PalArch's Journal of Archaeology of Egypt / Egyptology

FACTORS INFLUENCING MANAGERS' PROCLIVITY FOR USING GREEN HUMAN RESOURCE MANAGEMENT PRACTICES TO ACHIEVE ENVIRONMENTAL SUSTAINABILITY IN BANGLADESH

[1] *Md Enamul Islam,* [2]*Dr Valiappan Raju,* [3]*Abul Kalam Azad*

[1,2,3] Limkokwing University of Creative Technology, Malaysia

Md Enamul Islam, Dr Valiappan Raju, Abul Kalam Azad: FACTORS INFLUENCING MANAGERS' PROCLIVITY FOR USING GREEN HUMAN RESOURCE MANAGEMENT PRACTICES TO ACHIEVE ENVIRONMENTAL SUSTAINABILITY IN BANGLADESH -- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(7). ISSN 1567-214x

Keywords: Green Human Resource Management, Environmental Sustainability, Access to IT Facilities, Motivation, Commitment, Bangladesh

ABSTRACT

Green Human Resource Management is a new concept that promotes environmental sustainability. Researchers have not widely researched this issue and its dimensions and factors from Bangladesh's perspective. Application of Green Human Resource Management is not largely visible in local Bangladeshi companies. This research addressed the factors affecting managers' proclivity for using the Green Human Resource Management concept for achieving environmental sustainability in Bangladeshi Textile Industries. Due to the impact of COVID-19, data was collected from 357 managers and non-managers of textile industries located across Bangladesh using the online platform. Data analysis revealed that managers' motivation, easy access to IT facilities, and employee commitment significantly influence managers perception to adopt Green Human Resource Management practices. This research is a significant starting point for organisations that want to implement Green Human Resources practices and policies to achieve environmental sustainability. Potential researchers can research other aspects, such as monetary involvement and infrastructural requirements.

Introduction

Green Human Resources Management (GHRM) is a collection of policies, processes, and programs that encourage workers to engage in environmentally conscious, resource-efficient, and socially responsible actions in order to create an environmentally conscious, resource-efficient, and environmentally healthy workplace and overall organisation. Nijhawan (2014) has argued that recruiting, training, employee engagement, and compensation are essential human dimensions that improve green management principles. Any organisation's success and longevity depend on its main assets, staff, and the managers' ability to create a positive atmosphere for their people (Nath & Goel, 2016). Nurun Nabi et al. (2017) have opined that motivated workers should improve the organisation's capacity to accomplish its purpose, priorities, and goals. Motivation would also involve everyone in building a positive organisational culture. Therefore, employee motivation is a strong determinant of using GHRM for achieving environmental sustainability.

Hosain & Rahman (2016) opined that using new technologies may boost the environment's decline by creating, using biotech products and finding alternative energy to minimise the use of limited natural resources. The authors also argued that for GHRM to be effective, entrepreneurs should have enough IT facilities access. Javeria, Siddiqui, & Rasheed (2019) have argued that managing impaired funds, keeping up with technological improvements, maintaining healthy bottom lines and growing shareholder values are few resilience factors related to infrastructure issues and support green banking implementation. There is a need to understand if there is sufficient access to entrepreneurs' IT facilities to implement GHRM (Bangwal & Tiwari, 2015).

Employee commitment is characterised by the acceptance of organisational goals by workers and their ability to make efforts on behalf of the organisation (Nath & Goel, 2016). Afrin & Rimi (2017, p.185) have opined that GHRM applies to all those practices that ensure sustainability by growing its knowledge and commitment. Environmental sustainability is generating increased attention among management scholars. However, few researchers consider the importance of workers and managers commitment to using GHRM, without which GHRM will remain a misnomer (Dubey & Verma, 2018).

Previous research scholars mostly confined their study to the policies, practices, and dimension of GHRM. To date, only a handful of researchers have considered the impact of employees' motivation, commitment, and organisation's access to IT facilities as important antecedents that impact GHRM. The impact of these essential factors demands the attention of researchers in developing and least developing nations. The purpose of this survey study will be to examine the effect of employee motivation, commitment, and organisation's access to IT facilities for using GHRM to achieve environmental sustainability.

Green HRM is the new mantra to achieve long term sustainable businesses and has been the subject of numerous research and studies. However, to date, studies have mainly focused on the existence, acceptance and role of GHRM in

the modern and contemporary workplace. This study will be significant in identifying whether essential factors such as employees' motivation, access to IT facilities by business entrepreneurs, and employee commitment significantly affect formulating and implementing GHRM practices across organisations. The study will help management better understand the importance of GHRM and what role the factors mentioned above play in GHRM. Organisations who wish to embrace GHRM will have a clear idea of the factors, allowing them to formulate a better companywide GHRM and sustainability plan. By now, several researchers have presented their findings on the advantages and dimensions of GHRM, but few have provided a systematic and thorough breakdown of the factors that influence GHRM. This is precisely why this study is significant and will provide valuable insights to organisations and entrepreneurs about GHRM, the factors impacting GHRM and their importance in promoting GHRM.

LITERATURE REVIEW

Bangladesh is a small but prosperous nation and has a considerable population with a vast ability to become a developing country with enormous natural and human resources (Islam et al., 2020). Absar, Azim, & Akhter (2010) have conducted a meta-analysis on Bangladesh's existing HRM practices. The authors argued that 69% of manufacturing industries in Bangladesh do not have recognised the HRM department in those industries. This study gives a clear picture of Bangladesh's entrepreneurs' lack of interest in managing people with a defined HRM department. Farhana & Cheazlantaib (2018) have argued that, unfortunately, following technical advances, the RMG industry in Bangladesh is labour-intensive, harnessing the need for practical HRM activities to ensure the quality of production right cost over the correct timeframe.

Dubey & Verma (2018) have argued that traditional HRM uses the traditional method for day-to-day functions that have no contribution to reducing environmental deterioration. The authors suggested that GHRM acts as an integral part of the corporate culture and, in the potential course of action, actively performing its role in maintaining the community and organisation. They further argued that the service sectors often recognise the importance of preserving an organisation's environment and intellectual property in addition to the manufacturing industries. The education sector will accurately measure global impact by adopting green HR standards and promptly inculcating future intellectual properties' same values.

While traditional HRM practices have no contribution to reducing environmental degradation, GHRM practice promotes a company and its workers through improved retention rate, improved public profile, employee satisfaction, efficiency, and sustainable resource use (Chowdhury et al., 2017). The concept of GHRM in the modern business world is linked to the availability of products and services environmentally friendly. Since GHRM has emerged worldwide over the last decade, it can be referred to as an environmentally friendly system to national environmental retention plan (Javeria et al., 2019).

Green HRM contributes positively to environmental sustainability. The concept emphasises that both organisations and workers were working together to protect the environment and improve the organisations' efficiency. GHRM activities will reduce and remove environmental waste, re-engineering HR goods, equipment, and processes to achieve higher productivity and lower costs (Mashala, 2018). The bottom line is to create a green culture where all workers are active in environmental management and sustainability activities. Additionally, green issues have consequences for the HR department's operations, and they can incorporate green issues and practices into normal, routine HRM activities and decisions. Researcher Mashala has critically analysed GHRM and environmental sustainability but did not consider why GHRM sometimes fail (Hossen, Ashadullah, & Islam, 2019).

GHRM is a philosophy that helps build a green workforce inside an enterprise that can recognise and respect the green culture. In the HRM cycle of recruiting, hiring and training, compensating, improving, and enhancing its human resources, such a green project will retain its green objectives. Green recruitment is a program that focuses on environmental value and makes it a central factor within the company. Performance management is the mechanism by which workers are motivated to develop their professional skills, which better meet the organisational objectives and goals. Company Policy identification culminates in success improvement. Green training and development teach staff about the importance of environmental sustainability, train them in energy-saving working practices, minimise waste, disseminate environmental knowledge within the company and create incentives for workers to participate in environmental problem-solving (Bangwal & Tiwari, 2015; Chowdhury et al., 2017).

Essentially, as businesses implement something new to the workers, they need to carry out an induction program or awareness-raising campaign for a healthy climate. The awareness program is likely to reduce the resistance to change. Training and learning are essential for the employee to ensure they are fully aware of and know the program they plan to implement into their business. When the successful organisation implements GHRM, employees' motivation towards their green job task increases as employees share the same set of values and engagement with others (Nath & Goel, 2016; Nijhawan, 2014; Zaki & Norazman, 2019).

When the employee is inspired, their performance is likely to be enhanced. That is because the motivation of the workers and the work performance are interlinked. Job performance is an employer benchmark for assessing the employee's productivity and efficiency for their employment. For instance, the employer gives some project to accomplish within defined times, and the employee completes the job using only a short duration. It will show that workers are well informed and willing to execute effective environmental policies. Workers have also inspired employers to adopt pay and incentive programs for employees who participate and use sustainable measures in their day-to-day jobs. Employers will reward those in the green organisation who

demonstrate their ability to develop (Caliskan & Esen, 2019; Khan & Zubair, 2019; Mashala, 2018).

Several authors have suggested as an addendum to the argument that it is necessary to encourage a great deal of technical and management skills among all the staff of the organisation in order to establish an effective corporate green management program in companies. Green recruitment and selection are regarded as one of the HRM practices that allow an organisation to implement green HRM initiatives to prospective job applicants. Researchers have opined that the selection and recruitment process can be digitalised to reduce the paper and use saving nature (Sakka, 2018; Schramm, 2012).

In October 2002, the government adopted the National ICT Policy for the growth of the ICT sector within overall national development. This policy's perception aims to build by the year 2006 an ICT-driven nation consisting of a knowledge-based society. With this in mind, a country-wide ICT infrastructure will be developed to ensure every citizen's access to information to facilitate people empowerment and enhance democratic values and standards for sustainable economic development through the use of infrastructure for human resource development, governance, e-commerce, banking, public utilities and all kinds of online ICT-enabled services (Khan, 2004). Infrastructural growth and technology transfer worldwide are required to disseminate ICT information to even the country's remote regions. The government has been taking interventions to promote ICT among all spheres of people, including the population in hard-to-reach areas (Kashem, Faroque, Ahmed, & Bilkas, 2013, pp. 165-166).

Rawashdeh (2018) have argued that sustainability and environmental entanglements are becoming the most crucial driver of HRM practices, but the literature and academic work have limited resources. Organisations can enjoy environmental sustainability and positive performance when human resources practices are linked to issues of environment and sustainability. GHRM can only be achieved if the organisations have easy access to IT facilities. Zhang, Luo, Zhang, & Zhao (2019) have studied the influence of GHRM activities on green workplace conduct from an IT and Information System (IT / IS) viewpoint. The authors argued that employees receive green information from the company and gather information to enhance their own awareness of the climate, become more aware of the value of the green environment to individuals and organisations, and then stimulate the need for relevant information. However, this activity demands proper utilisation of IT facilities.

2.1 Conceptual Framework and Working Hypotheses

Awareness of quality is accomplished when workers switch from merely looking at a product or process to seeing it instead of taking enough time to do something to change it. Quality means improved product quality, more robust work ethics and a more significant employee commitment to better customer service (Apostolou, 2000). Efficient HRM associates the five functional areas: Personnel, creation of human capital, wages and benefits, health and safety, and workplace and labour relations. Previous research has found that

employees in manufacturing industries are not satisfied with human resource planning. Nijhawan (2014) have stated that using the principles and policies would be difficult if the employees are not motivated.

For people, motivation is crucial to remain or work hard in the position in which they were appointed. This is critical because the motivation of employees is linked to their everyday job, their workplace surroundings. For example, if workers are working under stressful conditions, being pushed beyond limits every single day affects their workplace emotions and performance. Green Human Resources Management (GHRM) can be a necessary organisational tool to implement sustainability in traditional HR practices, policies, climate change goal techniques, and HR management strategic dimensions. Based on systemic employee motivation review and Green HRM's were evaluated. Studies found that the trends had evolved, and the subjects were intersected with employee engagement and Green HRM (Hosain & Rahman, 2016).

Going green in HRM demands strong motivation of both employers and employees. Assisting in safe environment projects, embedding green concepts in managing people at work also demands spending money while greening the workplace and the use of IT facilities. The null hypothesis would be that there is no effect on employee motivation for achieving environmental sustainability. However, previous research argued that there is a relationship between the independent variable "employee motivation" using GHRM to ensure environmental sustainability. It can be hypothesised that employee's motivation has a significant effect on to use of GHRM for achieving environmental sustainability (H_1).

There are many ways to ensure green in the HRM system, such as plantation in the office compound, using less carbon emitted vehicles, encouraging paper-free office work. Previous research has found that business organisations can contribute to environmental sustainability using information technology in day-to-day routine office work. Employee training and development may use IT facilities. Researchers have also opined that business organisation should have easy access to IT facilities. National IT policy should encourage business organisation for easy access that will facilitate GHRM (Hosain & Rahman, 2016; Opatha & Arulrajah, 2014).

GHRM includes reducing carbon footprint through less paper printing, video conferencing and interviews. Associations are swift to dismiss when ages sympathise with the future ideas behind the abundance of knowledge beforehand. Currently, many corporations are using IT facilities for reducing paperwork, training and recruitment, daily routines and all these demands a sound IT system readily available in hand. Easy access to IT facilities is likely to promote GHRM, ensuring environmental sustainability (Bratton & Gold, 2016). The null hypothesis would be that there is no effect of access to IT facility for achieving environmental sustainability. However, previous research argued a relationship between the independent variable "access to IT facility" using GHRM to ensure environmental sustainability. Therefore, the researcher

hypothesised that access to IT facilities significantly affects using GHRM technology to maintain environmental sustainability (H_2).

Chandani, Mehta, Mall, & Khokhar (2016) have found that employees have a higher level of commitment when they find their supervisors are engaged and posit a positive attitude for using an effective HRM system. Bhuiyan (2010), while studying HRM practices in Bangladesh, has opined that the participation of employees in the decision-making process at work is essential for motivation. Comprehensive engagement in decision-making ensures that committed workers perform exceptionally. This participatory method increases workers' capacity to solve issues and become committed to the company's progress. Appelbaum et al. (2013) have noted that workers' lack of dedication and engagement influences their intent to leave. Finally, one essential fact noted is the low level of employee engagement and commitment that currently limits the enterprise to achieve higher performance levels.

HRM activities such as career progression, employee involvement, work protection, performance reviews, incentives & acknowledgement, training & growth are essential predictors of employee commitment. Aktar & Pangil (2018), in their study, have found that employee commitment strongly mediates the relationship between HRM practice and employee engagement. Committed employees are assets to the organisation. They can take on any hurdles and go with the company's overall goal and objectives. Employee commitment should be the priority if an organisation wants to embrace the benefit of GHRM. The null hypothesis would be that there is no effect on employee commitment to achieving environmental sustainability. However, previous research argued that there is a relationship between the independent variable "employee commitment" using GHRM to ensure environmental sustainability. Therefore, the researcher alternatively hypothesised that employee commitment may significantly affect GHRM in business organisations to achieve environmental sustainability (H_3).

METHODS AND MATERIALS

Post-positivism is closely associated with quantitative research. Researchers following this paradigm carry out research based on a cause-and-effect rationale, emphasise variables that can be interconnected, conduct detailed measures of variables, and test and refine theories (Krosnick et al., 1975). This research is based on a post-positivism approach to finding out the cause-and-effect relationship of a defined set of independent variables to a dependent variable. The study was designed to collect survey data from textile industries and carry out in-depth analysis. From a positivist perspective, research is characterised as a systematic and scientific quest for relevant knowledge on a given subject.

3.1. Population, Sampling, and Data Collection Procedure

This research study population covers all Bangladesh Textile industries registered under the Bangladesh Textile Mills Association (BMTA). Approximately 61 million people are working in the textile industries in Bangladesh. This research is confined to the spinning, knitting, weaving

industries, and dyeing finishing industries. The target population is the members serving in managerial and non-managerial posts. A total of 243 spinning, weaving, knitting and dyeing-finishing industries are registered under BMTF. There are 573,000 full-time employees beside approximately another 600,00 daily labour serving in the master role in Bangladeshi textile industries. The number of managerial and non-managerial staff would be approximately 4374 (18 manager and non-managers approximately in each industry). Managers and non-managers staffs' opinion is crucial for the success of the study. Therefore, this study's unit of analysis is individual managers and non-managers staff at different level (strategic, tactical, and operational level) of Bangladeshi textile industries.

The non-probability sampling technique was used in the study to increase external validity (Tashakkori & Teddlie, 2010). The purpose is to select a large number of collectively representative cases of the population of interest and lead to a breadth of information (Patton, 2002).The sampling strategy for the study involved non-stratified simple random sampling. Krejcie and Morgan (1970) suggested that the sample measurement technique was considered to calculate the sample size (n-357). The researchers preferred to collect the data through email due to the ongoing pandemic of COVID-19.

3.2. The Survey Instrument

GHRM is a new concept where much empirical research and instrument are limited. An accurate, validated research instrument may not be available to adopt for the research study. Moreover, research practice in the context of Bangladesh is infrequent. Therefore, the researcher decided to adapt the research instrument from existing literature. For example, items for motivation variable were adapted from Kiyani et al. (2011); access to IT facilities variables items are derived from the DeLone & McLean (2003). The employee commitment measuring scale was adapted from Hayday (2017). The entire research instrument, being newly developed, demanded content validation and reliability. Therefore, the researcher carried out content validation indexing analysis before a pilot test and reliability (Cronbach α) was calculated after the pilot test. After the data collection for the final study, the computer-aided software package SPSS was used to analyse data. The research model and hypotheses were tested using multiple regression analysis and Coefficient's analysis.

3.3. Validity and Reliability of the scale

The researcher consulted with seven experts (four academicians and three senior managers from the industry) for the content validity test. The professionals were asked to rate the items (those directly linked to each latent construct) on a four-point scale of 1-not relevant, 2-somewhat relevant, 3-relevant, and 4-perfectly relevant. Validation comes in two varieties. For measuring item validation, item-wise CVI (I-CVI) was calculated, and scale-wise validation (S-CVI) was calculated for measuring the entire construct (Yusoff, 2019). Yusoff (2019) 's suggested calculation for I-CVI and S-CVI

was used for the calculation. Table 1 displays the results. Due to space and word constraints, only S-CVI are displayed. All four constructs were kept because they have sufficient S-CVI values (S-CVI values >0.83). To confirm the scale's reliability, the researcher conducted a pilot test-taking sample of (n-75) from both industries. Cronbach alpha for the subscales was more significant than 0.7, indicating that the constructs measure what they are supposed to measure.

Table 1: CVI results in brief.

Latent Constructs	Initial Items	Dropped Items	S-CVI	Final Items remaining
Motivation	8	2	0.830	6
Access to IT	7	1	0.950	6
Commitment	8	2	0.830	6
Managers' Proclivity for GHRM	8	1	0.915	7

3.4. Data Collection Procedure

The researcher collected an email address from 1230 managers and non-managers from BTMA belong to 48 textile industries. After repeated request, 389 respondents sent a reply with the complete instrument. The valid response rate is 31.62% which is satisfactory. The respondents were given the option to answer within a five-point Likert scale where one denotes strongly disagree, and five denotes strongly agree.

3.5. Data Analysis procedure

Data were analysed using the Statistical Package for Social Science (SPSS) for demographic variables and the Partial Least Squares Equation Modeling (PLS-SEM) for model analysis and hypothesis testing. When researchers need to test the cause-and-effect relationship of exogenous latent constructs with the predicted variable, PLS-SEM is the which is a variance-based analysis technique. SmartPLS is a second-generation statistical analysis software that researchers use to test the SEM model and hypothetical relationships.

RESULT

The collected data was carefully entered into the SPSS program. The Mahalanobis distance test was used; the critical value (40.767) with 31 degrees of freedom was less than the threshold (43.770), indicating that the data is free of outliers. The researcher assured the respondents of strict confidentiality and used Harmen's single factor test to ensure that the data set was free of common method bias. A single item variance accounts for less than half of the variance, ensuring that the data is free of common method bias.

4.1. Respondents Profile

According to Table 2, the number of male respondents (n-338) is larger than the number of female respondents (n-19); this result is not surprising given that

earlier studies have concluded that female participation in a Bangladeshi business enterprise is significantly lower than in other Asian countries (Akhter, Saha and Mahfuz, 2019). The majority of respondents are between the ages of 41 and 50, have 11 to 15 years of service experience, and work at the tactical level. Perceptions of such middle-aged managers are crucial for the study who remain in the driving seat of industrial decision making. Few respondents did not disclose their marital status and education qualification. However, such a demographical variable has little implication in the study.

Table 2: Respondent's Profile

Demographic Variables	Categories	Frequency	Per cent
Gender	Male	338	94.7
	Female	19	5.3
Age	Below 30 yrs	86	24.1
	30 to 40 yrs	91	25.5
	41 to 50 yrs	110	30.8
	Above 51 yrs	70	19.6
Marital Status	Married	307	86.0
	Unmarried	19	5.3
	Divorced	18	5.0
Missing		**13**	3.6
Appointment Level	Strategic Level	73	20.4
	Tactical Level	119	33.3
	Operational Level	165	46.2
Service Experience	Less than 5 yrs	88	24.6
	6 to 10 yrs	73	20.4
	11 to 15 yrs	125	35.0
	16 to 20 yrs	37	10.4
	Above 21 yrs	34	9.5
Education	HSC	23	6.4
Qualification	Bachelor's Degree	157	44.0
	Master's Degree	156	43.7
	Mphil/ PhD/Other	15	4.2
Missing		**5**	1.4

4.2. Partial Least Squared – Structural Equation Model Assessment

Before carrying out the predictive analysis, the data set needs to be tested, primarily when a model is studied empirically (Joseph F Hair et al., 2018). The SEM model is a reflective model where arrows point towards the items (See Figure 2). Hair, Howard and Nitzl (2020) have argued that researchers using PLS-SEM should carry out confirmatory composite analysis before the hypothesis test for achieving reliability and validity of the acquired data.

4.2.1. Confirmatory Composite Analysis (CCA)

Conformal factor analysis (CFA) has traditionally been used to develop and measure constructs reflecting the domain model; however, Hair, Howard and Nitzl (2020) have newly introduced PLS predict for CCA. All indicators outer

loadings are found above the threshold (0.708) except two items under motivation construct those extreme loaded low (referring to figure 2). Table 3 presents the indicator's cross-loading, where all loadings are higher than their corresponding loadings. Construct reliability and validity is measured with Cronbach Alpha (should be above .7), Composite reliability (should be above 0.7), and Average Variance Extracted (AVE) should be above 0.5 (Joseph F Hair et al., 2018). Table 4 shows the construct reliability and validity report, and the data set found meeting all the required threshold.

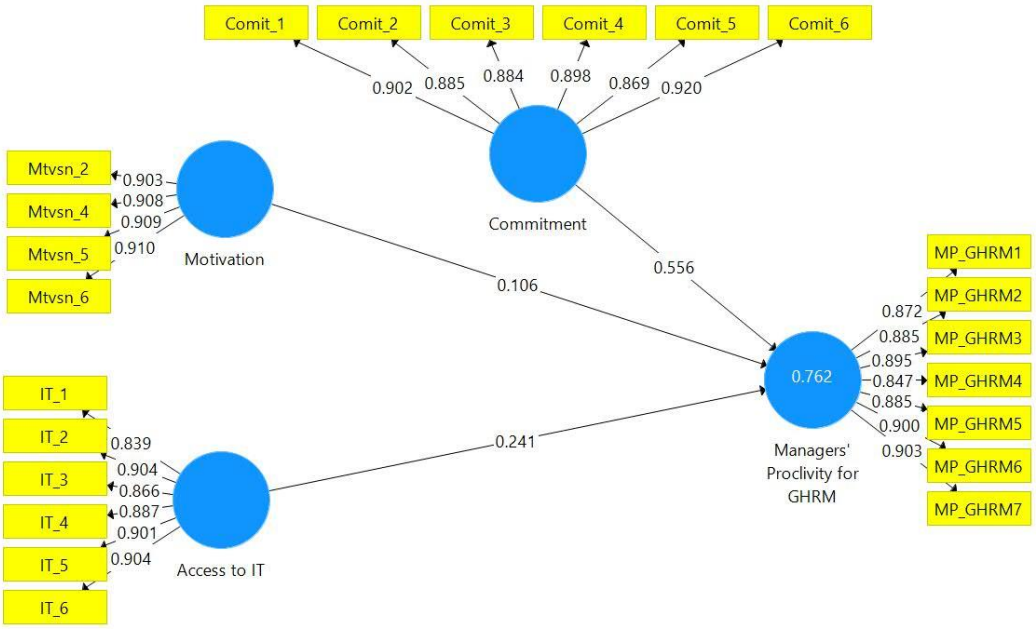

Figure 2: Indicator outer loadings and R^2 value (PLS algorithm output)

Table 3: Cross loadings

Indicators	Access to IT	Commitment	Managers' Proclivity for GHRM	Motivation
Comit_1	0.874	**0.902**	0.774	0.635
Comit_2	0.853	**0.885**	0.751	0.647
Comit_3	0.848	**0.884**	0.779	0.690
Comit_4	0.869	**0.898**	0.780	0.657
Comit_5	0.833	**0.869**	0.756	0.648
Comit_6	0.902	**0.920**	0.805	0.668
IT_1	**0.839**	0.808	0.718	0.590
IT_2	**0.904**	0.880	0.774	0.643
IT_3	**0.866**	0.832	0.749	0.646
IT_4	**0.887**	0.863	0.740	0.629
IT_5	**0.901**	0.862	0.792	0.667
IT_6	**0.904**	0.881	0.763	0.669
MP_GHRM1	0.752	0.758	**0.872**	0.639

MP_GHRM2	0.773	0.778	**0.885**	0.633
MP_GHRM3	0.773	0.791	**0.895**	0.593
MP_GHRM4	0.695	0.716	**0.847**	0.582
MP_GHRM5	0.745	0.748	**0.885**	0.582
MP_GHRM6	0.768	0.787	**0.900**	0.612
MP_GHRM7	0.786	0.786	**0.903**	0.629
Mtvsn_2	0.666	0.678	0.664	**0.903**
Mtvsn_4	0.641	0.654	0.618	**0.908**
Mtvsn_5	0.609	0.621	0.578	**0.909**
Mtvsn_6	0.709	0.714	0.638	**0.910**

Table 4: Construct reliability and validity

Latent Constructs	Cronbach's Alpha	Composite Reliability	AVE
Access to IT	0.944	0.955	0.781
Commitment	0.949	0.959	0.798
Managers' Proclivity for GHRM	0.953	0.962	0.782
Motivation	0.928	0.949	0.823

Hair *et al.* (2018) also suggested carrying out a model assessment considering the determination coefficient (r^2). The data set achieved an r^2 value of 0.762, indicating that the exogenous latent constructs (Attitude for PDM, subjective norms and perceived behavioural control) together explain 76.2% variance on the dependent variable (referring to Figure 2).

4.2.2 Predictive Model Assessment (Using PLS predict report)

According to Shmueli et al. (2019), a research model's predictive ability should be evaluated as part of every research project. Researchers' ability to make falsifiable predictions about recent findings is used to test the functional validity of hypotheses and analyses. This narrow focus on metrics for assessing a model's explanatory power is problematic because the best predictive model may differ from the best explanatory model. PLS prediction relied on the principles of separate training and holdout samples to estimate model parameters and evaluate a model's predictive capacity. Examine the Q2 predict value from the PLS-SEM study for each predictor. A negative Q2 predict value indicates that the model is poor at forecasting the future. Table 5 displays the PLS predict report.

Table 5: PLS Predict report

Items	PLS - MAE	Q^2_predict	MAE	Difference
MP_GHRM1	0.649	0.585	0.665	-0.016
MP_GHRM2	0.654	0.613	0.682	-0.028
MP_GHRM3	0.724	0.619	0.719	**0.005**
MP_GHRM4	0.701	0.512	0.736	-0.035
MP_GHRM5	0.59	0.562	0.623	-0.033
MP_GHRM6	0.69	0.616	0.707	-0.017
MP_GHRM7	0.712	0.627	0.727	-0.015

According to Shmueli *et al.* (2019), when the majority of the PLS Mean Absolute Error (MAE) yields more minor prediction errors compared to the linear regression model (LM), this indicates a medium predictive power. As we can see in Table 7, maximum items (PLS- SME) have lower error than the LM model, except MP_GHRM3 (number of folds – 20, number of repetitions – 20) we can say that the three exogenous latent constructs have moderate prediction power.

4.3. Hypotheses Testing

Hypotheses were tested using the PLS bootstrapping procedure (5000, subsamples). The bootstrapping report showing path coefficient, t statistics and p-value are presented in table 8. H_1 posited that managers' motivation towards GHRM might have a significant effect on his/her proclivity for using GHRM to achieve environmental sustainability. The bootstrapping result shown in Table 6 indicates that the result failed to reject the null hypothesis since the path coefficient (β) is 0.106, t=-2.830 and p=.005 (p<0.05), which is statistically significant. Therefore, the study finds support for the alternative hypothesis (**H_1 – Supported**).

Table 6: PLS bootstrapping report for hypothesis testing

Path Relationship	Hypothesis number	Path Coefficient	Standard Deviation	T Statistics	P Values
Motivation -> Managers' Proclivity for GHRM	H_1	0.106	0.037	2.830	0.005
Access to IT -> Managers' Proclivity for GHRM	H_2	0.241	0.097	2.489	0.013
Commitment -> Managers' Proclivity for GHRM	H_3	0.557	0.099	5.649	0.000

Independent variable access to IT facility affect the dependent variable (managers' proclivity for GHRM) since β = 0.241, t=22.4891 and p=.013. The study rejects the null hypothesis in favour of the alternative hypothesis. Therefore, the study confirms that an organisation's access to the IT facility significantly affects managers' proclivity for GHRM (**H_2 – Supported**).

H_3 was posited that managers' commitment might significantly affect managers' penchant for using GHRM to achieve environmental sustainability. The result supports the hypothesis since the result shown in Table 6 indicates that β=0.557, t=5.649, while the p=.000. The study rejects the null hypothesis in favour of the alternative hypothesis. Therefore, the study confirms that commitment positively impacts managers' proclivity for GHRM (**H_3 – Supported**).

DISCUSSION AND CONCLUSION

GHRM practice has a significant contribution to achieve environmental sustainability. This study was undertaken to assess if managers' motivation, organisation's access to IT facility and managers' commitment affects their proclivity for using GHRM to achieve environmental sustainability. All three

hypotheses were supported. GHRM practice is a managerial initiative, and they should take the leading role in contributing to the national environmental sustainability program. The result of this study found a significant positive effect on managers motivation for GHRM to achieve environmental sustainability. Bangladesh has remarkable progress in the IT sector over the past few decades. All industries are using internet-based office work, including daily HRM practice. The respondent opined that IT facilities do influence using GHRM for achieving environmental sustainability. The result commensurate with the previous result conducted by Bangwal and Tiwari (2015), Aina *et al.* (2019), and Zhang *et al.* (2019).

The result revealed that the hypothesis was supported. The result commensurate with the previous research. A committed employee is an asset to the organisation. He is likely to be motivated and use his resources to attain the industry's objective. Committed employees remain aware of the sustainability issues and show interest to practice GHRM (Chowdhury et al., 2017). Once committed, the managers are likely to use all possible measures like a plantation in the office area, promote and distribute sapling, use IT facilities for HRM tasks, and encourage their employees to take necessary steps to ensure activities that support environmental sustainability. The outcome of this study may not be directly applicable to every sector of Bangladesh. The study does not allow an in-depth review of HR issues and problems. Thus, the findings may not be free of limitations because all possible extraneous variables like financial constraints, policy and regulations, mass media influence, and many more may not have been identified. Thus, the findings may not be generalisable to all industrial sectors in Bangladesh. Research on GHRM in Bangladesh is rare; this research may be a platform for future researchers. Future researchers might consider the financial constraints facing by the managers for ensuring Green HRM practices. Researchers may also consider the emotional factors, workers motivation, and how best IT facilities can ensure GHRM at the workplace.

Environmentalists have repeatedly warned about the adverse effects of industrialisation on nature and the ecosystem. Governments all around the world are grappling with environmental degradation. Bangladesh has consistently been ranked as one of the most polluted nations in the world. With every passing year, Bangladesh is witnessing rising temperatures and humidity, severe flooding, pollution of rivers and unpredictable weather patterns. Environmental degradation is mainly attributable to industrial activities and mindless dumping of industrial wastes into water bodies. Corporations and industrial entities have been asked to come forward and conduct business to promote environmental sustainability and help tackle the rampant pollution around Bangladesh. Green HRM practices are hugely important for the business to carry out operations that will positively impact society and nature. Finally, it is necessary to mention that companies across Bangladesh must earnestly implement and apply Green HRM practices in line with their western counterparts if they want to remain competitive in the global economy and conduct business and operations ethically and sustainably.

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