

Greening the Workforce: Green Human Resources Management and Green Service Behavior in the Ready-Made Garments Sector of Bangladesh

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ABSTRACT

To what extent do green human resource management (GHRM), practices influence the tendency to green behavior of line managers in Garment factories in Bangladesh? That is the prime question addressed in a study of 280 line managers in 25 Ready-Made Garment factories in Bangladesh. This study is designed to empirically test a model of GHRM practices, and green behavior in the workplace. The current study employed six-dimensional green HRM practices- job position, recruitment, selection training and development, performance appraisal, and reward, with green behavior practices of white-collar employees. This study proposed 6 hypotheses, and the results of structural equation modeling (SEM) found 5 hypotheses supported. The study can help management better understand the importance of green HRM in implementing and shaping green service behavior of white-collar employees like line managers in Ready-made garment factories. Furthermore, from the analysis and the literature support it can be elucidated that the management of the organization and policymakers need to concentrate more on ensuring the organization's green HRM practices.

Keyword: *Green HRM, Green Service Behavior, Ready-Made Garments Industry, Bangladesh.*

1. INTRODUCTION

Companies with strong green policies can benefit from increased sales and brand recognition. Studies have found a positive relationship between green policies and green reputation, with environmental performance partially mediating this effect (Abdelzaher & Newburry, 2020). as well as desirable employee outcomes (Gabler, Landers, and Rapp, 2012). Recent research emphasizes the importance of employee green behavior (EGB) in achieving organizational environmental goals. EGB encompasses both in-role and extra-role behaviors that contribute to sustainability efforts (El-Tony & Cho o, 2021). Organizations are increasingly implementing environmental policies that require green behaviors from employees (El-Tony & Choo, 2021; Ahmed et al., 2023). GHRM practices, including green recruitment, training, performance management, and rewards, have been found to positively influence both in-role and extra-role EGB (Dumont et al., 2017; Harasudha & Subramanian, 2020; Adriana et al., 2020). GHRM practices are crucial for promoting eco-friendly initiatives and environmental stewardship in organizations (Nagam, 2024). However, further investigation is needed to fully understand the relationship between GHRM and EGB, especially in developing countries facing environmental challenges (Adriana et al., 2020). Although numerous studies have mainly investigated the linkage between individual green behavior and each single HRM practice, a holistic approach that examines the joint effect of these practices together might be more effective in explaining the contextual factors behind employees' green attitudes and behaviors. The following figure portrays the proposed research framework of the present study.

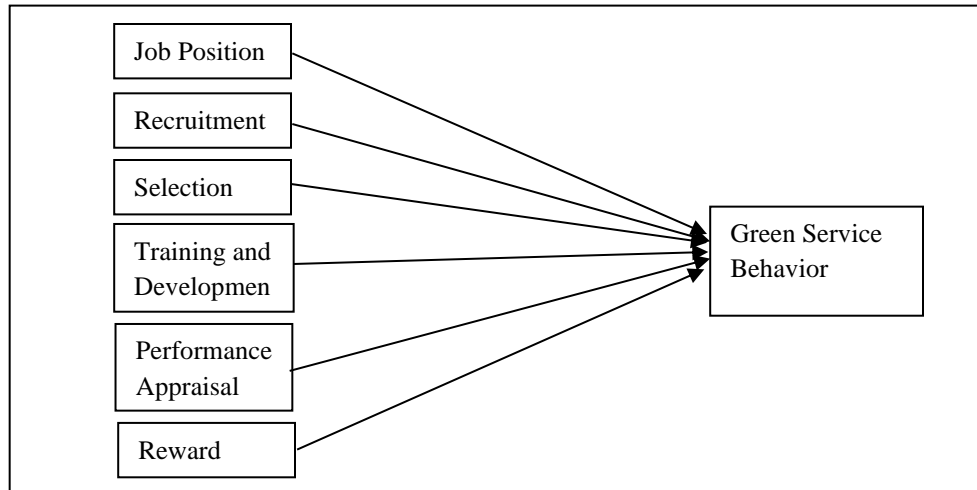


Figure 1: Proposed Framework

2. REVIEW OF LITERATURE AND HYPOTHESIS DEVELOPMENT

Green Service Behavior consists of organizational citizenship behaviors targeting the environment. For any organization, sustainability is one of the most concerned issues, so the context of Green HRM considered in the light of sustainability all over with the help Green Service Behavior. Green Human Resource Management (GHRM) integrates environmental management with HRM practices to enhance organizational sustainability (Arulrajah et al., 2015). GHRM encompasses various functions, including job design, recruitment, selection, training, performance evaluation, and employee relations (Arulrajah et al., 2015). These practices aim to develop employees' green abilities, provide opportunities for environmental involvement, and motivate eco-friendly behaviors (Renwick et al., 2013). Which stated that Green HRM is connected to its outcome Green Service Behavior from green HRM practices- job position, recruitment, selection and training and development, performance appraisal and reward.

2.1 Job Position

A job title describes an employee's position. Depending on the job, a job title describes the level and responsibilities of the person on the position. Job positions that enable workers to engage in environmental management issues, stimulate workers to be knowledgeable about environmental management and demand environmental knowledge of workers, should be focused. Research indicates that multiple factors influence voluntary workplace green behavior, including individual differences, leader behavior, and coworker advocacy (Kim et al., 2017). Green inclusive leadership also plays a crucial role in promoting employee green behaviors, such as green innovative work behavior, (Aboramadan et al., 2022). Additionally, internal green marketing orientation enhances the effects of green information management motivations (Luu, 2021). These findings highlight the importance of multilevel influences, including individual, leadership, and organizational factors, in fostering green behaviors and environmental sustainability in the workplace. Thus, from the literature support it can be hypothesized as follows;

Hypothesis 1: Job Position is positively related to Green Service Behavior.

2.2 Recruitment

Some studies include case studies and employer interview evidence about their hiring. A British Carbon Trust confirms that more than 75% employees considering working for an organization that have an active environmental policy to reduce carbon emissions (Clarke, 2006) The impact of GHRM on attracting talent is moderated by individuals' environmental orientation, with those more environmentally conscious showing greater interest in organizations with green practices (Chaudhary, 2020; Chaudhary, 2018). However, while GHRM can be an additional benefit, it cannot replace other job preferences (Klešković, 2022). These findings highlight the potential of GHRM in making organizations more appealing to prospective employees, especially young talent (Chaudhary, 2020). By integrating environmental sustainability with human resource practices, companies can potentially become "talent magnets" and gain a competitive advantage in recruitment (Chaudhary, 2020).

Hypothesis 2: Recruitment is positively related to Green Service Behavior.

2.3 Selection

Research indicates that some companies incorporate environmental concerns into their recruitment and selection processes. Green recruitment and selection (GRS) involve hiring candidates with pro-environmental attitudes and behaviors (Pham & Paillé, 2019; Abiwu & Nunoo, 2021). Some researchers find that organizations should select applicants who are sufficiently aware of Greening to fill job vacancies and to select applicants who have been engaging in Greening as consumers under their private life domain (Opatha 2013). A study of IT companies in Odisha, India, found a significant positive relationship between green recruitment and selection practices and organizational sustainability (Das & Dash, 2023). As environmental concerns become increasingly important, organizations are adapting their hiring processes to align with sustainability goals and attract environmentally conscious talent. As green selection ultimately results in green employee's behavior so these two are positively related.

Hypothesis 3: Selection is positively related to Green Service Behavior.

2.4 Training and Development

Conducting seminars and workshops for environmental awareness at management level is important to achieve good environmental performance. Environmental education plays a crucial role in shaping attitudes and behaviors towards sustainability. While formal education can increase environmental knowledge, it may not be as effective in changing behavior as corporate environmental management systems (Santos & Hurtado, 2015). Nature-based training programs for employees have shown significant improvements in environmental knowledge, attitudes, and behavior, as well as increased organizational commitment (Law et al., 2017). A training program to impart right knowledge and skills about Greening (the four green roles) to each employee and training needs analyses to identify Green training needs of employees is also suggested (Opatha 2013). From these findings we can say that green training and development results in to Green Service Behavior.

Hypothesis 4: Training and Development is positively related to Green Service Behavior.

2.5 Performance Appraisal

Green Human Resource Management (GHRM) practices are increasingly recognized as crucial for enhancing organizational environmental performance. These practices include incorporating environmental criteria into job design, recruitment, training, and performance evaluation (Arulrajah et al., 2016). Employee green performance, a concept encompassing task-related, citizenship, and counterproductive behaviors towards environmental sustainability, is emerging as a key focus area (Arulrajah et al., 2016). Studies have shown that certain GHRM factors, such as top management commitment, employee environmental training, and green programs, significantly impact perceived environmental performance in ISO 14001 certified manufacturing companies (Lather & Goyal, 2015). The integration of environmental management with HRM functions can lead to improved organizational environmental performance and sustainability (Arulrajah et al., 2016).

Hypothesis 5: Performance Appraisal is positively related to Green Service Behavior.

2.6 Reward

Green reward management practices of the organizations have direct influence over the sustainability of an organization's environmental performance. In the hospitality sector, green reward practices significantly influence employees' in-role green performance and organizational citizenship behavior for the environment (Pham et al., 2020). In the context of green hotels, reward systems, along with training and empowerment, were found to be crucial in encouraging service providers to engage in environmental tasks and unlocking environmental commitment (Arasli et al., 2020). Interestingly, while rewards positively influenced work engagement, they did not contribute to environmental resilience among service providers (Arasli et al., 2020). These findings highlight the complex relationship between rewards and green service behavior across different contexts. As reward directly influences performance, green reward is positively related to Green Service Behavior.

Hypothesis 6: Reward is positively related with Green Service Behavior.

3. METHODOLOGY

3.1 Population and Sample and Sample Size

Cross-sectional studies are observational research designs that analyze data from a population at a single point in time (Puspa Zuleika & Legiran, 2022). and conclusions found from examination at a specific point of time. It targeted Garment organization's line managers of Bangladesh located around Dhaka. Dhaka was chosen for the availability of head offices. Data were collected in a two-month period from July 2024 to August 2024. Initially, for survey all these organizations were contacted, 25 Garments agreed to participate. Based on the responses, questionnaires were distributed through the HR managers of the organizations.

A total of 450 questionnaires were distributed purposefully where 325 were received within two months' duration. Among these 325 questionnaires, 45 were removed for insufficient information. A total of 280 were found usable for data analysis with a response rate of 62.20%. In the context of Bangladesh, (Rubel et al., 2021) have found only 29% response rate in their study. In Partial Least Square (PLS), 100 sample sizes are sufficient for analysis (Lin et al., 2019). The present study employed judgmental sampling technique which is a part of the purposive sampling of nonprobability sampling design (Sekaran & Bougie, 2022). This technique was used to collect data from a specific group selected for the study. In this study, SPSS statistical analysis package (version 21) and partial least squares (PLS) with Smart PLS M 2.0 were used for data assessment and hypothesis testing. From the analysis findings, most of the respondents were 31 to 35 years old (61.9%) More than three quarter of the respondents was found male (79%) and half of the respondents were found married (57%) and remaining 43% was unmarried. Educational experience was near about half of the respondents (48.6%) have a master's degree.

3.2 Measurement Instrument

Twenty-three (15) items for six dimensions (job position, recruitment, selection, training and development, performance appraisal and rewards) of green HRM of this study were adapted. This level is considered a high level of reliability as it is higher than the acceptable value of 0.7. Lastly, six (6) items from Kim, Hanackson and Ployhart, (2014) choose to assess green service behavior. Respondents were asked to response on a scale ranging from 1 ("strongly disagree") to 5 ("strongly agree") for all variables. As the data were self-reported, there was a chance of common method variance (CMV). The Harman single-factor test was chosen to determine the magnitude of this. Podsakoff and Organ (1986) stated common method bias as awkward if a single latent factor explains most of the explained variance. The un-rotated factor analysis of the study showed the first factor covered for only 21.56% of the variance where 67.33% variances covered by 8 factors total, and therefore the CMV was not a risk.

4. RESULTS OF THE STUDY

4.1 Measurement Model

Partial least square path modeling was used to evaluate the measurement and structural model. A confirmatory factor analysis was employed to test the reliability, convergent validity and discriminate validity (Table 1 and 2). At the beginning of the current study we assess the respective loading and cross loading of the factors. This study considered a cutoff value for loading at point 0.5 (Chin, 2010). All average variance extracts (AVE) and composite reliabilities (CR) were found above the cutoff values of 0.5 and 0.7 respectively (Chin, 2010).

Constructs	Items	Loading	AVE	RC
Green Service r Behavior	GSB1	0.918	0.844	0.901
	GSB2	0.934		
	GSB3	0.920		
	GSB4	0.928		
	GSB5	0.907		
	GSB6	0.905		
Job Position	JP1	0.872	0.741	0.896
	JP2	0.848		
	JP3	0.862		

Performance Appraisal	PA1	0.958	0.719	0.891
	PA2	0.948		
Recruitment	RECT1	0.934	0.772	0.913
	RECT2	0.941		
	RECT3	0.927		
Rewards	RWD1	0.900	0.726	0.935
	RWD2	0.918		
	RWD3	0.910		
Selection	SECL1	0.911	0.733	0.905
	SECL2	0.907		
Training and Development	T&D1	0.935	0.689	0.926
	T&D2	0.923		

Note: *AVE =Average Variance Extracted, bCR=Composite reliability.

Table 1: Result of the Measurement model

4.2 Discriminant Validity

The discriminant validity was assessed by evaluating the correlations between constructs and the square root of the AVE for that construct (Fornell & Larcker 1981). Table 2 depicts all the square root of AVEs and found that the values of all the diagonal numbers are much greater than the corresponding off-diagonal ones (Chin, 2010). Thus, this is also satisfactory, and measurement model fulfills its criteria to be accepted.

	GSB	JP	PA	RECT	RWD	SECL	T&D
GSB	0.919						
JP	0.613	0.861					
PA	0.558	0.588	0.953				
RECT	0.579	0.402	0.366	0.934			
RWD	0.621	0.544	0.496	0.568	0.879		
SECL	0.527	0.475	0.504	0.508	0.574	0.901	
T&D	0.690	0.602	0.486	0.575	0.698	0.486	0.929
Mean	3.71	3.69	3.91	3.88	3.76	3.81	3.92
S.D.	0.778	0.697	0.753	0.789	0.782	0.739	0.747

Note: Diagonals (in bold) represent the squared root of the AVE.

GSB= Green Service Behavior, JP= Job Position, PA = performance Appraisal, RECT = Recruitment, RWD= Rewards, SECL= Selection, T&D= Training and Development.

Table 2: Result of the Measurement model

4.3 Structural Model

This study created a structural model to measure the hypothetical link among the variables where six dimensional green HRM is exhibited as exogenous latent variable affecting green service behavior. In this study, 0.416 advocating 41.6% variance of the endogenous construct, green service behavior, was explicated by the six-dimensional constructs of green HRM. The result of the analysis exhibited the R2 is significant (above 0.25) according to Cohen (1988). As shown in Table 3, the path from different dimensions of green HRM to green service behavior showed a significant positive relationship. Recruitment ($\beta = 0.192, p < 0.01$), selection ($\beta = 0.068, p < 0.01$), training and development ($\beta = 0.299, p < 0.01$), performance appraisal ($\beta = 0.157, p < 0.01$), and rewards ($\beta = 0.085, p < 0.01$) found significant influence on service innovation. Whereas Job position ($\beta = -0.185, p < 0.01$) showed insignificant influence on green service behavior.

Path	Std. Beta	Std. Error	T Value	Decision
Job Position > Green Service Behavior	-0.185	0.042	-4.400	Not Supported
Recruitment > Green Service Behavior	0.192	0.044	4.406*	Supported
Selection > Green Service Behavior	0.068	0.037	1.857*	Supported
Training and Development > Green Service Behavior	0.299	0.044	6.804**	Supported
Performance Appraisal > Green Service Behavior	0.157	0.029	5.469**	Supported
Rewards > Green Service Behavior	0.085	0.054	1.778*	Supported

Notes: *p < 0.05, **p < 0.01 (based on one-tailed test with 500 bootstrapping).

Table 3: Result of partial squares path analysis

5. DISCUSSION:

This study stated Green HRM to shape employee green service behavior in organization. This model implies that employees' behavior to adopt GHRM as a function of performance appraisal, recruitment, reward, selection and training and development. The PLS-structural equation modelling (SEM) analysis showed the five dimensions of GHRM had significant positive effect on employee green service behavior. Early researchers stated service behavior as an outcome of HRM. This study examined green service behavior as an outcome of the functions of GHRM in organization.

Result of H2 stated candidates with sound Greening knowledge can promoting green behavior. Recruitment with tests on green behavior has a positive impact on green service behavior. Confirming H3, also stated a positive relation between selection and green service behavior. Green hiring practices contribute to improved environmental, economic, and social performance in both public and private sectors (Aggarwal et al., 2023). Likewise, supporting H4 the analysis showed effect of training and development on green behavior. Therefore, training reduces the fear of introducing and adapting new service behavior. H5 results showed performance appraisal is positively related to green service behavior. As some researchers suggested green performance should be appraised, with subsequent outcomes for employee's future promotional opportunities, compensation and rewards (Shen, Dumont, Deng 2016). Further, H6 results showed that green human resource management (GHRM) practices, particularly rewards and performance management, can significantly motivate employees to engage in pro-environmental behaviors and improve their in-role green performance (Pham et al., 2020).

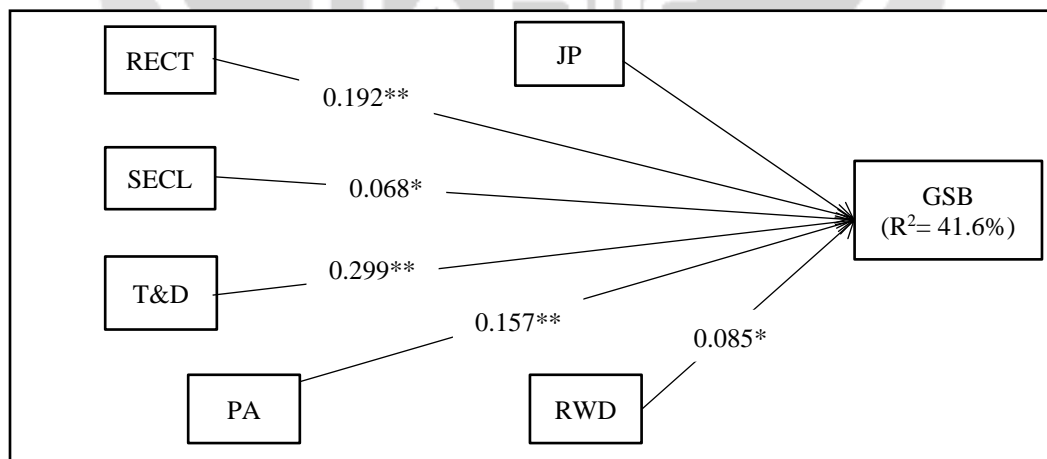


Figure 2: Structural Model

Lastly, H1 showed an insignificant relationship between job position and green service behavior. Thus, employees considered the post as the return of agreement with the organization and outcome of performance. From the previous

literature the result can be considered acceptable. The findings have important implications on green service behavior in HRM literature. HRM researchers can study GHRM impact on green service behavior. The present model may be revised to combine other relevant HRM practices into a single framework to add to modern knowledge by focusing on the overall impact of GHRM variables on green service behavior.

6. LIMITATIONS AND CONCLUSION

The study has limitations. Using single respondent group usually seemed as limitation when the dependent and the independent variables have same source. Thus, future research should be aimed at longitudinal study of these relationships. Finally, the study data come from a single territory, future researchers can cover a wide range of area to ensure acceptability of the findings. The findings of the study support the hypothesized relationship between GHRM and Green Service Behavior. Organizations should strive to design these GHRM activities as a drive to achieve ultimate sustainability through green service behavior. Organizations can create an overall green culture for their CSR activities as well as their own positive participation to the ongoing global green movement.

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