developing country with huge manpower resources. In present situation we need to focus on Green HRM.some recommendations towards Green HRM are presented as below :

- Introduce sustainable environmental culture in the organization .
- Recruit and select those people who are committed to environmental sustainability.
- Organize induction program for the new recruits that he/she can easily adopt with environmental sustainability.
- Implement different Green training and development programs to increase the efficiency of employees and managers.
- Implement ways of rewarding individual and collective environmental performance is remunerated and non-remunerated ways.
- Promote interaction between teams to deal with environmental problems and strive for continuous improvement of environmental management activities.

9. Conclusion

Green HR practices are well-known in India, yet most companies cannot put them into effect efficiently. Green activities should be formally implemented since employees are more likely to take something seriously when higher authorities enforce it. Being a green employer enhances a company's brand, leading to more exposure and profitability in the long run. Several officials have criticized Green HRM in defense organizations as an abstract idea with no place in such organizations. Through adequate training and growth, this mindset can be changed. Green pay and benefits and green performance assessment do not correlate with employee behavior, i.e., employee engagement. Organizations should emphasize raising awareness of the value of green employee involvement. During the assessment process, organizations must include specific points on green employee performance. These processes can contribute to the successful integration of environmental management and human resources.

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