

The Impact of Green HRM Practices on Employees' Job Satisfaction: Evidence from Bangladesh

Abida Sultana Sanda

Lecturer

Department of Business Administration

Port City International University, Chattogram, Bangladesh

Fahmida Ferdous Mouri

Lecturer

Department of Marketing

EXIM Bank Agricultural University Bangladesh

Syeda Sarah Alif

Senior Lecturer

Department of Business Administration

Port City International University, Chattogram, Bangladesh

Nazma

MBA in HRM

Department of Business Administration

Trust University, Barishal, Bangladesh

Nilofa Yasmin (Corresponding Author)

Director

Center for Global Research Development, USA

Abstract

By implementing a sustainable and supportive approach, Green Human Resources Management (GHRM) continues the human resources management tradition. The pressures of worldwide competition and the rise in environmental awareness have increased interest in sustainability and green management. Consequently, businesses are now incorporating green practices into their operations. Therefore, the objective of this research was to examine the impact of green HRM practices on job satisfaction in Bangladesh. This study employed a descriptive research design. The study employed the purposive sampling method. Both primary and secondary data were utilized. Primary data was collected by administering an organized questionnaire to 350 Bangladeshi employees working in different job sectors. The survey method was used, and the participants were asked to rate their opinion using a five-point Likert scale. The data was examined using the SPSS 25.0 version. The regression analysis revealed that green recruitment and selection, green education and development, green compensation and reward management, and green performance management and evaluation affect job satisfaction in the context of Bangladeshi employees. The research paper will offer recommendations for recognizing and managing key factors that contribute to the application and maintenance of green HRM practices and job satisfaction among service holders in the developing country of Bangladesh.

Keywords: Green HRM, Job Satisfaction, Employees, Bangladesh

1. Introduction

Green Human Resources Management (HRM) implements eco-friendly human resources strategies to promote sustainability by mitigating the adverse impacts of firms that contribute to environmental contamination (Shaikh, 2010; Uddin, 2015). Green Human Resource Management is an eco-friendly approach used by corporations to promote sustainable practices that enhance employee morale, motivation, and happiness. Green human resources are included in the scope of corporate social responsibility (Wagner, 2013). The initial research on green human resources examined its relationship with sustainability and assessed it at both the highest and lowest levels. Green human resource management denotes to the abilities, drive, and influence on the economic and environmental sustainability of an organization, as well as the associated practices (Renwick et al. 2013). Green human resources management refers to the application of strategies and initiatives aimed at promoting environmental sustainability among employees, hence increasing their understanding and commitment to such concerns.

For the period of the recruitment and selection process, human resources management establishes guidelines for environmentally sustainable practices in areas such as training and development, salary, rewards, employee participation, and workforce organization and management. In light of the dynamic nature of the environment, it is imperative for organizations to devise and execute environmental strategies to attain a lasting competitive edge. However, in order to achieve success, firms should choose the most appropriate ways. Businesses lacking a human resources management system that embraces environmental sustainability as a core value and implements corresponding activities will be unable to cultivate environmentally friendly behaviours (Öselmiş, 2020). Green human resources management fosters a sustainable, environmentally-friendly, and beneficial workplace through its employees (Rani and Mishra, 2014; Renwick, Redman, and Maguire, 2008; Deshwal, 2015). It is essential to guarantee the ongoing implementation of environmentally-friendly projects by creating initiatives that involve knowledgeable and efficient staff in this field (Ceyhan and Ada, 2015: 121). Green human resources management involves promoting sustainable practices among employees and enhancing their understanding of sustainability.

Green human resources management pursues to enhance firms human resources strategies in order to optimize resource utilization and efficiency (Rezaei-Moghaddam, 2016). Within the field of green human resources management, company managers have a crucial role in enhancing the social and environmental consciousness of their organizations. This is achieved by embracing the concept of corporate social responsibility across all aspects of human resources. Human resources management is the crucial role of managing the organization's workforce, which is considered its most valuable asset. By integrating green practices, the implementation of HRM systems, policies, and practices can establish a sustainable framework with the active involvement of all employees (Gjika and Koli, 2019). The adaptation or substitution of human resource management functions with green human resource management is essential for ensuring a company's compliance with environmentally friendly policies and the attainment of optimal green performance by employees. Indeed, it is possible to implement environmentally sustainable practices across all human resource management functions. Razab et al. (2015) found that companies' environmental awareness is influenced by their human resources practices. They identified four main categories of these practices like recruitment and selection, training and development, performance management system, and remuneration and rewarding.

Organizations are incorporating environmentally friendly practices into their business operations in response to the worldwide focus on sustainability. Green Human Resource Management (GHRM) is an essential component of this incorporation, with a specific emphasis on incorporating environmental management principles into HR policies and practices. GHRM pursues to reduce the ecological impact of organizations and encourage employees to adopt environmentally responsible behaviours by supporting sustainable practices. The adoption of green practices not only improves the long-term feasibility of the organization but also influences the attitudes and behaviours of employees, including their level of job satisfaction. Job satisfaction, a crucial factor in determining the success of an organization, indicates the degree to which employees are satisfied with their job responsibilities and work conditions. It includes a range of components, such as job responsibilities, remuneration, working conditions, and corporate culture. HR experts and organizational leaders recognize that work happiness plays a crucial role in enhancing employee engagement, productivity, and retention. Therefore, they prioritize efforts to maintain high levels of job satisfaction.

In Bangladesh, a developing country that is gradually focused on sustainability, the adoption of GHRM principles is gaining traction. Given the efforts of organizations in Bangladesh to conform to global sustainability norms, it is crucial to comprehend the influence of GHRM on employees' job satisfaction. The aim of this research is to examine the correlation between GHRM practices and job satisfaction among employees in Bangladesh.

1.1 Objectives of the Research

The broad objective of the research was to examine the influence of green HRM practices on employees' job satisfaction in the context of Bangladesh.

1.1.1 Specific objectives are:

- To measure the employees perception towards government and non-government job sectors.
- To assess the employees awareness towards Bangladeshi job sectors.
- To determine the level of green HRM practices in Bangladesh.
- To examine the influence of green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, and green working environment on employees' job satisfaction in Bangladesh.

2. Review of Literature

2.1 Green Recruitment and Selection

Green recruiting mentions to the practice of hiring individuals who possess knowledge and understanding of sustainable living, conservationism, ecological preservation, green management, and sustainable environments (Ullah, 2017). Green recruitment and selection involves choosing firm personnel based on their comprehension of key principles such as recycling, sustainability, and environmental preservation, which contribute to creating a more environmentally friendly workplace (Deepika and Karpagam, 2016). Green recruitment and selection is a prominent aspect of green human resources management approaches that has garnered considerable attention in recent times. Implementing a good green recruiting and selection procedure can simplify the execution of the following functions more effortlessly (Pham and Paillé, 2020). The green recruitment process is a vital role that guarantees the ongoing preservation of the environment and the promotion of sustainability. This is because the personnel who are hired or chosen to work for the organization are aware of the significance that the company places on environmental conservation and sustainability, and they align their applications accordingly. Individuals employed in firms that implement green management practices should likewise embrace and endorse green management. Green Recruitment and Selection (GRS) is the practice of integrating environmental factors into the process of recruiting and selecting candidates. Renwick et al. (2013) recommend that using Green Recruitment and Selection (GRS) approaches can progress an organization's ecological performance by ensuring that new employees are in line with the company's sustainability goals. This not only stimulates the development of an environmentally conscious workforce but also enhances the organization's reputation and competitive advantage. When evaluating applicants throughout the hiring process, it is significant to analyse their ecological capabilities to ensure that they are capable of making valuable contributions towards the company's sustainability objectives. Jabbour (2011) proposes the utilization of environmental standards in psychometric assessments and interviews to assess applicants' dedication to environmental management.

Behavioural interviews are a method that can be employed to evaluate candidates' previous actions and conduct in regard to environmental matters. This approach, endorsed by Jackson, Renwick, Jabbour, and Muller-Camen (2011), aids in the identification of individuals who have showed a strong dedication to sustainability in their past positions. Acar (2022) analysed the recruitment and selection process, a crucial aspect of green human resources management, focusing on three categories: green criteria. One of these factors is the candidates' environmental consciousness. He proposes that the primary crucial condition is the presence of individuals who possess personal attributes such as environmental awareness, moral integrity, and a commitment to achieving environmental objectives in a harmonious manner. The second criterion for sustainability is the green employer brand, which is determined by the company's Green Human Resource Management (GHRM) policies. This criterion pertains to the perception and standing of an organization's environmental management practices. Put simply, presenting a green image for businesses is a highly effective strategy for showcasing the capabilities of environmentally conscious individuals and enticing them to join the organization. The final criterion involves assessing and choosing employees based on green standards.

During the recruitment process, the corporation may specify that job descriptions and employee requirements should have a strong emphasis on environmental consciousness. During interviews, applicants with a strong environmental awareness can be identified by asking questions that test their knowledge in this area (Seed et al., 2019).

2.2 Green Education and Development

Green Education and Development prioritize the amalgamation of environmental education into curricula and training programs. In his work published in 2010, Sterling provides a definition of GED as an educational method that fosters the adoption of sustainable practices and cultivates awareness among students. The significance of the GED program resides in its capacity to develop environmentally conscientious individuals who are capable of tackling worldwide sustainability issues. Green education and development, a crucial aspect of green human resources management, involves stimulating people to acquire additional expertise in areas such as sustainability, environmental skills, and green management.

Green development techniques mention to the process in which employees enhance their knowledge and skills in relation to environmental challenges, building upon their previous education (Lok and Chin, 2019). Doğan and Aksu (2021) argue that green education and development have negative effects on the environment of firm personnel. The primary objective of the role is to establish a framework for making ideas to reduce environmental issues, as well as fostering the acquisition of relevant information, behaviour, and skills. Companies that inspire their staff to adopt environmental measures often utilize green training and development programs, as highlighted by Turan and Sundu (2021). The green training and development function offers instruction and guidance to firm personnel on matters pertaining to environmental conservation, preservation of natural resources, and fostering environmental consciousness inside the organization. Additionally, it assists employees in resolving ecological concerns (Zoogah, 2011). Through the implementation of this environmentally-focused training and development program, staffs are able to quickly acclimatize to the company's green culture and effectively adjust. In his study, Acar (2022) stated that corporations engage in green education and development with dual objectives. He stated that the primary objective is to educate employees about the company's green objectives, while the secondary aim is to boost employees' understanding of environmentalism and sustainability.

2.3 Green Compensation and Reward Management

Green Compensation and Reward Management (GCRM) is a developing field under Green Human Resource Management (GHRM) that incorporates environmental goals into employee compensation and reward systems. GCRM hunts to provide incentives and acknowledge the contributions made by employees towards a company's sustainability objectives. Green Compensation and Reward Management mention to the process of integrating compensation and reward systems with environmental performance data. Renwick et al. (2013) found that GCRM policies incentivize employees to contribute in ecological actions by connecting both monetary and non-monetary incentives to sustainability areas. This linkage not only strengthens staff dedication to environmental objectives but also fortifies the organization's comprehensive sustainability plan. The implementation of a green reward and pay system is regarded as a crucial mechanism for organizations to enhance their environmental sustainability and foster a green organizational culture (Yavuz, 2020). The implementation of green benefits and remuneration by enterprises is fundamental in promoting employee devotion to green practices, fostering self-improvement in this domain, and enhancing environmental awareness (Ahmad, 2015; Mandago, 2018; Tang et al., 2018). Through the implementation of green wage management, employees can receive cash incentives for their environmentally friendly actions. This serves as a means to motivate employees to actively engage in environmental initiatives and programs.

2.4 Green Performance Management and Evaluation

Green performance management and evaluation is a crucial component of Green Human Resource Management (GHRM) that integrates environmental factors into the processes of assessing and evaluating performance. GPME pursues to synchronize employees' performance with the sustainability objectives of the organization, thereby encouraging ecologically conscious behaviours and performs. Green performance management and evaluation refer to the process of incorporating environmental goals into conventional performance management approaches. Jabbour and Santos (2008) proves that GPME assesses employees' contributions to sustainability and integrates environmental purposes into the organization's operating structure.

This alignment improves the organization's total environmental performance and recommends a culture of sustainability. Performance management permits employees in a company to measure job performance analysis and establish targets (Öselmiş, 2020). Performance management is essential for employees to comprehend and acknowledge the objectives and strategic direction of the organization they are affiliated with (Ahmad, 2015). Öselmiş (2020) described performance management as a strategic role that enhances staff training, capabilities, and business intelligence to accelerate the achievement of organizational objectives. Performance management, a fundamental technique in human resources, encourages environmentally conscious behaviour and fosters sustainable development (Gholami et al., 2016). By including environmental objectives into performance evaluations, firms can drive employees to strive for these goals by offering rewards and remuneration. The primary purpose of the green performance management function is to establish environmentally-friendly goals, demonstrate environmental performance, and assess environmental achievements (Yavuz, 2020). The green performance and assessment process begins with boosting employees' understanding regarding environmental protection issues. This procedure is then completed, followed by a review of its effectiveness.

2.5 Green Working Environment

The Green Working Environment (GWE) refers to the set of practices and policies that are designed to establish sustainable, health-conscious, and environmentally friendly workplaces. GWE prioritizes the reduction of the environmental consequences of workplace activities while simultaneously improving the welfare and efficiency of employees. An environmentally-friendly workplace is crucial for fostering sustainability and improving the well-being and productivity of employees. Organizations can achieve their sustainability goals by applying measures such as energy efficiency, sustainable resource management, green building design, and sustainable commuting options, which help create eco-friendly workplaces. Although there may be difficulties in establishing a Green Workplace Environment (GWE), the lasting advantages for the company, its staff, and the ecosystem justify the effort. A Green Working Environment is a workspace that is intentionally intended to minimize its adverse influence on the environment and actively support the principles of environmental sustainability. It involves incorporating environmentally friendly practices into the workplace, including processes to improve energy efficiency, minimize waste, and promote the sustainable use of resources. Arulrajah et al. (2015) found that GWE not only facilitates the achievement of corporate sustainability objectives but also enhances employee happiness and productivity. It is crucial to implement sustainable practices in resource management, such as adopting recycling programs, exploiting eco-friendly office supplies, and minimizing paper consumption. Ahmad (2015) endorses that organizations should implement explicit policies for resource conservation and equips staff with the essential tools and training to adhere to these policies.

2.6 Job Satisfaction

Job satisfaction is a dynamic component of both organizational behaviour and human resource management. Job satisfaction is a measure of how satisfied employees are with their occupations, taking into account factors such as job tasks, pay, work environment, and relationships with coworkers. employment satisfaction is the good emotional state that arises from evaluating one's employment or job experiences (Locke, 1976). The construct is complex and encompasses cognitive, emotive, and behavioral components. Spector (1997) defines job satisfaction as an individual's emotional response to their employment and several components of it, including salary, career advancement opportunities, and working circumstances. Vroom (1946) provided a definition of job satisfaction as the attitudes and behaviours showed by employees towards their job responsibilities inside their respective firms. Furthermore, Vroom describes negative behaviors displayed by employees as job dissatisfaction. Job satisfaction refers to the positive emotional state experienced by an employee due to the fulfilling nature of their job responsibilities, whereas job dissatisfaction refers to the bad emotions arising from unfavorable job circumstances or work environment (Herzberg, 1965). According to Locke (1976), it is characterized as "favorable emotions that arise when an individual assesses their work or experiences." Job satisfaction refers to the complete range of emotions and thoughts that an individual experiences in their work environment (Saravani and Abbasi, 2013: 474). Research conducted by Chahal et al. (2013) has established that individuals who hold good perceptions of their company or work environment tend to exhibit higher levels of motivation and productivity. The wage or salary received at the end of a job is a crucial aspect in enhancing employee satisfaction with their work (Özaydın and Özdemir, 2014). Wage refers to the compensation given by an organization in exchange for the mental and physical labor performed by employees during a specific period of time (Karakule, 2020). Deviating from conventional salary standards and including merit-based considerations in employee compensation fosters a favorable framework for job satisfaction (Özmen, 2021).

2.7 Conceptual Framework and Hypotheses Development

In this research, there are five independent variables (green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, and green working environment) and one dependent variable (Job satisfaction) have recognized. Based on the previous literatures and discussions, the conceptual model (Figure 1).

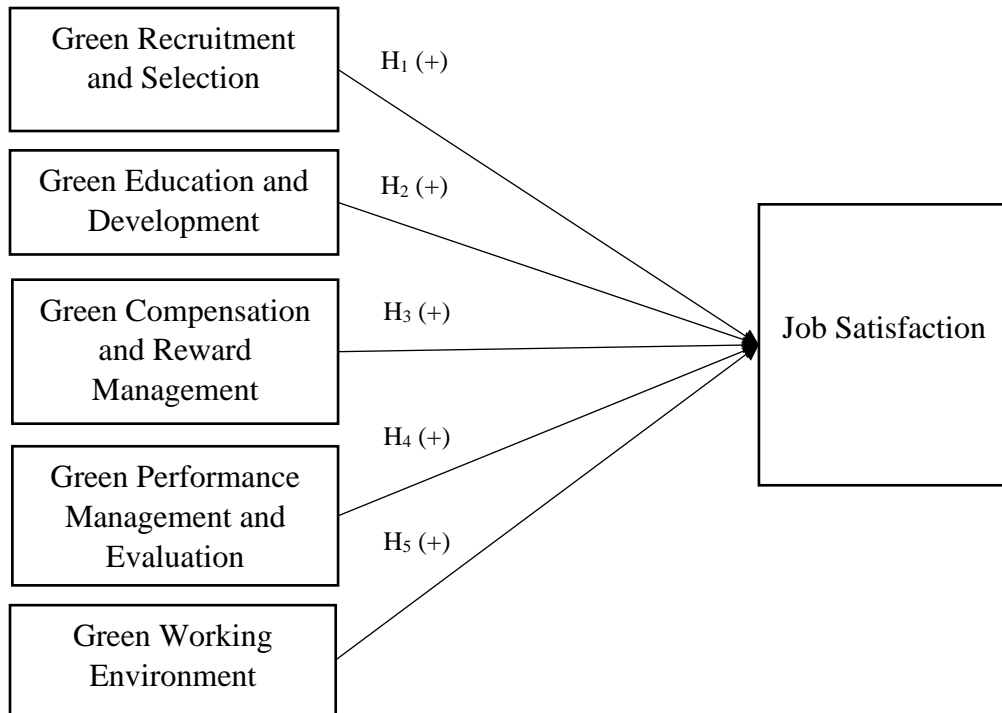


Figure 1: Research model

- H₁: Green recruitment and selection have a significant influence on job satisfaction.
- H₂: Green education and development have a significant influence on job satisfaction.
- H₃: Green compensation and reward management have a significant impact on job satisfaction.
- H₄: Green performance management and evaluation have a significant impact on job satisfaction.
- H₅: Green working environment has a significant impact on job satisfaction.

3. Research Methods

3.1 Research Design & Sampling Method

The present study was of a quantitative kind. It was decided to employ a descriptive research approach for this investigation. Using descriptive methods and with the goal of collecting primary data, the study conducted surveys on green HRM practices on employees’ job satisfaction in Bangladeshi settings, with an emphasis on descriptive data collection. It was decided to adopt non-probability sampling methods, specifically purposive sampling, for this study.

3.2 Sources of Data

A combination of primary and secondary data was employed in the study project. The primary data was gathered through the use of a detailed questionnaire that was well-structured. Past research were used as secondary data sources.

Table 1. Constructs and measured variables

<i>Constructs</i>	<i>Measurement Items</i>	<i>Sources</i>
Green recruitment and selection	Job position to focus environmental aspects. Recruitment messages include environmental criteria. Selecting applicants aware of greening.	Jiang and Kim (2015), Teixeira et al. (2012), Renwick et al. (2013).
Green education and development	Environmental issues considered for training. Induction programs for environmental issues. Training materials available online.	
Green compensation and reward management	Green reward system plays a vital role in motivating people. Rewards can be in the form of financial based EM rewards. Green reward and compensation mechanism.	
Green performance management and evaluation	Environmental behaviour included in the performance appraisal. Feedback to employees to improve environmental performance. Workshops to improve environmental behaviour.	
Green working environment	Green jobs are important for the environment. Green jobs are important for environmental protection. Working environment is favorable.	
Job satisfaction	Satisfied employees are more likely to be efficient. Resource efficiency can be attained by making more satisfied. Green HRM practices to increase employees satisfied.	

3.3 Measurement Instruments and Scaling

Scale items were adapted from Jiang and Kim (2015), Teixeira et al. (2012), Renwick et al. (2013) where the items were found to be reliable and valid. The scale items for measuring constructs (green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, green working environment, and job satisfaction). The variables that were measured are listed in Table 1. Among the general information provided by respondents are their gender, education, and occupation. The first section of the questionnaire asks for basic information about them. The second segment contains questions pertaining to the impact of green HRM practices on job satisfied in Bangladesh. A five-point Likert scale ranging from strongly disagrees to strongly agree was used to gauge respondents' level of agreement or disagreement with the survey's conclusions. Prior to finishing the questionnaire, a pretesting phase was carried out on 20 participants.

3.4 Data Collection

The research was collected data from the month of May 01, 2024 to June 20, 2024 in personal interview by survey technique through a structured questionnaire with five-point Likert scales from 350 employees who worked at government and non-government sectors in Bangladesh.

3.5 Data Analysis

Statistical package for the social sciences (SPSS) 25.0 version software was used for analysis the data. It was analyzed using descriptive statistics analysis, multicollinearity test, and multiple regression analysis.

4. Results and Analysis

4.1 Descriptive Analysis

All the five constructs were initially analysed with mean, standard deviation, Skewness and kurtosis. The mean or central tendency of a distribution indicates its center (Malhotra, 2010). Furthermore, the standard deviation is used to determine how far the data deviated from the mean (Malhotra, 2010). The shape of the distribution is generally determined by Kurtosis and Skewness (Hair et al., 2019). As illustrated in Table 2 showed that the green working environment had the highest mean score ($M = 4.2200$) and the green recruitment and selection had the lowest mean score ($M = 3.6514$).

Table 2. Descriptive statistics

Constructs	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Green recruitment and selection	3.6514	1.10673	-.783	.130	-.135	.260
Green education and development	3.9800	.82034	-.871	.130	1.410	.260
Green compensation and reward management	4.0686	.74625	-.902	.130	1.694	.260
Green performance management and evaluation	4.1971	.68842	-.914	.130	2.341	.260
Green working environment	4.2200	.66008	-.933	.130	2.900	.260

4.2 Multicollinearity Test

The study used multicollinearity test to measure the independent variable highly correlated among them. The estimated path coefficients were affected by among the predictor constructs of Collinearity. Tolerances values below 0.10 and variance inflation facet above 5 specify an existence of inter predictor constructs Collinearity (Hair et al., 2019). As illustrated in Table 3 showed that all tolerance and VIF values have acceptable range in Collinearity statistics. So, it recommended that multicollinearity wouldn't affect with independent variable' capability to take to mean the outcome variable.

Table 3. Multicollinearity Test

Constructs	Collinearity Statistics	
	Tolerance	VIF
Green recruitment and selection	.725	1.380
Green education and development	.679	1.472
Green compensation and reward management	.697	1.435
Green performance management and evaluation	.670	1.494
Green working environment	.695	1.438

4.3 Model Summary

Table 4 presents that the value of the correlation coefficient, $R = 0.534$ recommends that there is a moderate positive correlation between job satisfaction and green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, green working environment. However, only 28.5% (R-square values of 0.285) variation in job satisfaction accounted for due to green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, and green working environment. The adjusted r^2 is 0.275, connoting that the five factors can significantly account for 27.5% variance in the job satisfaction.

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.534	.285	.275	.76798

4.4 ANOVA

Table 5 reveals that multiple regression analysis is performed to investigate the association between green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, green working environment with job satisfaction. Five factors are proposed, and results are enumerated in Table 5. F-statistics produced ($f = 27.427$) is significant at 1 percent level (sig. $f < 0.01$) with 5 and 244 degrees of freedom, thus confirming the fitness for the model.

Table 5. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	80.883	5	16.177	27.427	.000
	Residual	202.891	344	.590		
	Total	283.774	349			

4.4 Coefficients

A two-tailed t-test with a level of significance of 5% was used to test the hypotheses that had been developed. The coefficients are statistically significant if the measured t-value is greater than the critical value of 1.96. According to the findings in Table 6, the path coefficients of four latent constructs, including green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation had a significant and positive influence on job satisfaction at $p < 0.05$. The following hypotheses were accepted: H_1 , H_2 , H_3 , and H_4 . However, green working environment had an insignificant influence on job satisfaction. As a result, H_5 was rejected. The green education and development largest path coefficient ($\beta = .209$) indicated that if service quality was increased by one standard deviation unit, job satisfaction could increase by 0.209 standard deviation unit if all other independent aspects remained constant.

Table 6. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.808	.299		2.700	.007
	Green recruitment and selection	.209	.065	.173	3.237	.001
	Green education and development	.274	.072	.209	3.786	.000
	Green compensation and reward management	.214	.060	.195	3.563	.000
	Green performance management and evaluation	.166	.050	.185	3.321	.001
	Green working environment	-.018	.045	-.022	-.395	.693

5. Conclusion and Discussions

Green Human Resource Management (GHRM) is a component of a wider corporate social responsibility strategy that involves implementing HR policies to encourage the sustainable utilization of company resources and to support ecological conservation. The objective of green human resources management is to cultivate ecological awareness among firm personnel, emphasizing the influence of their behaviour on the environment (Bombiak and Marciniuk-Kluska, 2018). According to Yusliza, Ramayah, and Othman (2015), GHRM promotes certain human resources policies and practices that are centered around three key sustainability areas: environmental, social, and economic equilibrium. This study has investigated the correlation between Green Human Resource Management (GHRM) practices and the level of job satisfaction among employees in Bangladesh. The findings emphasize the crucial influence of GHRM approaches on increasing employee work satisfaction. The growing adoption of sustainable practices by organizations in Bangladesh highlights the significance of incorporating environmental management principles into HR policy, since it has a beneficial effect on job satisfaction. The research suggests that implementing GHRM techniques such as green recruitment, training, performance management, and remuneration not only promotes environmental sustainability but also advancements employee satisfaction and motivation.

Employees who see their organizations as being environmentally responsible are more inclined to have more job satisfaction, which can subsequently result in improved organizational outcomes such as heightened productivity, decreased turnover, and boosted employee morale.

Within the specific circumstances of Bangladesh, where economic expansion and environmental difficulties exist side by side, the use of Green Human Resource Management (GHRM) techniques offers organizations a strategic chance to tackle sustainability objectives while also enhancing employee welfare. This study's findings highlight the importance for organizations to carefully evaluate the wider consequences of their HRM practices and to fully include sustainability into their human resource strategies. Moreover, this study adds to the expanding corpus of literature on GHRM by presenting empirical evidence from the standpoint of a developing country. It emphasizes the possible advantages of GHRM methods in situations where sustainable development is crucial yet difficult. This research provides significant insights for HR practitioners, organizational leaders, and policymakers in Bangladesh who are interested in promoting sustainable and employee-centric workplace practices. It showcases the favorable influence of GHRM on job satisfaction. Implementing green HRM practices is not only advantageous for the environment but also essential for improving employees' job happiness. In Bangladesh, organizations are facing the challenges of sustainable development. To address these challenges, adopting Green Human Resource Management (GHRM) methods can function as a catalyst for accomplishing environmental and organizational goals. Subsequent investigations should further examine the various effects of GHRM in other settings to authenticate and broaden the conclusions of this study.

The study was done to analyse the effect of green HRM practices on employees' job satisfaction in the context of Bangladesh. Various factors that influence HRM practices are important instruments for guiding job satisfaction among employees in Bangladesh. This study examines the impact of green recruitment and selection, green education and development, green compensation and reward management, green performance management and evaluation, and green working environment on employees' job satisfaction in the context of job sectors in Bangladesh. The regression study indicated that factors such as green recruiting and selection, green education and development, green remuneration and reward management, green performance management and evaluation, and a green working environment have an impact on job satisfaction among Bangladeshi employees. The research report will include suggestions for identifying and handling key factors that lead to the adoption and sustainability of environmentally-friendly HRM practices and work satisfaction among employees in the developing country of Bangladesh.

5.1 Limitations and Further Research

The study is restricted in Bangladesh only, and the result may not apply to other places. This data may not be the real representative of overall Bangladeshi employees view due to sample size. Further research is instructed to develop the generalizability of the sampling by extending the sample size. The study is found few determinants (Green HRM) of the independent variable. Therefore, there may be some other variable which may influence job satisfaction in Bangladesh. Those determinants are left for future research.

References

- Acar, Ö. G. D. S. (2022). *Örgütlerde Yeşil İnsan Kaynakları Yönetiminin Önemi*.
- Ahmad, S. (2015). *Green Human Resource Management: Policies and practices*. *Cogent Business & Management*, 2(1), 1030817.
- Aksu, B. Ç., & Doğan, A. (2021). Çevresel Sürdürülebilirlik ve İnsan Kaynakları Yönetimi Fonksiyonlarının Yeşil İKY Bağlamında Değerlendirilmesi. *Aksaray Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 13(3), 137-148.
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green Human Resource Management Practices: A Review. *Sri Lankan Journal of Human Resource Management*, 5(1), 1-16.
- Bombiak E. ve Marciniuk A. (2018). Green Human Resource Management as a Tool for the Sustainable Deveopment of Enterprises: Polish Young Company Experience. MDPI.
- Ceyhan S. ve Ada, S. (2015). İşletme Fonksiyonları Açısından Çevreye Duyarlı İşletmecilik, *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 1(26):115-137.

- Chahal, A., Chahal, S., Chowdhury, B. & Chahal, J. (2013). Job satisfaction among bank employees: An analysis of the contributing variables towards job satisfaction. *International Journal of Scientific & Technology Research*, 2(8), 11-20.
- Deepika, R. & Karpagam, V. (2016). A study on green HRM practices in an organization. *International Journal of Applied Research*, 2(8), 426-429.
- Deshwal, P. (2015). Green HRM: An organizational strategy of greening people. *International Journal of applied research*, 1(13), 176-181.
- Gholami, H., Rezaei, G., Saman, M. Z. M., Sharif, S., & Zakuan, N. (2016). State-of-the-art Green HRM System: Sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research. *Journal of Cleaner Production*, 124, 142-163.
- Gjika, I., & Koli, Z. (2019). Policies and practices of green human resource management. *Journal of International Cooperation and Development*, 2(2), 60-60.
- Govindarajulu, N., & Daily, B. F. (2004). Motivating employees for environmental improvement. *Industrial Management & Data Systems*, 104(4), 364-372.
- Hasan, M. M., Mim, M. K., Hossain, A., & Khan, M. Y. H. (2023). Investigation of the Impact of Extended Marketing Mix and Subjective Norms on Visitors' Revisit Intention: A Case of Beach Tourism Destinations. *Gastroia: Journal of Gastronomy and Travel Research*, 7(1), 39-54.
- Herzberg, F. (1965). The motivation to work among finish supervisors. *Personnel Psychology*, 18(4), 393-402.
- Hossain, A. (2022). Measurement of Visitors' Satisfaction towards Health Tourism: Structural Equation Modeling Analysis. *Health Economics and Management Review*, 3(3), 80-88.
- Hossain, A., & Khan, M. Y. H. (2018). Green Marketing Mix Effect on Consumers Buying Decisions in Bangladesh. *Marketing Management Innovations*, (4), 299.
- Hossain, A., Hasan, S., Khan, M. Y. H., & Chowdhury, M. H. K. (2024). Assessing the effect of marketing mix on tourists' satisfaction: insights from Bangladesh. *International Journal of Services and Operations Management*, 47(1), 47-73.
- Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*, 43(2), 98-105.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19(12), 2133-2154.
- Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011). State-of-the-art and future directions for Green Human Resource Management: Introduction to the special issue. *Zeitschrift für Personalforschung*, 25(2), 99-116.
- Khan, M. Y. H., & Hossain, A. (2018). The Effects of ICT Application on the Tourism and Hospitality Industries in London. *SocioEconomic Challenges*, 2(4), 60-68.
- Khan, M. Y. H., Hakeem, S. M. A., & Afzal Hossain, A. H. (2018). The impact of tourism development on Greenwich community in the Post-Olympic Games era. *Ottoman: Journal of Tourism and Management Research*, 3(3), 348-360.
- M.W. Shaikh, "Green HRM, a requirement of 21st century," National Monthly Refereed Journal of *Research in Commerce & Management*, vol. 1, no. 10, 2010.
- Mandago, R.J. (2018). Influence of Green Reward and Compensation Practice on Environmental Sustainability in Selected Service Based State Corporations in Kenya, *European Journal of Business and Strategic Management*, 3(6), 1-12.
- Mim, M. K., Hasan, M. M., Hossain, A., & Khan, M. Y. H. (2022). An examination of factors affecting tourists' destination choice: empirical evidence from Bangladesh. *SocioEconomic Challenges (SEC)*, 6(3), 48-61.
- Öselmiş, M. (2020). *YEŞİL İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARI; LİTERATÜR TARAMASI VE BİR ÖLÇEK UYARLAMA ÇALIŞMASI* (Master's thesis, AYDIN ADNAN MENDERES ÜNİVERSİTESİ SOSYAL BİLİMLER ENSTİTÜSÜ).
- Özaydın, M. M., Özdemir, Ö. (2014). Çalışanların Bireysel Özelliklerinin İş Tatmini Üzerindeki Etkileri: Bir Kamu Bankası Örneği. *İşletme Araştırmaları Dergisi*, 6 (1), 251 – 281.

- ÖZMEN, B. (2021), *İŞ MEMNUNİYETİ VE KARIYER TATMİNİ: BANKA ÇALIŞANLARI ÜZERİNE BİR UYGULAMA*, Van, Ulusal Tez Merkezi.
- Razab MF, Udin ZM, Osman WN. Understanding the role of GHRM towards environmental performance. *Journal of Global Business and Social entrepreneurship (GBSE)*. 2015;1(2):118-125. eISSN: 24621714.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A Review, Process Model, and Research Agenda. University of Sheffield Management School Discussion Paper, 1, 1-46.
- Rezaei-Moghaddam, K. (2016). Green management of human resources in organizations: An approach to the sustainable environmental management. *Journal of Agricultural Technology*, 12(3), 509-522.
- Saravani, S.R. & Abbasi, B. (2013). Investigating the influence of job rotation on performance by considering skill variation and job satisfaction of bank employees. *Tehnicki Vjesnik*, 20(3), 473-478.
- Stafford-Smith, M., Griggs, D., Gaffney, O., Ullah, F., Reyers, B., Kanie, N. & O'Connell, D. (2017). Integration: the key to implementing the Sustainable Development Goals. *Sustainability science*, 12(6), 911-919.
- Sterling, S. (2010). Transformative learning and sustainability: Sketching the conceptual ground. *Learning and Teaching in Higher Education*, 5, 17-33.
- Tang, G., Chen, Y., Jiang, Y., Paillé, P. ve Jia, J. (2018). Green Human Resource Management Practices: Scale Development and Validity, *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- Turan, İ., & Sundu, M. (2021). Yeşil insan kaynakları yönetimi ölçeği'ni Türkçeye uyarlama çalışması. *Elektronik Sosyal Bilimler Dergisi*, 20(78), 731-744.
- Uddin M. M. (2015). Green HRM: Goal Attainment through Environmental Sustainability. *The Journal of Nepalese Business Studies*, (9).
- Vroom, V. H. (1964). *Work and motivation*. John Wiley and Sons, New York.
- Yap Peng Lok, S. & Chin, T.L. (2019). Linking Green HRM Practices and Employee Sustainability Engagement. *Global Business and Management Research*, 11(2), 151-156.
- Yavuz, N. (2020). Yeşil insan kaynakları yönetimi ve yeşil iş yetkinliklerinin içerik analizi yöntemi ile değerlendirilmesi. *İşletme Araştırmaları Dergisi*, 12(3), 2669-2681.
- Zoogah D.B. (2011). The Dynamics of Green HRM Behaviors: A Cognitive Social Information Processing Approach. *German Journal of Human Resource Management*, 25(2), 117-139.