# Thesis Paper
**on**
# Green Human Resource Management Practices in Bangladesh

**Submitted by:**
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**Major:** Human Resource Management (HRM)
Semester: Spring -2023

**Submitted to:**
**Department of Business Administration**
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Date of Submission
Date: 11-May-2023

## Sonargaon University (SU)
## Dhaka, Bangladesh

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**Submitted to:**
**Md. Masud Rana**
**Assistant Professor**
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**Dhaka, Bangladesh**

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# Letter of Transmittal

To

Md. Masud Rana

Assistant Professor

Department of Business Administration

Sonargaon University, Dhaka.

**Subject: Submission of Thesis Paper on "Green Human Resource Management Practices in Bangladesh"**

Dear Sir,

Here is my Thesis Paper on "Green Human Resource Management Practices in Bangladesh". You assigned me to prepare this report as a part of BBA degree requirement. While writing this report, I have tried to follow the given instruction.

This report will help me to know the present GHRM practices of Bangladesh.. I have tried to gather accurate information about this topic.

I sincerely hope that this report will meet your approval. I would be glad to furnish you with any clarification if required.

Sincerely Yours,

**Ayesha Siddika**
ID: BBA1902017016
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# Letter of Authorization

This is to certify that the Thesis Paper entitled "**Green Human Resource Management Practices in Bangladesh**" prepared by Ayesha Siddika. ID NO: BBA 1902017016, Batch-18th. A student of department of Business Administration, Faculty of Business, Sonargaon University. She has successfully completed her thesis program at GHRM Management Practices in Bangladesh and she has prepared this Thesis Paper under my supervision. I am pleased to state that she worked hard in preparing this report. The data and findings presented in the report seem to be authentic.

To the best of my knowledge, he bears a good moral character and pleasing personality.

I wish her every success in life).

---

**Md. Masud Rana**
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

# Student's Declaration

I, Ayesha Siddika, hereby declare that the Thesis Paper of entitled "**Green Human Resource Management Practices in Bangladesh**" is uniquely prepared by me after the completion of three (03) months' work at GHRM.

I confirm that, the report is only prepared for my academic requirement not for otherwise purpose. It might be with the interest of opposite party of the corporation. I also assure that this report is not submitted anywhere of Bangladesh before me.

Sincerely Yours,

**Ayesha Siddika**
ID: BBA 1902017016
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# Acknowledgement

First of all, my gratefulness goes to the Almighty Allah for giving me many opportunities in my life to develop myself as a rationale and sensible human being.

I would like to take opportunity to express my sincere feelings and gratitude to my thesis supervisor Md. Masud Rana, Assistant Professor, Department of Business administration, Faculty of Business, Sonargaon University, whose expert supervision, continuous guidance and instructions have contributed greatly in the preparation of this report.

Finally, a special acknowledgement is gratefully and lovingly offered to my friends and family who had been always with me and offered selfless support to me.

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# Executive Summary

As its name implies, green human resources is the typical human resources operation but with the exception that most or all efforts and activities also keep in mind sustainability and Earth-friendly practices. Green practices in HR can thus take a wide range of shapes and forms. From communications methods to employee selection, there are many ways for the green effect to take place here. The following are just a few examples of how the HR industry has been thus far seen charting these new but important waters of eco-friendly departmental operation. While recruiting and hiring efforts are **already a major component of the standard HR department's** responsibilities, this area is naturally a great choice for wide-**sweeping "greening." Here, HR** departments are being seen hiring and recruiting more of a workforce that is aware of and personally more committed to green matters than the typical job candidate. By hiring those who are already aligned with eco-friendly living in their own lives, the workforce is then populated by an easier group to work with toward the greater goals of departmental or even organization-wide greening. While hiring those predisposed to the mission is one great approach, going on to instill further awareness and values along the green theme by way of targeted training and development exercises can also be a great component to the greater GHR effort. In this area, a growing number of HR departments are incorporating some extent of ecology and sustainability training into the workplace. This training can target everyday practices, specialized area of employee activity, efficiency in the use of company equipment, proper waste disposal, and recycling methods, and much more. Reward systems are no new concept to HR departments, but the idea of a green reward kind of system is a fairly new approach. In such systems, employees are rewarded for their alignment with green company practices, and often times, the rewards themselves are additionally of some eco-friendly nature. The more convincing and compelling the reward system, the more effective it is typically found to be. Finally, yet another mode of green incorporation by the HR department is that of the presentation of various eco-friendly initiatives to take place in all facets of the organization. While upper management does hold the final say on such initiatives, efforts here by HR do often gain enactment and widespread participation. Non-Govt. organizations in Bangladesh are practicing green human resource management to be sustainable and to keep their talents as one of the main assets of the organizations. By practising green human resource management in the organization Development Initiative for Social Green Human Resource Management enable organizations to be competitive as well as environment friendly which ensures sustainability. GHRM involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc.

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# Chapter – One
# Introduction

## 1.1 Introduction

Recent years have seen an increase in environmental concerns on a global scale, particularly in the wake of the industrial revolution's consolidation and subsequent acceleration of environmental degradation. These worries increased pressure and encouraged business and industry to create and employ green management through the adoption of eco-friendly procedures and goods. Marketing, supply chain, finance, and other departments have all adopted environmental management (EM) practices. Human Resource Management (HRM) recently joined the environmental movement.
Green HR is a term used to describe practices that reduce the environmental impact of management and organizational processes, systems, and practices. There are many benefits to incorporating green HR practices in your business, including reducing energy costs, improving air quality, reducing waste production, and reducing greenhouse gas emissions. These practices can also help organizations to take advantage of employee engagement, improved productivity, and improved morale. However, it's important to understand what green hr encompasses before implementing any specific practices. Human resource management practices such as hiring Green-certified employees and providing training on environmental stewardship will help organizations develop sustainable workplace cultures that support continued green-friendly practices.Green management, or environmental management that aims to minimize the negative impact on the environment from company activities and products, is a management system that tries to achieve these goals through management decisions, behavior, and organizational design. In an ideal world, management decisions and products are designed to minimize the negative impact on the environment while still delivering business benefits.

Green HR practices have the power to help companies reduce their environmental impact. From sourcing renewable energy to recycling waste, green HR practices are helping businesses adopt sustainable business practices. Green-friendly work environments provide a platform for employees to share ideas and create innovative solutions for environmental challenges. This encourages them to be environmentally conscious and voice their concerns regarding environmental sustainability.
Green-friendly work environments also promote gender equality and diversity. They can help women feel empowered and confident, which has the potential to improve their self-esteem and overall health. Green-friendly work environments can also help reduce the risk of workplace injuries thanks to safer equipment and infrastructure.

By reducing the cost of employee turnover, green HR practices can help save businesses money in terms of recruitment and training costs. In addition, they can also help attract talent with a positive corporate image, improving employee morale and productivity.

It is important for companies to prioritize implementing green hr practices and making them sustainable in the long run. To ensure that their organizations adopt these practices, leaders must show support, offer training, and create a culture of adopting these practices across the organization. By ensuring that employees have access to updated resources, they can help facilitate a change in

thinking and supporting best practices across the organization. Besides, by implementing strategies such as social media management and flexible working hours, companies can help boost employee satisfaction, reduce absenteeism, and boost productivity.

We are entering a green economy-one in which consumer and employee expectations and future **environmental change will require business to address "green" issues. Environmental conscious** organizations will become increasingly prominent as we re-enter into a period of growth. Green HR is a not just a strategy used primarily for reducing the carbon footprint of each employee and talent retention.

**Green HR has two essential elements:**
a) Environment friendly HR practices and
b) The preservation of knowledge capital.

In Bangladesh non-govt. organizations started following green human resource management **practices. There are more than 2553 NGO's in Bangladesh and most of them are following green** human resource practices. Green human resource management practices like electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces are practiced by the non-govt. organizations.

Most people will say that Green HRM involves reducing your carbon footprint via less printing of paper, video conferencing and interviews, etc. The most important definition to remember in terms of our current economic situation is there claiming of top talents of the organization. Companies are quick to layoff when times are tough before realizing the future implications of losing that knowledge capital. Green HR initiatives help companies find alternative ways to cut cost without losing their top talent; furloughs, part time work, etc. More employees are becoming more concerned about the environment and climate change. HR departments are seeing Green HR as a **cutting edge way to keep top talent in house. Top talent is considered the industry's most valued** asset, yet many corporations have been treating them as expendable. As knowledgeable, experienced professionals become harder to find and retain, companies must continue to be creative at finding ways of keeping these highly skilled workers. This is a win/win scenario for the employee and the employer.

First and foremost, it helps the environment. The employer gets to hold onto top talent, while increasing productivity because those employees are happy to be there. A happy employee is a productive one. The employer has to be willing to provide strong leadership, care for their employees, offer opportunities for professional growth, offer opportunities for more responsibility, offer flexibility, and last they must offer perks. The main environment focus of many business was paced on reducing waste and optimizing resources. However, HR is never going to have a truly

significant impact on a business through the improvement of HR processes alone so the greater opportunity is to contribute to the green agenda to the business as a whole.

## 1.2 Significance of the Research

The research is significant for educational purpose. Moreover, other organizations can take understanding from the study and then incorporate the findings into their own management systems to better the situations of their human resources in green way.

## 1.3 Problem Statement

Environmental sustainability is generating increased concern among business executives, governments, consumers, and management scholars. The business domain sees the genesis of Green HRM with the expanding role of the HRM function in pursuit of environmentally sustainable business. Previous studies lacked finding out how green HRM affects the functions of

HRM and whether HR policies are getting transformed to incorporate the new way of working **known as "Green Way".**

This study tried to answer the following questions:

a) What is Green HRM? What are the functions of green HRM?
b) Are HRM (or simply, HR) policies and practices getting transformed to incorporate a new way of work for people? The green way?
c) How does green HRM affects the organization?
d) How an organization can implement green HRM policies and practices?

## 1.4 Objectives of the Study

The main objective of the study is to find out how green HRM policies and practices are incorporated in an organization.

The secondary objectives of the study are;

a) To identify way of transforming existing HR policies to green HR policies.
b) To investigate the impacts of green policies on the employees.
c) To what extent and how HR policies and practices can improve the environmental performance of organizations.

## 1.5 Limitations of the Study

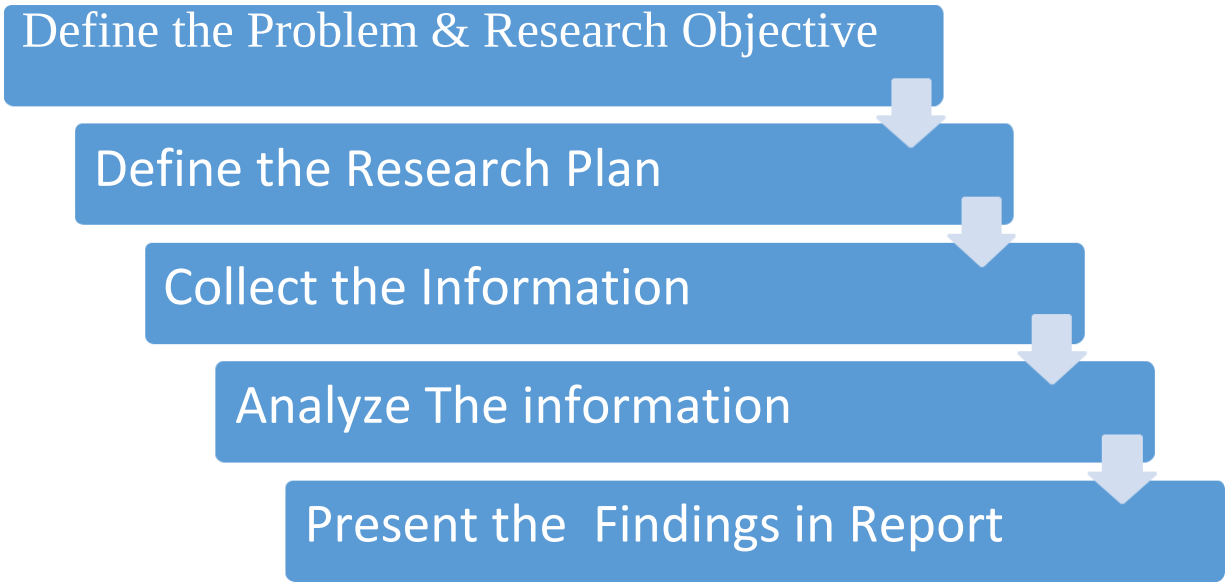
Objective of the practical orientation program is to have practical exposure for the students. My permanent status is for only three months, which is somehow not sufficient enough to gather adequate experience of such vast HR functions. After working whole day in the office it is very much difficult to study again the theoretical aspects of HRM. Other limitations-

- Twelve weeks of time are not enough for the study.
- The staffs are some time so busy that they could not help us all time.
- Preparing Thesis Paper is really troublesome.
- Collection of data is not smooth Analyzing with financial data is much more confusing and complicated than any other data.

# Chapter – Two

# Research Methodology

## 2.1 Research Design




**2.2 Type of research**: Qualitative research with descriptive survey to collect data systematically.

***2.3 Sources of Data Collection:*** The research was conducted by using both primary and secondary data.

***2.3.1 i) Primary Sources:*** A lots of the required information came from primary sources. These sources are:

1. Questionnaire.
2. Personal interview with the employees.
3. Personal interview with the clients.

***2.3.2 ii) Secondary sources****:* Most of the information used in this study is collected from;

a) Booklets from HR.

b) Annual report

c) Training academy

d) Collection data from website of DISA

**2.3.3 Data collection method:**

- Personal Interview

- Personal observation
- Workshop by officials

**2.4 Target Population & Sample Size:**

The researcher intended to contact with 40 employees of the selected organization on the basis of convenience. Then they were informed the purpose of the study and requested to cooperate to fill up the questionnaire with correct and unbiased information.

***2.5 Tools of Data Analysis:*** Some tools such as; table, pie chart, bar chart, graph were used in this study for analyzing the collected data and interpret them clearly to identify the HR policies and practices in Bangladesh.

# Chapter – Three

# Theoretical Preview

### 3.1. What is Green HRM?

According to Yong et al., theories like the Ability-Motivation-Opportunity (AMO) framework and social exchange theory (SET) would help to clarify how GHRM is connected to various attitudinal and behavioral outcomes. Our research goes a step further and draws on five theories. To develop the conceptual model of GHRM, our study draws on the AMO framework, SET, social information processing (SIP) theory, happy-productive thesis, and reformulation of attitude theory as well as evidence from the pertinent literature.

The AMO framework, which is regarded as one of the most dominant theories for elucidating the effects of human resource practices on employee and organizational outcomes, can be used to understand the conceptual model of GHRM that is proposed in our paper. This theory contends that employee empowerment programs and workplace motivation boosters have a positive impact on performance. Human resource practices were divided into three categories by Jiang et al. practices that increase motivation, skill, and opportunity.

Employees who participate in training (skill-enhancing) programs to advance their knowledge and skills about how to use their authority (opportunity-enhancing) to address customer issues, for instance, are likely to be highly work-engaged and, as a result, display better performance outcomes. As a result of their excellent work performance, they receive praise and rewards (motivation-enhancing) and/or seize career opportunities (motivation-enhancing). The fact that management has invested in various environmentally friendly human resource management techniques shows that it is committed to enhancing staff members' environmental sustainability knowledge, abilities, and skills as well as motivating them to use empowerment to solve environmental issues on an individual and team level.

According to SET, when a company and its employees adhere to the rules of exchange, a trusting and positive relationship results. Employees feel obligated to repay the company through work engagement and job satisfaction when they believe that management invests in green human resource practices. Employees are thus highly work-engaged and driven to support the business by displaying PEBs.

According to SIP theory, "individuals, as adaptive organisms, adapt attitudes, behavior, and beliefs to their social context and the reality of their past and present behavior and situation". As they form relationships, employees learn about the social climate of their workplace. When developing their attitudes (such as job satisfaction) and behaviors, they take cues from environmental information about management's investment in environmentally friendly human resource practices (i.e., PEBs).
The happy-productive thesis asserts that contented workers are more sensitive to positive events and remember them. Then, based on management's investment in green human resource practices, we hypothesize that contented workers exhibit PEBs because they are satisfied with their jobs as a result of those investments.

The reformulated attitude theory postulates that people evaluate outcomes in the past, present, and future. Employees' emotional reactions to GHRM practices like green training, green empowerment, and green selective staffing (cognitive evaluation) manifest as work engagement and job satisfaction when they perceive that management has invested significantly (past outcome), is investing

significantly (present outcome), and/or will invest significantly (future outcome) in GHRM. These staff members then participate in PEBs (behavioral response).

Ramachandran defines Green HRM as the integration of environmental management into human resources management.

The term green HRM is mostly used to refer to the contribution of HRM policies and practices towards the broader corporate environmental agenda. It refers to using every employee to support sustainable practices and increase employee awareness and commitments on the issue of sustainability.

Anjana Nath defines Green HR as environment-friendly HR initiatives leading to better efficiencies, less cost and heightened employee engagement levels.

Typical green activities are performed to travel requirements through video recruiting or the use of online and video interviews.

It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention, which in turn, help organizations to reduce employee carbon footprints by the likes of electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces, etc.

Green HR initiatives help companies find alternative ways to cut costs without losing their top talent. Focus on Green HRM as a strategic initiative promotes sustainable business practices. Therefore, developing a new organizational culture through GHRM practices becomes a **manager's concern.**

Developing a green culture has the ability to affect employee behavior and introduce certain values that build an internal culture. Green behavior is assumed to be instrumental in the implementation of the green HRM culture and adopting formal environmental strategies.

According to Mandip the practice of green HR should be translated into the HR processes, such as recruitment, training, compensation and etc.

From the definitions stated above, it can be concluded that Green HRM needs the participation of **all the organization's members in order to create and keep the organization** green.

## 3.2 Benefits/Advantages of Green HRM

The Green Human Resource Management plays an important role in the industry to promote the environment-related issues. Organizations may formulate HR policies and practices, train people to increase awareness about the environment, and implement laws related to environmental protection.

The Green HRM may also help the employers, manufacturers in building brand image and reputation. Organizations need to conduct an environmental audit, thus changing the organizational culture, thinking about waste management, pollution and helping the society and its own people, those are getting affected by pollution. It will also make employees and society members aware of the utilization of natural resources more economically and encourage eco-friendly products.

Experts have identified the benefits of GHRM, which are mentioned below:

1. Helping companies to bring down costs without losing their talent.
2. Organizations have huge growth opportunities by being green and creating a new friendly environment which helps in enormous operational savings by reducing their carbon footprint.
3. Helps in achieving higher employee job satisfaction and commitment which leads to higher productivity and sustainability.
4. Create a culture of having concern for the wellbeing and health of fellow workers.
5. Improvement in the retention rate of the employee.
6. Improved public image. Any time a firm adds a green initiative to its workplace, it can use the event to generate positive public relations. Organizations can promote environmental contributions to the media through press releases to earn the attention of potential customers and possible new sales.
7. Promote employee morale.
8. Impro**vement in attracting better employees. Dolan's (1997) study of USA MBA students found** that most of the graduates would take a lower salary to work for environmentally responsible organizations.
9. Reduction in the environmental impact of the company.
10. Improved competitiveness and increased overall performance.

Reduction of utility costs significantly. Even small businesses can significantly reduce their utility costs by using technologies that are energy-efficient and less wasteful.

12. Rebates and Tax Benefits. Going green is easier with the assistance of governments, local municipalities, Water supply authority, and electric companies that offer tax incentives and rebates.

Today, most educated and affluent consumers look for companies which adopt environmental standards. Organizations pursuing environment-friendly human resource policies are also immensely benefitted.

This may help in arriving at greener products and green savings from waste elimination. The promotion of such values may also indirectly improve consumer satisfaction.

## 3.3 Disadvantages of GHRM

While environmentally friendly living is a positive ideal, there are several possible disadvantages of going green. Gregory Hamel has made a review of the disadvantages if an organization is going green. The major disadvantages are listed below:

**Initial costs**

Perhaps the greatest disadvantage of going green is that it often requires a large initial cost. For example, installing a new roof or new insulation to keep heat from escaping our home would be considered a green home improvement, but it would cost a large sum of money to get the work done.

**Inadequate savings**

The aim of going green in many cases, such as building an energy-efficient home or purchasing a hybrid vehicle is to reduce environmental impact while saving money in the long term.

Green buildings and vehicles tend to use less energy, so initial costs can often be recouped over time through energy savings.

The problem is that the savings generated by going green are often less than expected; they do not make up for the initial cost quickly enough to make them economically viable.

**Increased capital outlays**

**Some green conversions require an initial cash outlay that decreases the firm's bottom**-line performance while the investment is paying for itself. This can decrease the earnings or annual profits of a firm.

**Uneven competition**

In the business world, going green can be an attractive goal to gain goodwill and consumer support, but unless green improvements are economically viable, it can put a business at a competitive disadvantage.

For instance, if one company decides to adhere to strict, self-imposed pollution standards which require the installation of new technology and workers, while another sets loose standards, the second company will be at an advantage since they will have lower production costs.

**Marginal impact**

While going green is focused on reducing harm to the environment, the impact that any specific individual can have on the environment by going green is often negligible.

The theory is that if everyone were to go green, it would have a significant and noticeable impact, but not everyone can be convinced to go green and many believe that doing so has no real impact outside of the economics. This makes going green a personal choice for many.

**Employee apathy and reluctance**

Many employees feel that it is not their responsibility to protect the environment while they are at work.

But the newly educated workforce is emphasizing on environmental management consciousness when they choose their employers, How to Implement Green HRM Jabbour and Santos (2008) consider HRM may contribute to environmental management in companies if they:

a. recruit and select people committed to the environment;
b. train and evaluate employees' performance based on environmental criteria;
c. implement ways of rewarding individual and collective environmental performance is remunerated and non-remunerated ways;
d. stimulate continuous education in environmental management;
e. treat environmental aspects as values of corporate culture; and
f. promote interaction between teams in order to deal with environmental problems and strive for continuous improvement of environmental management activities.

## 3.4 Strategic Aspects of Green HR

HR plays a vital role in making environmental responsibility of the organization as a part of the corporate mission statement.

The responsibility of the HR managers is to create awareness about the Green HRM, the Green movement, and utilization of natural resources, helping the corporate to maintain the proper environment and retain natural resources for future generation among young and working people.

A green job is an employment that directly works with strategies, information, materials, and technologies which contribute to minimizing environmental impact and requires specialized knowledge, skills, training or experience in these areas.

According to Zoogah, D. (2010), five major platforms where sustainability principles can be applied in the transforming an organization to the wholly sustainable enterprise is as follows;

a. **"The Green products/services Portfolio" including waste and pollution management, resource** replacement, sustainable design, and adaptive reuse.
b. **"The Green Workforce" including Human Resource strategies, culture, recruiting and retention,** training, career path development, and diversity.

c. **"The Green Workplace" including global locations, physical plants, ergonomics, virtual** workplace, green buildings, environmental discharge, waste and energy, use and source.

d. **"The Green Function/Process Model" including** sustainability applied to traditional functions, enterprise-wide green process modeling to incorporate green practices and sustainable-management.
e. **"Green Management and Governance Principles" including board and management** accountability, sustainability test, compliance, incentives, ethics, reporting, and assurance.

Green HR polices emphasis on group and individual capabilities to convey green behavior. The goal or objective of such policies is to create an environmental corporate culture.

The focus of Gree**n HRM concentrates on employee's environmental behavior in the working** place which in turn employees can practice such kind of behavior in their private life. Green HR Policies

There is no doubt that organizations are the main cause of environmental problems, therefore, they may play a large role in addressing environmental management issues.

### 3.5 Sourcing and acquisition of human resources

As higher-level executives have more responsibility for green initiatives, green targets should be included in the managerial job description. As the requirement of employees, environmental consciousness can be included in the competency model of the organization. Green recruitment, and selection Company websites can be used to invite applicants to apply for vacant positions.

Resumes can be submitted online to reduce wastage of printed materials. Companies can also use web portals for onboarding documentation like offer letter, credentials and testimonials regarding qualifications and experiences and acceptance letter of selected applicants.

Environment-friendly firms receive better qualified and motivated job applicants. Some applicants are preferred to sacrifice salary potential to work for environmentally responsible organizations. Some Job description of an announced position and other information about the company can post on its website which helps in the orientation of the new employees.

Again a number of environmental aspects can be mentioned in the job description. Green issues should be specified in the job description.

Such type of job description includes environmental reporting roles, health and safety tasks, **harmful elements/probable radiations for staffs and then match worker's attributes according to** the environmental competencies.

An org**anization can set "Green awareness" as a preferential criterion to select employees. Firms** recruit employees who are green aware.

**Orientation**

The employee induction program should be planned in such a. way-as to enable the induction of new employees into a culture of green consciousness. Employers should highlight the concern for green issues of employees like their health, safety and green working conditions in the orientation program.

**Learning and development**

Learning, training and development policies can include program, workshop, and sessions to facilitate employees for improving and acquiring knowledge in environment management, green skills, and attitudes.

For future talented green managers, job rotation in the green assignment should become an important part of their career development plan. Training contents should be settled to increase employee competencies and knowledge in green management.

Extensive use of online and web-based training modules and interactive media can be used as a training tool for environmental management training. Environment-related aspects of safety, energy efficiency, waste management, and recycling can become the central points of green training.

Training managers should depend more on the online course material and case studies rather than on printed handouts, thus further reducing the use of paper.

**Green performance management**

The goal of Performance management (PM) system in green management is to measure ecological performance standards through different departments of the organization and achieve useful information on the green performance of managers. Green performance indicators should be included in the PM system.

Green PM system can be successfully initiated through developing performance indicators for each risk area in environmental awareness and instruction. It is important to communicate green schemes to all levels of staff. Managers/ employees can set green targets and responsibilities.

**Green compensation and reward management**

The compensation package should be adapted to reward green skills acquisition and achievement by employees. Monetary, nonmonetary and recognition based environmental reward system and monthly managerial bonuses can be provided based on performance outcomes in environmental balance.

Carbon emission standard and regeneration sources of energy are the key consideration for executive payment as an appreciation of green efforts. Employees meeting green goals can be rewarded.

### 3.6 Green HRM Practices

Researchers (Cohen and Taylor, 2010; Ehner, 2009; Behrend, 2009; Philips, 2007) suggest a few Green HRM practices, which are mentioned below:

1. Encouraging employees, through training and compensation is to find ways to reduce the use of environmentally damaging chemicals in their products.
2. Assisting employees in identifying ways to recycle products that can be used for playgrounds **for children who don't have access to healthy places to play.**
3. **Designing a company's HRM system is to reflect equity, development, and well**being, thus contributing to the long-term health and sustainability of both internal (employees) and external communities.
4. Emphasizing long-term employment security is to avoid disruption for employees, their families, and communities.
5. Use of job portals of companies for recruitment and custom of telephone, internet and video interviews which can lessen the travel requirements of the candidate and affecting the reduction in paperwork.
6. Green rewards to employees can be provided by companies in the arrangement of the nature-friendly workplace and lifestyle benefits through providing carbon credit equalizers, free bicycles and pollution-free vehicles for transportation to the workplace in order to engage employees in green agenda.
7. Talented, skilled and experienced employees are environmentally conscious now and they always look for self-actualization to be committed to their work. Green HR can create this commitment by following green value and practices.
8. Green actions can occur with minimum use of paper and printed materials in recruitment, training and development, and performance appraisal.
9. A company can create a green business environment by reducing the use of printed materials, **increased 'recycling, using eco-friendly grocery and lunch bags and' prohibiting the use of** bottled water, plastic in the workplace.
10. Luminous light bulbs and other energy-saving green devices can be used in the workplace.
11. Companies can inspire their employees to change their travel and transportation ways through reducing official car trips, using public transport for business travel, carpooling, providing interest-free loans to purchase hybrid cars, and cycling or walking to work.
12. Conduct business meetings and conferences through the internet, telephone, and video conferencing wherever possible to reduce business travel.
13. Provide flexible work opportunities to employees in tele-work or work from home by using emails and company portals through intranet and internet.

14. Wellness programs for employees, their family members, and general people can be arranged to focus on physical fitness, proper nutrition, and a healthy lifestyle. As an important green objective environmental management can be included in the mission statement of the company as a part of their social responsibility. Organizations can arrange cleanliness and waste management initiative in the workplaces and surrounding society to cause awareness about green issues.
15. Encourage the employee to turn off lights; computers and printers after work hours and on weekends for further energy reductions.
16. Inspire employees to place computer and printers in energy-saving settings when they will be away for a while.
17. Turn off office lights while attending meetings and at night and over the weekend. Turn lights off in restrooms, conference rooms, libraries, and so forth when the room is not in use.
18. Work with IT to switch to laptops over desktop computers because Laptops consume up to 90% less power.
19. Arrange an air conditioning system with discretion.
20. Purchase large or refillable containers of creamer, sugar, salt, pepper, and butter instead of individual containers.
21. Arrange green-themed games to promote environmentally friendly behavior and staff togetherness.

# Chapter – Four

# Literature Review

## Literature Review

There are functions of HRM which are generally considered as traditional and there can be a variety of green practices under each function. The following section presents summaries of the existing and certain new green HRM practices under each function of green HRM.

### 4.1 Green Human Resource Planning

At present, some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc.). These are good practices some leading companies have adopted to manage their environmental issues. The corporate environmental management initiatives demand some new job positions and specific set of skills. Green human resource planning gets required in this context.

### 4.2 Green Job Design and Analysis

In general, job descriptions can be used to specify a number of environmental protection related task, duties and responsibilities (Wehrmeyer, 1996; Renwick et al, 2008 and 2013). These days, some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. Job descriptions and person (job) specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000).

### 4.3 Green Recruitment

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented workforce. In creating environmental oriented workforce, companies have two options: First is focusing on green recruitment. Second is providing required environmental protection related awareness, education, training and development to the existing workforce (Clarke, 2006).

Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-**quality "green employer of choice" (Renwick et al, 2008; Jackson et al,** 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009).

## 4.4 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).

## 4.5 Green Induction

Induction for new employees seems to be needed to ensure they understand and approach their corporate environmental culture in a serious way (Wehrmeyer, 1996). Organizations should ensure that new recruits understand their environmental responsibilities, become familiar with health and safety arrangements, appreciate the corporate environmental culture, adopt the company's environmental policy and practices, and know given relevant contact persons within the organisation (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000; Renwick et al, 2008; Renwick et al, 2013).

### 4.6 Green Performance Evaluation

Measuring employee green performance of job is one of the key functions in green HRM. In order to sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits. Many organizations have established environmental management information systems (Wells et al, 1993), and environmental audits (Carpenter, 1994). Schwalm (1994) states that the aim of an environmental management information system is to effectively monitor the large number of pollution, resource usage, energy and regulatory requirements an organisation encounters. Milliman and Clair (1996) state that when an EMIS has been developed, it is important that it is not just used for reporting purposes, but should also be integrated with performance appraisals of managers as well as employees

### 4.7 Green training and Development

Providing environmental training to the organizational members (non-managerial employees and managers) to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company (Cook and Seith, 1992). Providing training to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al, 2011) are very useful to reduce the negative environmental impacts of the organisations.

Renwick et al, (2008 and 2013) suggest certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, development of green personal skills, and re-training of staff losing jobs in relevant polluter industries.

### 4.8 Green Reward Management

Crosbie and Knight (1995) state that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. Due to the scarcity of financial rewards, recognition rewards for environmental performance have been established in many organizations, including Monsanto, Dow Chemical, and ICI Americas Inc., (Whitenight, 1992). The success of recognition rewards relies on the importance of company-wide identification. For example, suc**h attention increases employee's** awareness of environmental achievements (Bhushan and Mackenzie, 1994). Renwick et al, (2008) suggest several green reward management practices. They are positive rewards in environmental management (feedback), personal reward plan for all to gain green stewardship/citizenship, linking suggestion scheme with rewards system, linking participation in green initiatives with promotion/career gains (managers advance through supporting staff in environmental management), and use of green tax breaks.

## 4.9 Green Recruitment and Selection

Organizations are able to find and select candidates who are committed to addressing environmental issues (Jabbour, Santos and Nagano 2008). According to some studies (e.g. Ahmand 2015; Jackson), green recruitment and selection (GRS) is a crucial part of GHRM practices.et al. 2011) We sum up GRS in the three areas of candidates' green awareness, green employer branding, and green criteria to attract candidates, drawing on earlier studies (such as Renwick, Redman, and Maguire 2013).

First, the core component of GRS is candidates' green awareness, which takes into account personality traits like candidates' conscientiousness, agreeableness, and green consciousness that help organizations achieve their environmental goals.Environmentally conscious workers have been observed to actively advance their environmental knowledge during the operational process, which improves the environmental performance of their companies (e.g. del Brio, Fernandez and Junquera 2007).To ensure that every employee has a positive attitude toward environmental issues, businesses should use a variety of tests to find and select candidates who are aware of environmental issues (Milkovich and Boudreau 2000).

Second, green employer branding is the image and reputation a company has in relation to environmental management and can be developed through GHRM practices (Ehnert 2009). According to Willness and Jones (2013), job seekers can recognize a good fit between their own values and those of an organization through green employer branding, and they might feel proud to work for a business with a positive reputation for the environment. Job seekers frequently use environmental performance and description data as a yardstick to assess how employers treat their employees. Job seekers may also be drawn to companies that have strong green signals (Jabbour, 2011). From this vantage point, employers' use of green branding is a successful strategy for luring in and hiring candidates who have a favorable attitude toward environmental issues and perceptions.

Third, employes should be chosen and evaluated using green standards. Recruitment agencies might, for instance, emphasize environmental considerations in job descriptions and applicant requirements. You can ask questions about your environmental knowledge, ethics, and convictions (Renwick, Redman and Maguire 2013).




Figure 1. Green human resource management model

### 4.10 Green Training

In order to achieve environmental goals, green training (GT) refers to a system of initiatives that encourages staff to become knowledgeable about environmental issues and learn how to protect the environment (Jabbour 2011). According to Fernando, Junquera, and Ordiz (2003), training can improve an employee's environmental awareness, knowledge, and skills. All employees at the company, not just those working in environmental departments, should receive green training in addition to educational programs. The three components of green training that we are focusing on in this study are knowledge management, awareness enhancement, and climate building.

At first, GT can raise staff members' awareness of environmental-friendly workplace practices. Green training programs can increase employees' awareness of the value of environmental protection, making them more receptive to environmental control and/or prevention procedures like gathering waste data and pinpointing the sources of pollution. (Wong 1998).

Additionally, GT offers knowledge management so that staff can engage in environmental activities (del Brio, Fernandez and Junquera 2007). According to a report, environmental awareness and values in China influence employees' environmental behavior. Employees can receive extensive green training through green knowledge management, improving their environmental protection knowledge and skills as well as their capacity to handle challenging environmental management (EM) issues (Govindarajulu and Daily 2004). Employees can, for instance, improve their environmental knowledge through training and learn how to gather waste data (Roy and Therin 2008).

Finally, GT creates an environment where all staff members are motivated to participate in environmental initiatives (Fernandez, Junquera and Ordiz 2003). A method of fostering a positive work environment, integrated training, according to Renwick, Redman, and Maguire (2013), not only consists of comprehensive programs but also links them to appraisal and performance management systems.

### 4.11 Green Performance Management

A system for assessing how well employees are performing in their work-related environmental management activities is known as "green performance management" (GPM) (Jabbour, Santos and Nagano 2008). Research has concentrated on particular GPM components, like providing feedback and balancing metrics (Jackson et al. 2011; Zibbaras and Coan 2015). Additionally, it has been claimed that these approaches to measuring GPM are ineffective because different businesses have unique structural characteristics, making it pointless to allocate resources based on industry-wide standards (Marcus and Fremeth 2009). Businesses must choose a methodical way to implement GPM.The adoption of a uniform GPM standard is therefore a top priority for various business models. Using a general and systematic approach, we gathered GPM activities for this study and categorized them into four categories: establishing green targets for all participants, developing green performance indicators, assessing employees' green results, and utilizing dis-benefits (Milliman and Clair 1996; Renwick, Redman and Maguire 2013).

Creating action plans for all staff members to implement environmental goals is emphasized by setting green targets for all participants (Milliman and Clair 1996). Establishing a set of green performance criteria for all employees in performance reviews, covering issues like environmental incidents, environmental responsibilities, carbon emission reduction, and communicating environmental concerns and policies, is necessary to create green performance indicators. According to Ahmand (2015), performance reviews are the most crucial component of GPM for both managers and employees because they have an impact on how well rewards and compensation are administered in the future.In performance management systems, crystal-clear green performance indicators are therefore essential. Assessing managers' green performance highlights their responsibility for environmental management, which may make them more accountable for EM performance. It's important to pinpoint green outcomes and motivate managers to take responsibility for EM performance. Dis-benefit is a harsh sanction for members who don't comply with the green objectives or perform in a way that doesn't meet the EM indicators (Renwick, Redman and Maguire 2013). When used properly, these punitive measures may encourage staff members to adopt more environmentally friendly habits and pursue green objectives in their future work.

**Green Pay and Reward**

Green pay and reward (GPR), which follows a strategic approach to reward management, is a system of monetary and non-monetary rewards intended to draw in, keep, and inspire staff to support environmental objectives (Jabbour et al. 2013; Mandip 2012).

It has been suggested that non-financial rewards provided through GPR, such as praise and recognition, may make employees feel more motivated (Jabbour, Santos and Nagano 2008; Jackson et al. 2011). According to Jackson and Seo (2010), rewards and incentives may be more effective than other HRM system procedures at ensuring that employees' performance is in line with the company's objectives.Most researchers agree, though, that combining monetary and non-monetary incentives to motivate workers works better overall (Jabbour, Santos and Nagano 2008; Renwick, Redman and Maguire 2013). In this study, we propose that non-financial incentives, such as benefits for eco-friendly travel, eco-friendly taxes, and eco-friendly recognition, should be provided alongside financial incentives.

As a start, rewards for employees' travel and transportation are part of the green travel benefits. Their carbon footprints can be minimized, and they can be guided to become more environmentally conscious. To encourage the use of bicycles and a fleet of cars with lower emissions, green tax incentives also include exemptions. Financial rewards like these, which have been implemented by UK businesses, have a significant impact on employees' willingness to protect the environment. Third, green recognition involves a system of non-monetary rewards for workers, such as company-wide public recognition, paid vacations, and gift cards.

Ramus (2001) asserted that these accolades for eco-initiatives increase pride among coworkers and serve as a more powerful motivator for green behavior.

**Green Involvement**

Providing employees with environmental management opportunities encourages them to support pollution prevention and recognize environmental opportunities (Renwick, Redman and Maguire 2013). Quite a bit of study has demonstrated that increasing members' green involvement (GI) is essential to enhancing EM systems, like lowering waste and pollution in workplaces and utilizing resources (Florida and Davison 2001). According to Renwick, Redman, and Maguire (2013), a number of employee GI processes seen from a combined angle. As per Renwick, Redman, and Maguire (2013), we identified five components for GI measurement: clear green vision, a green learning environment, different communication avenues, providing green practices, and promoting green involvement.

According to Harris and Crane (2002) and Renwick, Redman, and Maguire (2013), a clear green vision is a set of principles and symbols that supports environmental management and directs staff members to become involved in environmental issues. Employees can stay informed about environmental issues at work thanks to a green learning environment and various communication channels. Employees are more likely to care about one another's green behavior and awareness when there is a culture of mutual learning. By doing so, you can foster a culture of supervision among your staff members and raise their awareness of environmental concerns.Employees can distributed green culture through a variety of formal and informal communication channels, which also give them a welcoming environment in which to develop more environmentally conscious attitudes and behaviors. Offering green activities, such as newsletter writing, problem-solving groups, or green teams, can encourage staff to take part in environmental management. Giving employees the chance to work on quality improvement and environmental problem-solving during the production process is one way to effectively encourage them to get involved in environmental management.

In order to achieve environmental goals, businesses must figure out how to make the most of their human resources. The five GHRM practices have been proposed in a lot of the literature, but empirical validation is still needed before the five practices can be measured. Therefore, in order to conduct further research in this area, the creation and validation of the GHRM scale are necessary.

# Chapter – Five

# Analysis & Findings

## 5.1 Analysis & Findings

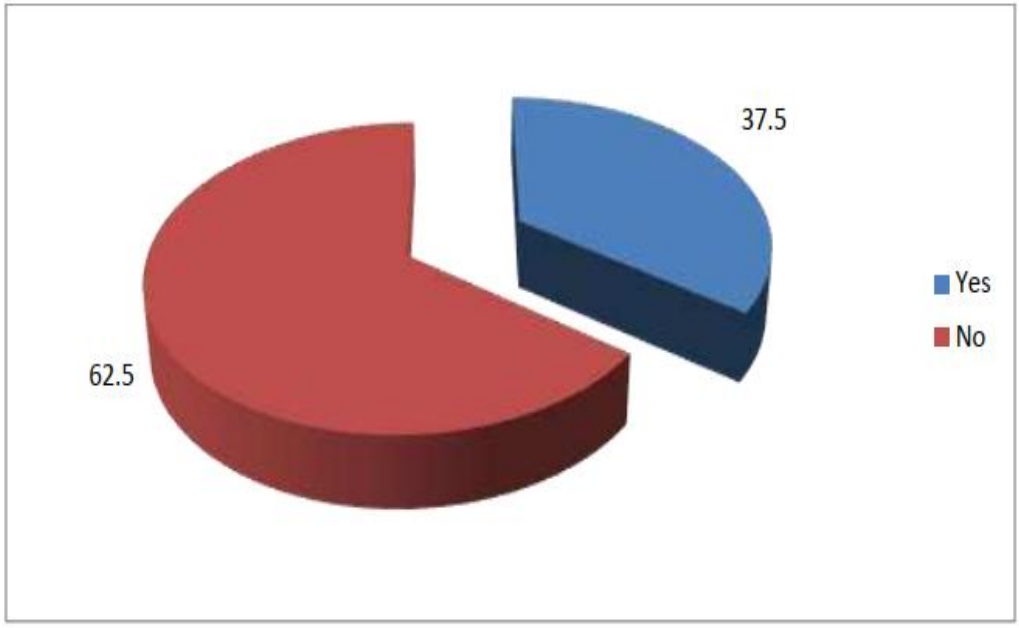
**5.1 Objective 1. To find out how green HRM policies and practices are incorporated in an organization.**

**Q1. Do you know about "Green HRM"?**

- YES

- NO

| No. of respondents | Yes | No |
|---|---|---|
| 40 | 25 | 15 |

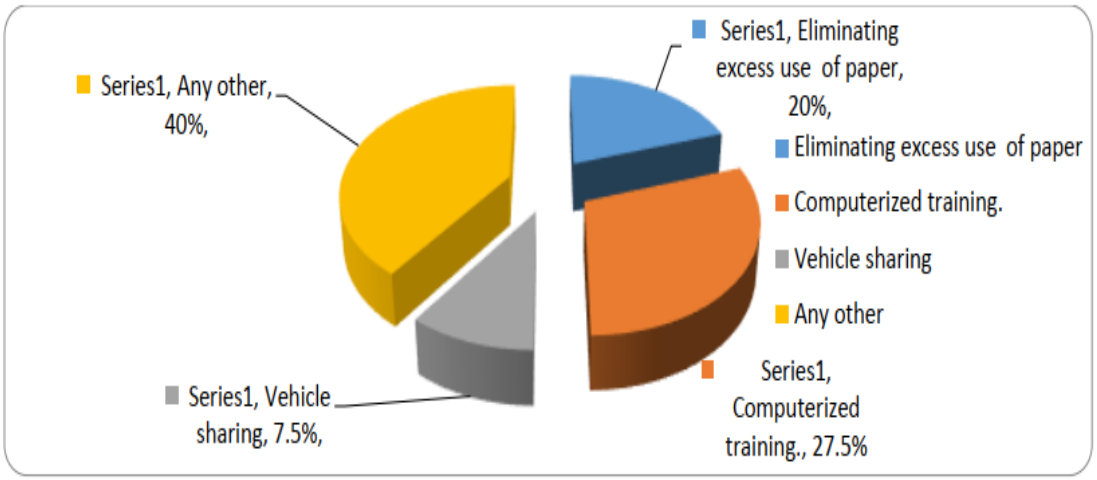



**Interpretation** – 62.5 % of respondents knew about GREEN HRM. Only 37.5 % were not aware. This shows that people are aware about the term but are not aware about its practical application.

**Q2. Best practice for going green can be-**

- Eliminating excess use of paper (A)
- Computerized training. (B)
- Vehicle sharing (C)
- Any other.(D)

| No. of respondents | A | B | C | D |
|---|---|---|---|---|
| 40 | 8 | 11 | 3 | 18 |

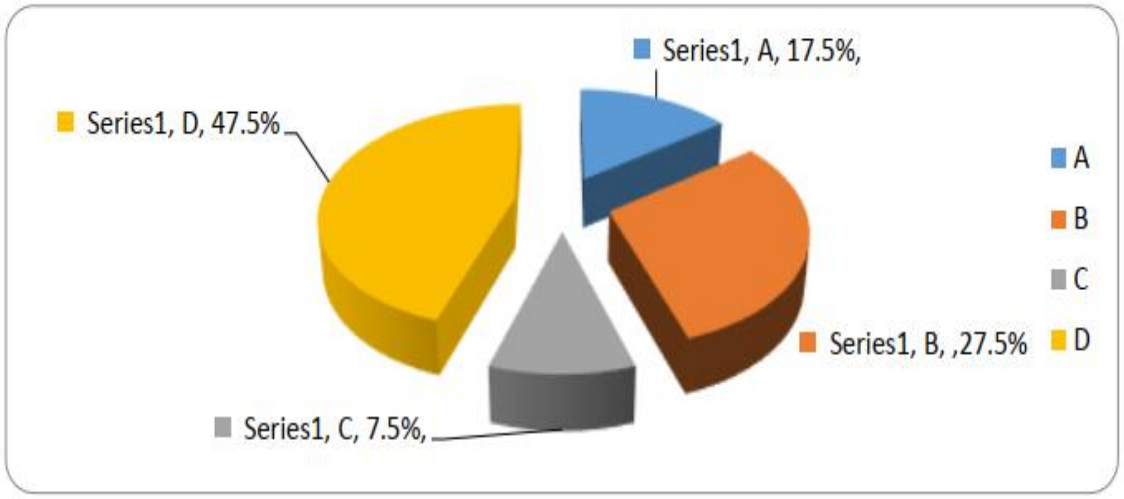



**Interpretation** - Respondents felt that there are many other things like providing limited resources, going for 3R's – REDUCE, RECYCLE, REUSE. They felt policies are important but more can be done at individual level.

**Q3. How you are contributing to the place you work or spend maximim time?**

- (A) Recycle, Reduce, Reuse
- (B) Motivating others to participate
- (C)Doing basics like switching lights and monitors off when are not required.
- (D) Don't know

| No. of respondents | A | B | C | D |
|---|---|---|---|---|
| 40 | 7 | 11 | 3 | 19 |

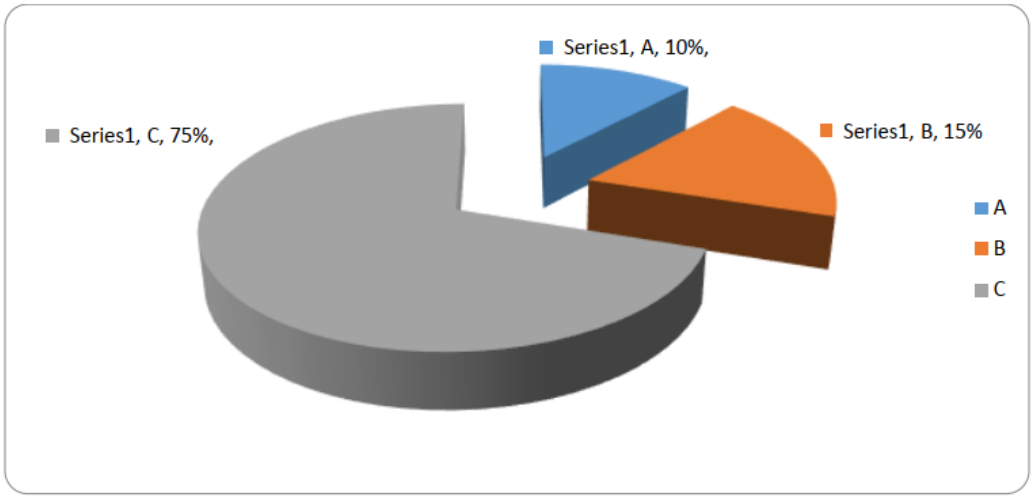



**Interpretation** - Most of the people don't know exactly how they are contributing. They want a change but are not aware how green management work. They simply thing saving environment is going green they are not aware that every wastage can be stopped and then green HRM aim will be fulfilled.

**Q4. Why Green HRM?**

- Trend now a days (A)
- Need of hour (B)
- Necessity for ever (C)

| No. of respondents | A | B | C |
|---|---|---|---|
| 40 | 4 | 6 | 30 |




**Interpretation** - People think it's very necessary to go green but again they don't know how to take the first step. They know steps are needed to be taken right now but they don't know exactly what to do.

**Incorporation of Green HRM Practices in Bangladesh**

Companies that want to be more earth-friendly need to make sure current employees are on board with the goals. This can be accomplished through communication and training by the HR professionals. Companies that don't employ HR managers will still benefit just by knowing what HR people can contribute to the green movement in terms of hiring and training practices, as well as devising special programs to drive green initiative.

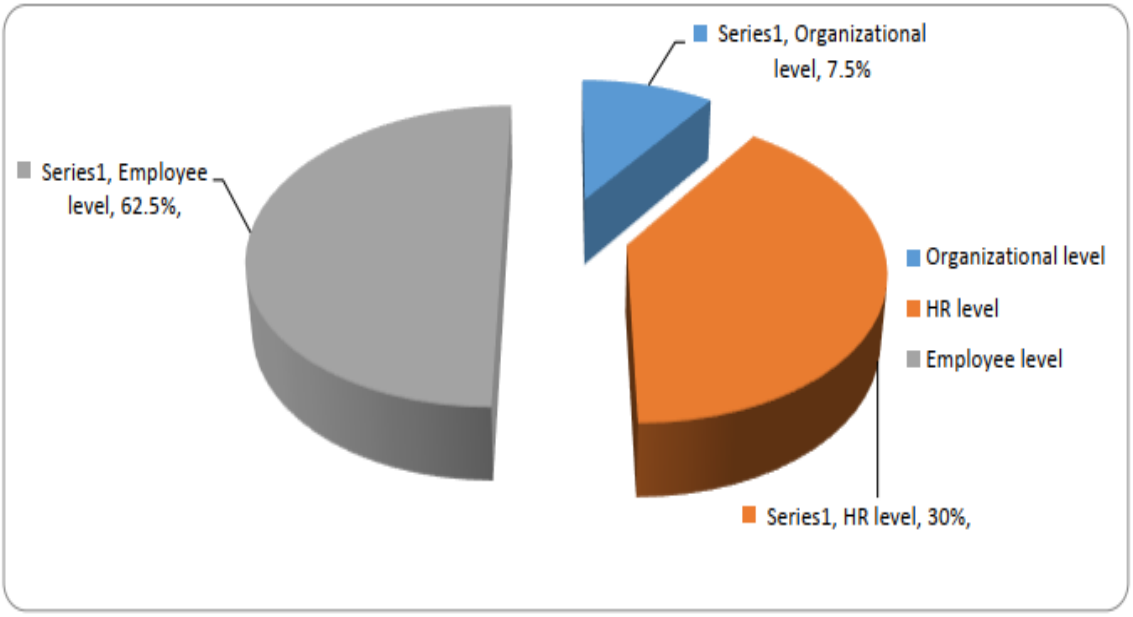
- Recruiting green aware employees
- Using online recruitment policy
- Receiving application from candidates through online.
- Car sharing by the employees
- Job sharing among the employees.
- Electronic filing
- Using six sigma technique for their operations to increase overall performance in social and environment friendly manner.
- E-recruiting staffing solution
- Creating green workplace
- Online communication for reducing paper work.
- Using online application for leave.

**5.2 Objective 2. To identify way of transforming existing HR policies to green HR policies.**

**Q5. At what level more improvement is needed to spread HR policies in the organization efficiently?**

- At the organization level.
- At the HR level
- At the employee level

| No. of respondents | Org | HR | Indi |
|---|---|---|---|
| 40 | 3 | 12 | 25 |




**Interpretation** - Half of the respondents feel that at employee level more openness is required to accept the Green policies. It means at individual level if things are accepted then impact can be bigger.

## Transforming existing HR practices into Green HR practices in Bangladesh

A number of small steps, some of which don't cost money to implement, can vary significantly change how business is conducted. Here are some actions Bangladeshi takes to go green:

1. Conducting an energy audit
2. Conducting annual "Going Green" or "Sustainable Organization" Surveys
3. Going paperless
4. Recycling
5. Saving water - Monitor sinks and toilets for leaks that waste water
6. Exploring opportunities for implementing alternative energy sources

### Steps of Bangladesh in Green HRM

1. Recruit green employees
2. Provide job descriptions with environmental roles
3. Embed environmental culture through orientation , induction & up skilling
4. Link performance evaluation to specified job, roles & green goals.
5. Reward green efforts
6. Car sharing
7. Online training
8. Electronic communication
9. Reducing business travel - Teleconference instead of travelling
10. Continue to support green actions
11. Use exit interview to gauge green impact

### Green Performance Management & Appraisal in Bangladesh

1. Green performance standards & indicators in PMA at all dept. levels
2. Communication of Green schemes for all via procedures/auditing to all levels in PMA scheme, est. firm-wide dialogue on green matters
3. Managers are set green targets, goals and responsibilities
4. Roles of managers in achieving Green outcomes included in appraisals (e.g. familiarisation, & encourage EM learning)

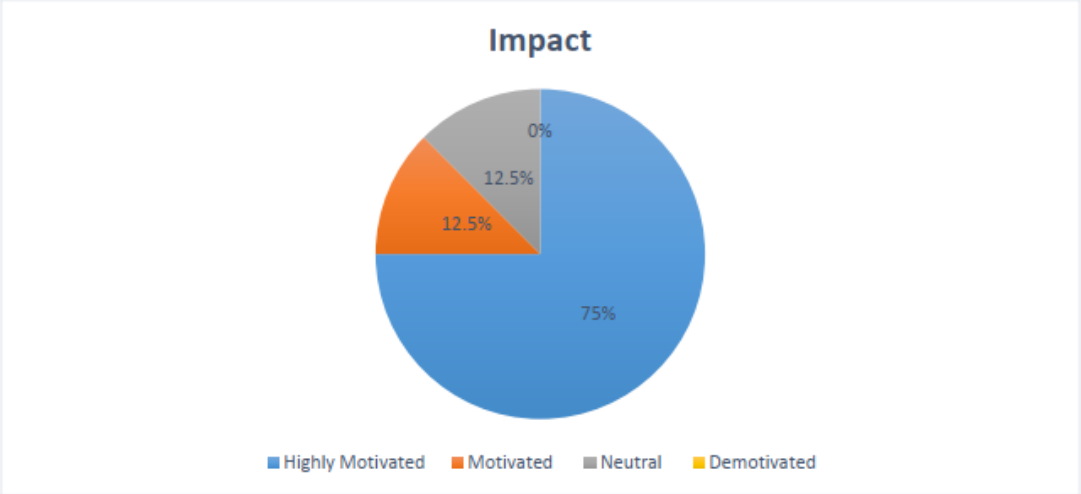
5. Green standards for all dept.'s in on-site use,

6. Penalties for non-compliance on targets in EM

**5.3 Objective 3. To investigate the impacts of green policies on the employees.**

**Q6. How do you feel regarding incorporation of GREEN HRM practices in DISA?**

| No. of respondents | Highly Motivated | Motivated | Neutral | Demotivated |
|---|---|---|---|---|
| 40 | 30 | 5 | 5 | 0 |




**Impact of GREEN HRM is Fruitful**

Many organizations recently launch a practice group that counsels employers on "green" awareness in the workplace. These group hopes to help employers implement best practices that will improve the environment through reducing, reusing and recycling certain materials. The green practice group also advises companies on educating their workers about how their behaviors in the and at home affect the environment not only this but the companies are offering a strategic communications platform to their clients and prospects as a solution for driving greater green awareness within their own organizations. There are numbers of program which offers monthly electronic communications, including newsletters and

interactive games, as well as working with companies to appoint green coordinators in local offices to help develop plans and serve as points of contact for green practices.

## Benefits of Green HRM Practices in Bangladesh

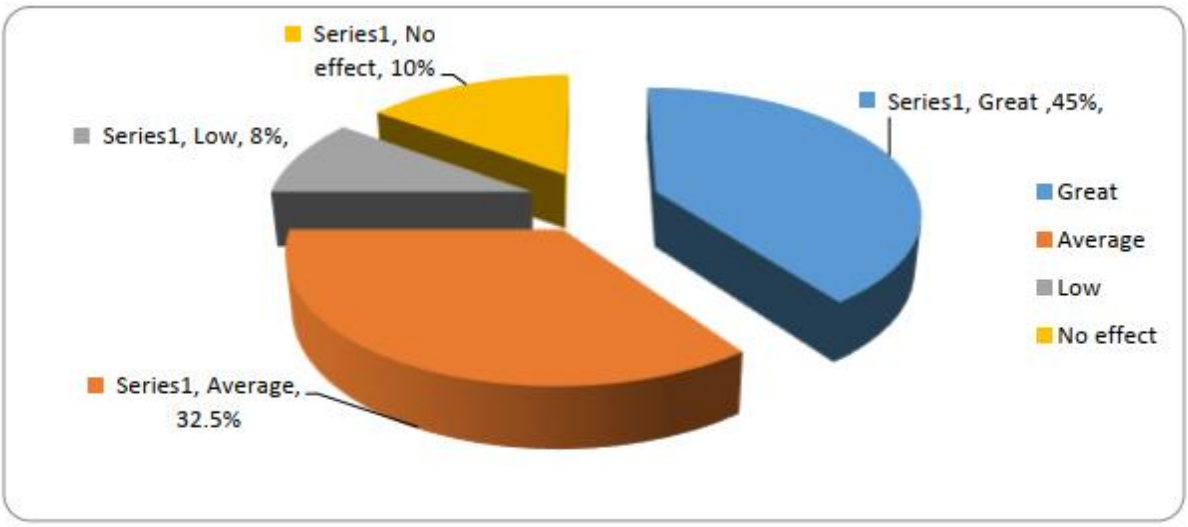
- Healthy work environment
- Less cost
- Reduction of paper work
- Ecological balance
- Flexibility
- Reserving talent
- Keeping top talents of the organization
- Ease of communication
- Quick communication with employees
- Cost free way of attracting employees

## 5.4 Objective 4. To what extent and how HR policies and practices can improve the environmental performance of organizations

**Q7. To what extent HR policies can improve environment and make name for organization?**

- Great
- Average
- Low
- No effect

| No. of respondents | Great | Average | Low | No effect |
|---|---|---|---|---|
| 40 | 18 | 13 | 5 | 4 |




**Interpretation** -. HR policies are having a big role if organization wants to make the GREEN theme hit. 15% respondents feel that HR policies are having no role at all as there are other things which one go for rather HR policies as it is difficult task to implement these policies succesfully at every level.

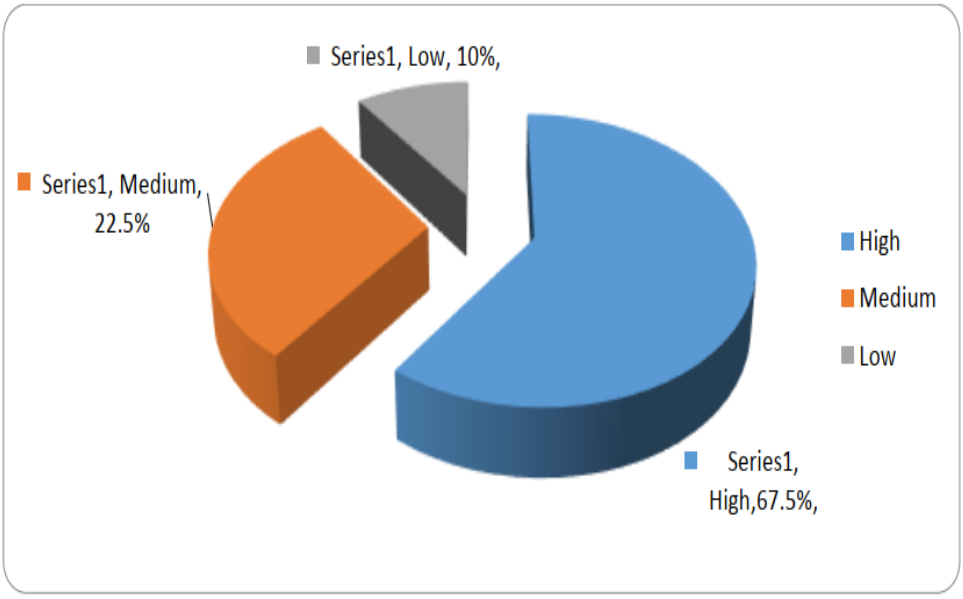
**Q8. Role of HR in environment management**

-High

-Medium

-Low

| No. of respondents | HIgh | Medium | Low |
|---|---|---|---|
| 40 | 27 | 9 | 4 |




**Interpretation** - Almost everyone will that HR is having a big role to play in implemeting Green HR policies. They felt that HR must be confident and must be having a great knowledge so that he can make others understand about the very concept and importance of all this.

**Changing attitudes and behaviour related to environmental issues in the workplace**

Bangladesh has adopted the program within its organization found that one-third of its employees, from entry level to principals and executives across all practice areas, made significant changes in their daily behavior including

- increased recycling
- decreased printing
- elimination or reduction in the use of bottled water, plastic and Styrofoam cups,
- using reusable grocery and lunch bags
- switching to compact fluorescent light bulbs and other energy saving and green products
- Changing transportation habits, including limiting car trips, carpooling, buying hybrid cars,

using mass transit, and biking or walking to work

## 5.5 Findings

Bangladeshi trying to incorporate GREEN HRM practices but it is facing some problems.

1. Doesn't have enough server facility to maintain HR activities.
2. People working in NGO are not efficient enough to communicate through online.
3. Recruits green employees
4. Employees now practicing electronic filing, car-sharing, job-sharing, teleconferencing, and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces.
5. Provides job descriptions with environmental roles
6. Embed environmental culture through orientation , induction & up skilling
7. Employees don't have enough facilities to communicate with HR & Admin division.
8. Remote branches where they are unable to communicate through online to decentralize HR activities.
9. Candidates usually apply from remote areas where they don't have internet facilities. As a result, still needs to use application through paper work.
10. Employees are unwilling to maintain HR activities like compensation, promotion, recruitment etc.

# Chapter – Six

# Recommendations & Conclusion

## 6.1 Recommendations

1. Train up its employees to use online communication media.
2. Internet facilities in its branches to help its employees in application, communication etc.
3. In recent days GRRE HRM practices can be developed by using social media. DISA can use social media like what's app, Facebook, imo etc. to communicate and to control it human resources.
4. Organization structure is highly centralized which reduces the authority of branch manager to implement new projects. So decentralization may be a good solution in implementing new projects.
5. HR can incorporate the practice of sharing job and transportation facilities to reduce consumption of energy.
6. HR department can use electronic filing in its every course and they can use teleconferencing in its branches.
7. HR department can train up its employees through online.

## 6.2 Conclusion

The fact that human resource management plays a very vital role in the growth, development and the overall performance of the business, at local, domestic and international levels is inevitable. In conclusion, future research into Green HRM may provide interesting results for all stakeholders in HRM. For employers and practitioners, these may be to establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organisational environmental performance, perhaps via a specific focus on waste management and recycling; for unions and employees, they may help them lobby employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being; and for academics, they may reveal additional data to add an HRM element to the knowledge base on Green Management in general.

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info@disabd.org

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https://iedunote.com/green-hrm

# Appendix

## QUESTIONNAIRE

***Q1. Do you know about "Green HRM"?***

- YES
- NO
- May be (heard somewhere)

**Q2. Best practice for going green can be-**

-Eliminating excess use of paper
- Computerized training.
- Vehicle sharing
-Any other.

**Q3. How you are contributing to the place you work or spend maximim time.**

- (A) Recycle, Reduce, Reuse
- (B) Motivating others to participate
- (C)Doing basics like switching lights and monitors off when are not required.
- (D) Don't know

**Q4. Why Green HRM?**

-Trend now a days (A)
- Need of hour (B)
-Necessity for ever (C)

**Q5. At what level more improvement is needed to spread HR policies in the organization efficiently.**

- At the organization level.
- At the HR level
- At the employee level

**Q6. How do you feel regarding incorporation of GREEN HRM practices?**

- Highly motivated
- Motivated
- Neutral
- Demotivated

**Q7. To what extent HR policies can improve environment and make name for organization**

- Great
- Average
- Low
- No effect

**Q8. Role of HR in environment management**

- High
- Medium
- Low