How Up-to-date Employees are on the Environment and How that Affects Green Human Resource Management

Sharif Sabbir Ahamed

Postgraduate Student, Department of Business Studies, National University, Gazipur, Bangladesh

email: sharifsabbir111@gmail.com

ABSTRACT

The goal of this learning was to look at the green HRM methods used in Bangladesh's clothing industry and how they affect employees' green behavior at work and in their free time. This study looked at how workers' knowledge of the environment affected the connection among green HRM performs and the green things they did at effort and in their individual survives. A administered by oneself questionnaire poll was used to gather the data. 270 managers and supervisors from Bangladeshi clothing makers took part in the poll.

Moderated regression study was used to examine the study model that was proposed. The study found that green HRM practices made employees more environmental friendly at workplace and in their individual lives. These benefits were positive and statistically significant. The results show that things employees do to be green, both inside and outside of work, are probably a result of what they've learned and experienced at work. Green HRM methods had a bigger effect on workers who cared about the environment, as shown by the fact that knowing about the environment lessened the effects on green behavior at work and in their free time (Biemans, 2013). The study's results give policymakers and HR experts ideas for how to get workers to behave in ways that are better for the environment. This will help to improve environmental performance.

Contribution/Originality: *This study not only fills in a gap in the research, but it also adds to it by looking into how green HRM performs influencing workers' green behavior at work and outside of work.*

1   Introduction

Businesses are becoming more and more aware of the need to protect the earth. In the past few years, rising temperatures, shrinking natural resource stocks, and higher greenhouse gas emissions have made people more worried about the long-term health of the environment. Green programs or policies should be put in place by companies to reduce the damage they do to the environment. As part of their green efforts, many businesses are starting to use green HRM. This is because green HRM is seen as an important way for businesses to reach their green goals. The management of human resources that cares about the earth is called "green HRM." Employees are the ones who are really responsible for carrying out their companies' green efforts, so it is very important that environmental sustainability is properly covered in human resource policies (van de Voorde et al., 2011). This is because companies can only successfully carry out their green projects if their workers are involved in them. More and more researchers want to know how green HRM and other organizational efforts affect how employees act. Researchers have looked into green HRM in the past from many different fields, such as manufacturing, services, IT, hospitality, healthcare, and academic organizations, transportation, the energy sector, and the industry sector. Millions of people are working in the clothing industry, which is one of the fastest-growing in the world. However, this industry hasn't paid much attention to green HRM. In light of this, the goalmouth of this research is to look into green HRM practices in Bangladesh's clothing business. Twenty million people in Bangladesh depend on the ready-made clothes (RNG) business to make ends meet. The heavy-duty readymade garments (RMG) business, which brings in almost 20 billion USD a year, is Bangladesh's biggest employer in the industrial sector. Bangladesh's government wants the country to have a middle-income level of income by 2021 (Reshad, 2023). This business is a big part of the country's economic growth. As with all growing businesses, the RMG industry uses a lot of energy and natural resources. This means that it is to blame for more hazardous waste, greenhouse gas emissions, and resource loss. The clothing industry's production process speeds up environmental damage by polluting water and releasing color mixtures, other materials, pollutants, and chemical mixes. Because of this, the RMG industry has huge impact on

sustainability in nature, which is a very important problem on a global level right now. Along these lines, there is growing pressure on the sector to adopt more eco-friendly methods in order to protect the world. A small group of private RMG companies in Bangladesh are working hard to support green policies, like green HRM practices, to protect the environment. This is very important because both managers and workers need to care about the world for it to be sustainable. Individual performance metrics linked to green HRM have been studied. These include employees' green behavior in and out of work, their green behavior related to tasks, their voluntary green behavior, their organizational citizenship behavior, and their environmental performance. Researchers have mostly looked at how green HRM performs impact people's green behavior at workplace. They haven't looked at how these practices affect people's green behavior outside work. Actions that are good for the environment at work are similar to actions that are good for the environment in everyday life. People can learn to be more eco-friendly through their schooling, experiences, and habits. For example, they can start buying organic food, recycling, and using less water and energy as well as habits can be formed while working. However, not much study has been done on how environmental learning can be used outside of work, such as for homework, transportation, education and consumption. So, this study meets that need by looking into how the Green HRM and other green efforts at work affect how employees act green at workplace and in their own lives. Researchers have likewise investigated how orientation, natural qualities, and individual green beliefs influence the connection between green HRM and laborers' green way of behaving. There isn't much exploration of what ecological data means for the impacts of green HRM on representatives' activities that are really great for the climate. Green HRM practices might make workers bound to act in manners that are really great for the climate, yet this impact might be debilitated by the amount of information representatives possess about the subject (Saha et al., 2020). Thus, the purpose of this study is to see whether laborers' information on the climate changes the connection between green HRM and the green things they accomplish at work. This study has two objectives along these lines.

The central matter of this study is to figure out what green HRM means for laborers' green exercises while

working and in their own lives. The next step in the study is to find out how employees' understanding of the environment affects the link between green HRM and the green things they do at work and outside of work. The study adds to what's already been written by looking into how green HRM affects workers' behavior at work and when they're not working. Finally, the study adds to what we know about green HRM by looking into how learning at work can improve workers' lives and behaviors. In addition, our study adds to what has already been written by looking into how employees' understanding of the environment affects the effects of green HRM in the Bangladeshi textile sector. Figure 1 shows the main ideas behind the study.

A plan for all of the work is given below: Section 2 gives the theoretical circumstantial and literature study on green HRM, environmental knowledge, and green behavior at work and off the job so that hypotheses can be made. Section 3 talks about the study methods and tools. In Section 4, we show the findings and talk about what they mean. In Section 5, we talk about the findings. In section 6, which is the last part of the paper, the practical and theoretical effects, limits, and direction for future research are talked about.

2 Development of the Theoretical Framework and Hypotheses

2.1 Ability Motivation Theory

Using the ability-motivation-opportunity (AMO) framework, look at the relationship between green HRM and employees' green behavior, both at work and outside of work. AMO is a hypothesis that is frequently in light of the fact that it is the most famous hypothesis in the field and is utilized to concentrate on the connection between HRM practices and representative achievement. AMO hypothesis says that HRM rehearses, which work on human resources, lead to better hierarchical achievement measurements, like less waste and better item or administration quality (Yu et al., 2020). The AMO hypothesis says that organizations can arrive at their objectives with the assistance of their committed specialists. To energize this degree of devotion and ability, you can do things like recruit the perfect individuals, give them continuous preparation and development, give them cash, and remember them for navigation and collaboration. Natural execution goes up for organizations when their human asset the executives give laborers the data, inspiration, and

opportunities to act in an eco-accommodating way. Thus, green HRM assists organizations with arriving at their green exhibition objectives by finding and keeping representatives who share their qualities and have the right abilities. It additionally allows these workers opportunities to be engaged with green exercises like sharing data and tackling natural issues. People on the staff who care about the environment don't fight against green efforts. Also, these workers will be more likely to protect the environment if they are taught green skills and their pay is based on how well they do their job. Last but not the least, these workers will care more about the environment if they have chances to help making decisions by sharing their knowledge and fixing problems. Because of this, this study uses AMO theory to look into how green HRM methods in the Bangladeshi clothing industry affect both employees' green and non-green actions (Rajani et al., 2023).

2.2 Green HRM

The term "green HRM" refers to a set of HR methods that try to have less of an impact on nature. "Green HRM is the incorporation of environment awareness inside the entire HRM procedure for rewarding, employment, training and emerging a green work that recognizes and supports environment-friendly principles, practices, and initiatives," according to the announcement. "Green HRM" is a way to hire people who share the company's commitment to be environmentally friendly (Aboramadan and Karatepe, 2021). It also includes setting performance goals and awarding workers when those goals are met. "Green HRM practices" is an umbrella term for a lot of different programs that aim to make workers more aware of the environment and encourage them to live more eco-friendly lives at work and at home. So, the main goal of Green HRM is to create a green culture among an organization's employees so that they always use green projects, practices, and policies, which is good for the business and for society as a whole. For example, Shaban (2019) lists green hiring, green promotion, and green HR planning as green HRM methods that improve the environment (Mohamed et al., 2021). From a bigger picture point of view, green HRM includes five practices: green hiring, green development and training, green routine management and evaluation, green pay and benefits, and green participation and engagement. It is called "green recruitment and selection" when you look for and hire

people who care about the environment and understanding about it. Many people think this is an important part of environmental friendly HRM tactics. "Green training and development" is meant to teach workers how to be more responsible and aware of the environment. Green training changes the way employees act by making them more aware of environmental problems and discouraging them from doing dangerous things (Obaid, 2015). All of the green HRM practices work hand-in-hand, so green performance management and evaluation help figure out what kind of green training workers need. "Green performance management and appraisal" is a way to rate how well employees are following environmental management principles such as recycling more, reducing carbon emissions, protecting natural resources, making more people aware of environmental issues, and so on. The success of green performance management and appraisal affects green compensation, which is the practice of using financial and non-financial incentives to hire, encourage, and keep workers to meet environmental goals. Green compensation and benefits, as well as employee green engagement or participation in environmental management programs, are other parts of green HRM that help an organization do a better job of being environmentally friendly (Shamim,2022).

2.3   Green Behavior by Employees

Green conduct among employees is a crucial tool for enhancing environmental performance and ensuring the long-term viability of organizations. This company has a leg up in the market since its employees are the ones pushing for environmentally friendly policies and initiatives. The company's sustainability goals can be achieved when workers take ecologically responsible actions. Researchers advocated for environmental conscious practices implemented by employees as having a positive impact on the world. Conversely, it might be described as the measures taken by workers to reduce their impact on the natural world. A few examples of what people can do are to switch off lights when they're not in use, cut water and electricity use in half, print on both sides of the paper, ride bikes to work instead of driving, avoid wasting resources, recycle what they can, and support environmentally conscious companies. Green behavior among workers is a key way to improve environmental performance and make sure that businesses will be around for a long time. These workers at this company are working for eco-

friendly policies and programs, which gives them an edge in the market. The company can reach its environmental goals if its workers act in ways that are moral for the environment. Workers should be inspired to do things that are good for the environment because they have a positive effect on the world. On the other hand, it could be called the steps that people take to lessen the damage they do to nature. People can print on both sides of the paper, save water and energy by half, turn off lights when not in use, ride bikes to work instead of driving, avoid wasting resources, recycle what they can, and buy from companies that care about the environment.

The employee's own actions, like turning off the computer or the light when they get home from work, cause this behavior, which is above and beyond what is required of them. Green things that workers do both at work and when they're not are looked at separately in this study. This division makes sense because some studies have made a difference between "private green behavior" (PGB) and "organizational citizenship behavior for the environment" (OCBE) (Unsworth et al., 2021). To be clear, "green behavior" at work includes things like turning off computers and other office equipment when they're not in use, encouraging coworkers to save water and electricity, cutting down on paper use by using electronic media, coming up with new ways to deal with environmental problems, helping other companies start green initiatives, and sharing what you know about the environment with your coworkers. "Off-the-job green behavior" on the other hand, includes doing eco-friendly things when you're not at work, like buying organic food, avoiding single-use plastics, shopping for products that can be used for more than one thing, using less water, electricity, and gas, not littering, taking the bus instead of driving short distances, and encouraging others to do the same (Wood et al., 2021).

2.4   Green Human Resource Management (HRM) and Employee Green Behavior

One idea that comes up a lot in writing about green HRM is that using green HRM techniques can get employees to act in more environmentally friendly ways. It is the goal of green HRM to get people to care more about the environment by getting them to do better things at work and in their spare time. Five common parts of green HRM practices are participation, training and development, performance

management, pay and reward systems, and hiring and picking. AMO theory says that companies should do the following to get people to be more environmentally friendly: hire people who care about the environment and have knowledge about green issues; let new employees know about the company's green efforts; give them green training; set environmental objectives and marks; give them consistent feedback; and offer both monetary and non-financial prizes for doing the right thing. This is since green employment, green teaching, green performance reviews, green pay, and green empowerment all send a message to workers about what is expected of them and why these practices are good for them. Because of this, workers care more about protecting the environment and are more motivated to do good things at work (Wood et al., 2021). Through green training and regular feedback, employers can get their workers to engage in behaviors that are good for the world at work. It doesn't matter if employees are told to go green or not; their creativity and new ways of looking at environmental problems will help the company reach its green goals. If you use green HRM methods, you can be sure that your employees will do both required and voluntary green things. The use of green HRM methods has also been linked to employees being more environmentally friendly, both at work and when they're not. Many actions that are good for the environment at work or within a company are the same as actions that are green outside of work, like in our personal lives. So, when workers do greener things, it might affect how green they are at work and in their personal lives. The things that workers learn, do, and get used to at work may affect how they treat the environment at home in good ways. For example, they may choose to eat organic foods, not use plastic packaging, recycle, and use less water and energy which means it makes sense to think that green HRM practices will lead to green behavior at work and outside of work.

H1: The first hypothesis is that green HRM makes workers more aware of how their actions affect the world.

H2: There is a positive link between green HRM and the green things that workers do outside of work.

## 2.5 *Having a Moderate Level of Environmental Knowledge*

Environmental understanding is how interested someone is in environmental problems and possible solutions. People have said that environmental knowledge means knowing about environmental issues and how to solve them. It's also been called a type of general information that covers things like ecosystems, natural surroundings, protecting the environment, and more. To sort through environmental data, fix environmental issues, and judge the success of actions that are good for the environment, one needs to know about them. Several studies have found that employees' plans to action in behaviors that are good for the environment depend on how much they know about the subject. People who know about environmental management, waste management, and efficient resource utilization refers to do things that are decent for the atmosphere at work, like turning off computers, lights, and fans when they're not in use, using less water and electricity, production on both edges of the paper, using electronic media to cut down on paper use, not using nonrefundable cups for tea, and taking the stairs instead of the lift (Fawehinmi et al., 2022). So, managers' acts that are good for the environment at work depend on how much they know and understand about the environment. Using green products in your daily life is one way that knowing about the environment can change what you do when you're not at work. People who care about the environment are more likely to buy organic foods, things with green labels, and trash cans, which supports this claim. People who care about the earth may be willing to pay more for green items. By learning about their surroundings, people can stop themselves from doing a certain habit. For example, people have stopped using hair sprays since it became known that chlorine fluoride is bad for the earth. Therefore, it makes sense that people will be more likely to act in an environmentally friendly way if they know a lot about these problems. It is well known that green HRM practices make employees more likely to act in a green way. But it's likely that workers' knowledge of the environment would weaken this link. It is agreed that environmental knowledge, when used as a moderator instead of a direct effect, helps to get people to act in ways that are good for the environment. It also strengthens the relationship between environmental knowledge and green behavior activation model (NAM) participation (Bashirun and Noranee, 2020). The study comes to the conclusion that green HRM does affect how environmentally friendly employees are at workplace and in their own lives. However, this effect can be lessened if employees know more about the environment.

H3: The effect of green HRM on employees' green behavior at work is tempered by how much they know about the environment. This means that the effect is better for employee who know more about the environment and weaker for those who don't.

H4: Green HRM has a bigger effect on workers' green behavior outside of work when they know more about the environment and a smaller effect when they know less.

Figure 1: Conceptual Framework
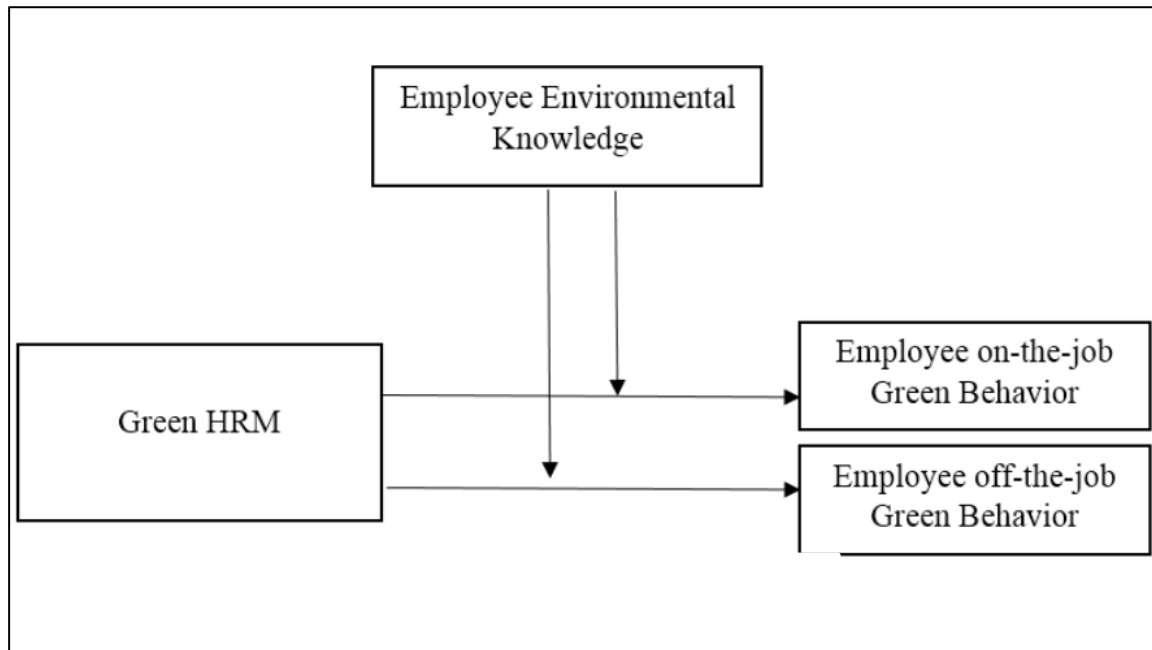
3   Methodology

3.1   Subjects and Methodology

This study used a quantitative research method to look at how green HRM affected workers' green behavior on and off the job, as well as how environmental knowledge changed that relationship. There was a survey tool and measurement scales used to look at the conceptual model and the suggested link. Before the final test, a pretest was given to make sure the questionnaire was valid in terms of its content. Following a review of the pre-test comments, Khulna University professors and human resource management professionals in Bangladesh helped improve the content of the questionnaire. After the questionnaire was finished, it was sent out to collect data that would be used to test the theories. The poll that was made had two parts. 27 closed-ended questions made up the first part. They were used to measure green HRM, green behavior at work, green behavior outside of work, and environmental knowledge. The second part of the poll was made up of six questions about the respondent's name, age, gender, income, number of years working, and job title.

A questionnaire poll that managers of ready-made garments (RMG) workers filled out on their own was used to collect data. The poll ran from October 31, 2020, to December 30, 2020. The garment workers were chosen by hand from the huge factories in Dhaka, Gazipur, and Savar, which are Bangladesh's most important garment-making towns. Large clothing companies were chosen because people around the world want to use and buy things that are good for the environment. There are formalized methods for managing human resources in these factories, and they care about the environment and have to follow international environmental standards. Reaching out to the factories' HR teams was the first thing that had to be done to choose the sample staff. The HR managers gave us a list of all the employees from which to choose. About 400 questionnaires were sent by email or given

in person. The answer rate for the 313 surveys sent in by mail was 67.50 percent, which means that 270 of them were valid. The number of questions (m) in N > 50 + 8m, which is the sample size, showed that a minimum sample size of 266 was needed to test the hypotheses. In this case, the 270 responses were enough. In this case, the answer rate was good. Table 1 shows the basic information about the people who took part.

3.2 Measurements

A 6-item scale that was slightly changed to fit the research setting was used to measure green HRM. These are: "evaluating green expertise, mindsets, and abilities while choosing any worker," "offering workers with green training to promote green understanding, beliefs, and skills," "set green goalmouths for its staffs to accomplish the organizations' environmental objectives," "linking workers workplace green behaviors to rewards and compensation," as well as "allowing for workers' workplace green behavior in promotion." All of these parts are necessary for a healthy workplace.

People were asked to rate each item on a 5-point Likert scale, with 1 sense "strongly disagree" and 5 sense "strongly agree. "A 7-item scale was made to rate how workers treated their work environment while they were on the job. Activities like "sharing information about environment guard issues with coworkers," "turning off light, AC, fan or other office kit after office time," "inspiring coworkers to save electricity or water," "using e-media to decrease the paper use in workplace," "carrying new ideas to discourse the environmental issues in the organization," plus "participating in the organization's environment friendly programs" are all included. A 5-point Likert scale was used to grade the test, with 1 denotation "strongly disagree" and 5 denotations "strongly agree." While workers were not on the clock, their green behavior was judged on a 7-point scale. The study's setting shaped the small changes that were made to the goods. "Shopping for organic fruits and vegetables," "not purchasing products packaged in plastic," "purchasing products with reusability or recycling potential," "not wasting energy like power, gas or water," "not littering," "not driving long distances," plus "inspiring others to follow suit." People were asked to rate each item on a 5-point Likert scale, with 1 meaning "strongly disagree" and 5 meaning "strongly agree." We made a 7-item scale to see how environmentally aware the workers were. For

example, "being conscious of the environmental damage," "deliberate how to protect the environment from contamination," " Having knowledge and understanding of climate change because of environment contamination," "knowing what renewable energy is and methods for its promotion," " Understanding the habits of an individual may harm the environment," " Acquiring the knowledge of choosing and utilizing environmentally sustainable items," along with " Acquiring knowledge on water, gas, or power conservation" are included. There was a 5-point Likert scale used to record the answers. A 1 meant "strongly disagree" and a 5 meant "strongly agree." Nominal and ordinal scores were used to measure age, gender, income, and experience. The age, gender, salary, and level of knowledge of respondents may have an effect on how green employees are at work and in their personal lives, the study found. Because of this, the study carefully took into account all of the factors.

4 Analysis of Data and Presentation of Results

SPSS 23.0 was used to look at the survey results. We looked at how green HRM methods were used in Bangladesh's clothing industry using descriptive statistics like mean and standard deviation. We could find out how strongly the study variables were linked to each other by using correlation analysis. The study's theories were also put to the test with moderated regression analysis.

4.1 Characteristics of the individuals participating in the survey

Table 1 shows the types of people who answered. About 58.1% of the 270 people who filled out the survey were guys and 41.9% were women. About 19.3% of the people who took part were between the ages of 21 and 30, 32.6% were between the ages of 31 and 40, 37.8% were between the ages of 41 and 50, and 10.4% were aged 50 and up. As for how much money people made each month, 6.7% made between 21,000 and 30,000 TK, 35.6% made between 31,000 and 40,000 TK, 42.6% made between 41,000 and 50,000 TK, and 15.2% made more than 50,000 TK. Of those who were asked how long they had been working, 27% had less than two years, 28.5% had two to four years, 23% had five to seven years, 18.1% had eight to ten years, and the last 25% had ten years or more. Everyone who answered worked full-time in the clothing business

in Bangladesh.

Table 1: Demographic Characteristics of the Respondent (n=270)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	157	58.1
	Female	113	41.9
Age	21-30 years	52	19.3
	31-40 years	88	32.6
	41-50 years	102	37.8
	Above 50 years	28	10.4
Income (Tk)	21,000 – 30,000	18	6.7
	31,000 – 40,000	96	35.6
	41,000 – 50,000	115	42.6
	Above 50,000	41	15.2
Working Experience	Less than 2 years	73	27.0
	2-4 years	77	28.5
	5-7 years	62	23.0
	8-10 years	49	18.1
	More than 10 years	9	3.3

4.2 Descriptive Analysis

Here, the table shows descriptive statistics and inter-correlations for each of the study's constructs. Green HRM (r = 0.407, p < 0.01) and green HRM overall (r = 0.468, p < 0.01) were both linked to employees' green actions on and off the job. Our idea that environmentally friendly HR practices are linked to employees being more environmentally friendly at work and in their personal lives seems to have some support from these results.

Table 2: Means, SD and Inter-correlations

Variables	Mean	SD	1	2	3	4
1. Green HRM	4.33	0.39	(0.794)			
2. Employees' on-the-job Green Behavior	4.20	0.40	0.407**	(0.730)		
3. Employees' off-the-job Green Behavior	4.15	0.46	0.468**	0.601**	(0.705)	
4. Employees' Environmental Knowledge	4.15	0.44	0.387**	0.534**	0.562**	(0.744)

Notes: *P <0.05, **P<0.01.
Figures in the parentheses presents Cronbach alpha scores.

4.3 Hypothesis Testing

The study's assumptions were looked at using moderated regression analysis. When it changes the power of the relation between the independent and dependent factors, a moderating variable moderates the relationship. The first part of our three-stage regression analysis was control factors. The second part was major effects variables, and the third part was interaction variables. To guess how workers' knowledge of the environment affects their green actions at work and off of it. The study started with the idea that green HRM is related to green behavior at work (H1) and that employee knowledge of the environment affects this relationship (H3). This means that the effect is stronger when employees know more about the environment and weaker when they know less. After taking into account

the respondent's age, gender, income, and experience, Table 3 shows that there was a strong and positive link between green HRM and employees' green action on the job (β = 0.228, P < 0.001). In this way, the first theory was proven true. Green HRM and employees' green behavior on the job are related, but what employees know about the environment has a big impact on the relationship. This is shown in Table 3.

The interaction term (Green HRM x Environmental Knowledge) also had a big impact on employees' green behavior on the job (β = 2.924, P <0.001). It was possible for the interaction term to explain 3.1% more of the independent variable. This was due to an R^2 change of 0.031 and an F change of 13.039. This meant that the third theory was true.

Table 3: Results of Moderated Regression Analysis

Dependent Variable: Employee On-the-Job Green Behavior						
Predictors	βeta	t-value	p-value	F-value	R²	Change in R²
Control variables						
Gender	−0.042	−0.691	0.490			
Age	−0.153	−2.405	0.017	1.948	0.029	0.029
Income	0.119	1.858	0.064			
Experience	−0.100	−0.157	−0.876			
Main effects						
Green HRM	0.228	4.174	0.000	22.510	0.339	0.311
Environmental Knowledge	0.438	7.978	0.000			
Interaction effect						
Green HRM x Environmental knowledge	2.924	3.611	0.000	22.040	0.371	0.031

It was also thought that green HRM is linked to employees being more environmentally friendly when they're not working (H2) and that this link is influenced by how much employees know about the environment (H4), with more knowledgeable employees having a stronger effect and less knowledgeable employees having a weaker one. Table 4 shows that green HRM was significantly and positively linked to workers' green behavior outside of work (β = 0.292, P < 0.001). This was true even after taking into account respondent

age, gender, income, and experience.
This means that the second theory is true. One way that green HRM and environmental knowledge affected the link between green HRM and employees' green actions outside of work is shown in Table 4 (β = 1.847, P < 0.001). By changing the R^2 number (.012) and making the interaction term bigger by 5.663%, the independent variable's ability to predict things goes up by 1.2%. As a result, the results supported the link of moderation that had been suggested (H4).

Table 4: Results of Moderated Regression Analysis

Dependent Variable: Employee Off-the-Job Green Behavior						
Predictors	βeta	t-value	p-value	F-value	R²	Change in R²
Control variables						
Gender	−0.075	−1.247	0.213			
Age	−0.212	−3.382	0.001	3.720	0.053	0.053
Income	0.109	1.720	0.037			
Experience	−0.079	−1.275	0.204			
Main Effects						
Green HRM	0.292	5.641	0.000	30.401	0.410	0.356
Environmental Knowledge	0.431	8.311	0.000			
Interaction effect						
Green HRM x Environmental knowledge	1.847	2.380	0.018	27.329	0.422	0.012

5   Discussion

The AMO theory was used to create and test a model that said green HRM would make employees more environmentally friendly at work and in their free time, and that employees' knowledge of this effect would change how it worked. The results of the study supported the <u>hypothesized</u> link. People who worked for green HRM companies were more likely to act in a green way at work. According to these results, green HRM practices in the clothing industry would make workers more eco-friendly on the job. For example, employers could look at candidates' environmental attitudes and skills when hiring, teach workers how to be more efficient with water, electricity, and other resources, track their progress on a green performance metric, and reward them for their efforts. This result agrees with that of, which also found that green HRM practices improve the different types of environmentally-friendly behavior workers show at work, such as green behavior that is required by their job, green behavior that is extracurricular, green behavior that is related to their job, and voluntary green behavior.

People who work for companies that use green HRM are more likely to act environmentally friendly when they're not at work. The results show that green HRM practices affect how environmentally friendly employees act both at work and in their personal lives (Rani and Mishra 2014). This suggests that the environmentally friendly actions employees take outside of work may have their roots in the lessons they learn and the experiences they have at work. This finding doesn't conflict with what was found; all things being equal, it adds to what was found. In that review, they demonstrated the way that laborers' green conduct beyond work can influence their authoritative citizenship conduct at work. Our review, then again, saw what green drives inside organizations can mean for laborers' green conduct beyond work. This is on the grounds that a large number of the green ways of behaving representatives' display beyond work are like those they show at work (Dumont et al., 2017). The review's outcomes show that there is a connection between green HRM and laborers' green conduct beyond work. The outcomes show that green HRM rehearses influence how harmless to the ecosystem representatives' act both at work and in their own lives.

This suggests that the environmentally friendly actions employees take outside of work may have their roots in the lessons they learn and the experiences they have at work. We looked at how green initiatives at work can affect employees' green behavior outside of work, since many green behaviors done off-the-job are similar to those done at work. We didn't look at how this finding supports or contradicts the findings of, which showed that employees' private green behavior can affect their organizational citizenship behavior at work. This study supported the idea that environmental awareness has a affirmative and statistically important moderating effect on the connection between green HRM and workers who behave in a green way at work. These results back up the idea that green HRM has a bigger effect on environmentally friendly behavior among clothing workers who know more about the problems facing the planet. A big part of how green HRM affects green action is how much employees know about the environment. It was found that green HRM practices have a moderating effect on workers' environmentally friendly behavior at work, which is similar to what was found in. As a consequence, green HRM performs will have different levels of effectiveness in getting employees to behave in environmentally friendly ways at work, since employees' propensity to do so is inversely proportional to how much they know about the environment. The link that was thought to exist between green HRM and employees' green behavior outside of work was also found to have a good effect on how much employees knew about the environment (Rubel et al., 2021). Knowing about environmental problems and how to fix them makes employees more likely to performance in an environmentally friendly way in their personal lives. This means that green HRM practices can better predict employees' environmentally friendly behavior when they're not at work if the employees know about these problems and how to fix them.

In more than one way, this study adds to what is already known. The study first adds to the AMO theory by looking at how green HRM affects workers' green behavior at work and in their personal lives. Like the AMO theory says, the study showed that garment factory workers can be encouraged to cut down on water pollution, dyes mixture emissions, and contamination by being hired with an emphasis on green job descriptions, given green training to learn

green skills, evaluated using green performance indicators, and given financial incentives for green performance (Iftikar et al., 2022). The results show that companies' attempts to be green also have a positive effect on the personal lives of their employees. When green HRM practices are used in clothing factories, workers are more aware of the world both at work and in their personal lives. They eat organic food, stay away from plastic-wrapped items, and try to stop other people from throwing trash around. No previous study has looked at actions that are good for the environment that are taken at work or at home. The main focus of most green HRM studies has been on green behavior at work, whether it's in-role or extra-role, task-related or volunteer. In this way, this study is special because it looks at how green HRM affects being green at work and in one's personal life. Second, the study looks at how employees' knowledge of the environment affects their green behavior to see how green HRM changes employees' green behavior based on their knowledge of the environment. In this way, it added a big new dimension to the link that was already there between green HRM and employees' acts that are good for the environment. By testing the proposed model on workers in Bangladesh's textile industry, the study adds to the small body of research on green HRM practices in emerging countries.

5.1 Practical Implications

Bangladesh's RMG industry now has to fight in a very tough global market.

The management of these widely operating companies has been under a lot of stress as they try to be environmentally sustainable and solve environmental problems. In order to lessen the effects of pollution, human resource managers at clothing, companies are now under more pressure to make policies and processes that are better for the environment (Mehta and Chugan, 2015). So, HR professionals who work in the RMG field should really pay attention to what this study says. The study's results also suggest that green practices used by companies, like hiring people based on their attitudes and skills and then giving them green training to make those skills more marketable, setting green goals, using a green metric to track employee progress towards those goals, and rewarding employees for their efforts, can encourage green behavior on the job. The results of this study are very helpful for researchers and HR professionals in the RMG business

because they explain what green HRM practices are for and show how they encourage workers to act in ways that are good for the environment. Managers will have a better idea of how important green HRM practices are for taking care of environmental issues. It was also found that green HRM methods affect how green employees are when they're not at work. This means that the things that workers learn and do on the job might affect how green they are when they're not at work. The results of the study will help us learn more about how green HRM methods in a company might affect employees' green behavior outside of work. When people act in a sustainable way outside of work, it affects their families and communities, changing how people think and act in this area over time.

5.2 Limitations and Future Research Directions

A few things should be kept in mind about this study that could help other studies go forward. The first thing that had to be done to study how green HRM affects workers' green behavior was to only collect data from the clothing industry. Getting to know more about different areas is important to make sure that the study's findings can be used in more fields in the future. The second part of the study used a cross-sectional design to test the theory. As a result, different ways of studying should be used in the future, such as experimental or time-lagged schemes.

Next, experts from Bangladesh were brought into the case. Because of this, the same study can be done in more than one country to get more information and compare the results. Fourth, other personal and professional factors, such as self-efficacy, personality, green values, and organizational support, can be looked at to get a better idea of how green HRM affects employees' green behavior. This is because the study looked into how employees' environmental knowledge affected the relationship. The study found that there were no factors that acted as mediators. To learn more about how green HRM affects green behavior on and off the job, you can look into the roles that corporate identity, employee happiness, environmental commitment, and a pro-environmental organizational climate play.

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