

Utilizing green HRM in public and private organizations to achieve SDGs

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LIST OF ABBREVIATIONS AND ACRONYMS

AVE	Average Variance Extracted
CR	Composite Reliability
FY	Financial Year
GDP	Gross Domestic Product
GEPE	Green Employee Participation and Empowerment
GHRM	Green Human Resource Management
GJAD	Green Job Analysis and Design
GOC	Green Organizational Culture
GPAM	Green Performance Appraisal Management
GPR	Green Pay and Reward
GRS	Green Recruitment and Selection
GTD	Green Training and Development
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
ILO	International Labour Organization
MDGs	Millennium Development Goals
NFI	Normed Fit Index
PLS-SEM	Partial Least Squares Structural Equation Modeling
SDGs	Sustainable Development Goals
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Science
SRMR	Standardized Root Mean Square Residual
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNIDO	United Nations Industrial Development Organization
VIF	Variance Inflation Factor
WB	World Bank

Utilizing green HRM in public and private organizations to achieve SDGs

ABSTRACT

Green human resource management (GHRM) practices can significantly contribute to achieving Sustainable development goals (SDGs) by fostering an eco-conscious workforce and promoting environmentally friendly behaviors. To accomplish SDGs, this research aims to discover and apply GHRM in both private and public organizations. The quantitative research method was applied to achieve the objectives of the study. A few key statistical approaches were employed to support the study's hypothesis. This includes discriminant validity, Cronbach's alpha, composite reliability, descriptive statistics, and regression analysis. PLS Software 3.28 and SPSS had been applied in the statistical analysis. A simple random sample of 200 employees was used to collect data using closed-ended questionnaires. The study's findings supported the theoretical model that states that GHRM practices—that is, green job analysis and design (GJAD), green recruitment and selection (GRS), green performance appraisal management (GPAM), and green organizational culture (GOC)—have a positive relationship with the SDGs (SDG 8 and SDG 12). The study found that green employee participation and empowerment (GEPE), green pay and reward management (GPR), and green training and development (GTD) are not significantly related to SDG 8 and SDG 12 because private and public organizations in Bangladesh do not practice all elements of green HRM properly. Additionally, the result explained that they have favorable associations between SDGs and green HRM. The practices of green HRM, properly implemented, will help to achieve the SDGs. It draws attention to practical insights for improving sustainability strategies and calls for more research to fill in relevant gaps and increase organization-wide adoption. This study offers important insights for improving sustainability practices of public and private organizations in Bangladesh, despite its limitations in scope, especially with regard to individual and occupational factors. This research work provides guidelines for managers, policymakers, and government authorities to focus more on encouraging eco-friendly practices for achieving environmental sustainability.

Chapter One: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The environment and natural resources have suffered greatly as a result of human civilization's rapid economic growth (Aboramadan, 2022). There haven't been many social initiatives or attempts to address the terrible circumstances. The global race to build industrialized, highly developed economies has created significant concerns about how these economies will evolve into greener, low-carbon, circular economies (Afshar Jahanshahi, 2021). High-performance work systems and their institutional and strategic environment have impacts upon the adoption of GHRM (Li et al., 2024; Zihan, 2024). A person's personal life is enhanced by GHRM. To create valued green cultures for companies and green workplaces for occupant workplace happiness, this calls for a higher focus upon green training and developing staff for eco-friendly work practices (Dhara et al., 2023). Employee green behaviors are positively and significantly impacted by both green organizational identity and its positive and noticeable effects. Green corporate identities play roles in mediating the relations between green HRM and green behaviors among employees (Rejeki & Putra, 2023). The sustainability of an organization is significantly impacted by GHRM (Mahmood et al., 2016). Employee commitment to the environment and sustainable behavior are encouraged by GHRM (Sachdeva, 2024). GHRM strategies are programs applied by businesses to lessen the environmental impacts of their manufacturing processes and industrial wastes to improve the long-term sustainability of the organizations (Ismail and al-Bardan, 2017). In the twenty-first century, sustainability becomes crucial for both the environment and businesses. Promoting resource efficiency and environmental sustainability in businesses is the aim of GHRM (Mandip, 2012; Setyaningrum, 2024). The application of GHRM methods is among the most effective environmental management initiatives. According to Cheema and Javed (2017), Nuraini et al. (2022), and Howard-Grenville et al. (2014), "green" also refers to a human resource management component that helps reduce or prevent environmental pollution, such as that which impacts the air, water, and soil. The concept of GHRM has evolved over time, with current definitions stressing the importance of GHR practices to create environmental management systems and defining it as the strategic alignment of an organization's goals with its people from a holistic perspective (Dutta, 2012; Xuemin et al., 2024). Kim et al. (2019) opine that HRM is systematic and deliberate alignment of HR practice with corporate objectives. Only a few ecological

strategies are included in the "human resource management practice" known as "GHRM" (Suba et al., 2021). GHRM implementation is quite challenging in practice (Guerci & Carollo, 2016). Among HR experts, the term GHRM is a contentious and important issue. Organizations are starting to prioritize integrating environmental sustainability into their HR strategies. Many organizations have adopted "green" systems, practices, and policies that seek to make their workforce "green" in order to preserve the environment and boost benefits for people, society, and enterprises (Opatha & Arulrajah, 2014). In a developing nation like Bangladesh, GHRM practices have enormous potential applications in organizations. At the organizational level, this study project will focus on green job design and analysis, performance management, hiring, selection, and evaluation, reward and pay, and green culture and innovation. To achieve environmental performance, green HRM methods must include green training, green performance, green recruiting and selection, and green reward (Usman and Mat, 2021; Karatepe et al., 2022). GHRM includes hiring human resources as well as accepting, planning, executing, and rewarding management. The elements of human resource management are considered conventional, and many eco-friendly tactics are used everywhere (Ali et al., 2020). Every employee must adhere to GHRM principles in order to improve the organization's environmental performance. To build a sustainable business, companies have not provided all of their employees with environmental awareness, waste reduction, and energy conservation training (Marditama et al., 2021, March). Both developed and emerging economies (the USA, the UK, India, Brazil, Malaysia, and China) have acknowledged the successful climate action initiatives to solve the larger problem of environmental sustainability. Businesses' bottom lines improved when they implemented sustainable, eco-friendly procedures (Alkhateeb et al., 2018; O'Donohue & Torugsa, 2016). Managers have been motivated to practice environmental sustainability by international environmental certifications for businesses, such as the ISO 14000 series. As a strategic advantage and a social responsibility indicator, the use of green institutional activities—such as green production, green human resource management, green marketing, green accounting, and green supply chain management—has grown in popularity. This inspired organizational researchers to study these functions through intellectual stimulation (Musluk & Uygun, 2015). Management academics are paying more attention to environmental sustainability (Dubey & Verma, 2018). Employees will utilize more environmentally friendly items as a result of this movement study's findings, which will increase public awareness of the need to use natural resources for business reasons in a more deliberate and economical manner (Yusoh et al., 2023). GHRM strategies support economic performance, business image, long-term

sustainability, employee performance, and organizational productivity. In 2015 the General Assembly of the UN decisively implied the 2030 Agenda, which had 232 indicators, 169 global objectives, and 17 Sustainable Development Goals (SDGs). These will be observed while they are being implemented. The 2030 Agenda aims to bring about significant changes for people, the environment, prosperity, peace, and partnership (United Nations, 2015). Three levels—economic, social, and environmental—are used to combine and unify the objectives of sustainable development. Their guiding principles are people, planet, and prosperity. In summary, this study provides insight into how green HRM-adopting organizations are now doing the adoption of the goals of SDGs and those required steps. Additionally, the main goal of this research study is to explore GHRM practices specifically to achieve the goals of SDGs within public and private organizations in Bangladesh. This helps to develop policy guidelines to ensure the viability of the organizations and advance GHRM's acceptance of the SDGs in Bangladesh. In addition, the study seeks to fill an absence in the literature on the SDGs by examining how GHRM contributes to the achievement of the goal of responsible consumption and production (SDG 12) and decent work (SDG 8) (Benevene & Buonomo, 2020; Benn et al., 2015; Cabral & Dhar, 2019; Chams & García-Blandón, 2019). As a result, the following inquiries into their answers:

- i. What role do GHRM practices play in helping public and private organizations to achieve the SDGs, which include decent work and sustainable consumption?
- ii. Do public and private organizations have a relationship between GHRM and the goal of responsible consumption and production (SDG 12) and decent work (SDG 8)?

1.2 OBJECTIVES OF THE STUDY

General objective:

The overarching goals of this research are to identify the practices of GHRM in public and private organizations to achieve SDGs.

Specific Objectives:

- I. To analyze the relationship between GHRM factors and the SDGs within public and private organizations in Bangladesh.
- II. To assess how staff acceptance of GHRM practices contributes to reaching the SDGs.

1.3 RATIONALE OF THE STUDY

GHRM encourages employees to be environmentally conscious and accountable by incorporating the principles of environmental sustainability into HR strategy and practices. By raising employee awareness and commitment to sustainability issues, green HR uses HRM policies to encourage eco-friendly resource use in business organizations and to support economic and environmental sustainability practices that keep the environment healthy (Jessy, 2017). Through the implementation of this strategy across all HR practices, it may optimize resource use and gain a competitive advantage. By coordinating its policies and procedures with sustainability goals—which are eco-friendly actions that can support corporate objectives. Green innovation and environmental performance have a substantial correlation with GHRM (Faheem et al., 2024).

GHRM research is gaining popularity. However, there are significant differences in the areas of focus for identifying essential traits or components of green HRM practices. Recent events demonstrate how crucial it is for organizations to raise environmental awareness. Since it is hard for competitors to replicate and can provide companies with a clear advantage over their rivals, human capital is considered a company's distinctive resource. Because of this, it is advised that companies benefit when eco-friendly HR practices and sustainability activities are aligned (Yong et al., 2020). GHRM includes not only accepting, organizing, performing, and rewarding management but also the procurement of human resources. Most aspects of

human resource management are thought of as traditional, and many eco-friendly tactics are used everywhere (Ali et al., 2020).

GHRM places a focus on eco-friendly HR practices that also boost employee engagement and retention in order to boost productivity while lowering marketing expenses. In turn, this helps the business maintain stable working environments and raise employee awareness of environmental issues. As part of GHRM, less paper is printed, video conferences are held, and interviews are conducted online. Associations are quickly dismissed when ages sympathize with the future concepts underlying the wealth of information before. Many businesses now use IT resources to reduce paperwork, training and hiring requirements, everyday tasks, and other demands by having a reliable IT system on hand. Convenient access to IT resources may encourage GHRM and guarantee environmental sustainability (Bratton, 2022).

To determine whether GHRM-practicing organizations are incorporating SDGs into their organizational operations, there isn't much research available. As a result, this study used a survey instrument, a mixed-methods research design, and quantitative and qualitative analysis to examine the extent to which GHRM has adopted SDG practices. Employees in Bangladesh's public and private organizations made up the survey's respondents. Employees will use more environmentally friendly items as a result of this movement study's conclusions, which increased public awareness of the need to use natural resources for business purposes in a more deliberate and economical manner.

1.4 SCOPE THEORETICAL OVERVIEW OF THE STUDY

1.4.1 Public and Private Organizations in Bangladesh

The government organizations in Bangladesh are sovereign entities under state supervision that implement the policies of the Bangladesh government. The government ministries are essentially policy-making bodies that are able to exert control over agencies by making policy decisions. They are rather tiny. The government uses limited businesses or state firms to carry out part of its work. Establishing a new business or privatizing an existing public sector organization is the two methods for creating a private sector organization. A large private business can trade either privately or publically. In a free economy has sizable private sector, in contrast to nations with more state control over their economies, which have a larger public sector. In the private sector, workers are employed by companies, private

company owners, or other non-governmental entities. Included are positions in non-government industries such as manufacturing, banking, professions, and hospitality. Profits from the business are subtracted for employee remuneration. Compared to those in the public sector, private sector workers frequently enjoy higher wage increases, more career options, more growth prospects, less job stability, and fewer extensive benefit packages. Compared to working for the government, there are instances when operating in a more competitive market requires more hours and a more stressful work environment. People in the public sector are employed by the federal, state, or municipal governments. Jobs in emergency services, healthcare, education, the military, and various administrative and regulatory organizations are examples of typical civil service positions. GHRM is centered on eco-friendly HR procedures that boost productivity by cutting marketing expenses and encouraging employee engagement and retention, both of which are critical in the banking industry. As a result, this helps the company enhance employee awareness of environmental issues and maintain stable working environments.

Figure 1: The UN 17 SDGs implemented by all the world's countries in 2016.



Source: United Nations, 2019

The 2030 Agenda for sustainable development was adopted by all UN members in 2015 and has resulted in 17 worldwide SDGs. They claimed to have been created with "prosperity and peace for the planet and people" in mind. In addition to combating climate change and preserving forests and oceans, the relationships between the economic, social, and

environmental facets of sustainable development are emphasized by the SDGs. The SDGs are centered on sustainability (United Nations, 2019).

The seventeen SDGs are as follows: No poverty (SDG 1), Zero hunger (SDG 2), Good health and well-being (SDG 3), Gender equality (SDG 5), Clean water and sanitation (SDG 6), Affordable and clean energy (SDG 7), Decent work and economic growth (SDG 8), Industry, innovation, and infrastructure (SDG 9), Reduced inequalities (SDG 10), Sustainable cities and communities (SDG 11), Responsible consumption and production (SDG 12), Climate action (SDG 13), Life below water (SDG 14), Life on land (SDG 15), Peace, justice, and strong institutions (SDG 16), and Partnerships for the goals (SDG 17) (United Nations, 2019).

These are lofty objectives, and the reports and results thus far suggest that the road ahead will be difficult. It is improbable that most, if not all, of the objectives will be achieved by 2030. Progress is threatened by issues including climate change, biodiversity loss, and rising inequality. These problems worsened during the 2020–2023 COVID-19 pandemic. All 17 goals were impacted by the epidemic, which also highlighted how intertwined global health, economic, social, and environmental challenges are. During that time, certain regions—like Asia—have experienced significant setbacks. Prioritizing environmental sustainability, fostering cross-sector synergies, and comprehending the goals' interdependencies are all part of the global effort to achieve the SDGs (United Nations, 2019).

1.4.2 Goal 8: Decent work and economic growth

The eighth SDG aims to "promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all." The rate of economic growth and real GDP per capita in the least developed nations are crucial metrics for achieving this goal. Additional examples include the proportion of women in the workforce compared to men, the number of young people without jobs, and injuries they have sustained at work (United Nations, 2019). The twelve goals that make up SDG 8 must all be accomplished by 2030. Some goals are for 2020, while others are for 2030. The first ten are objectives or goals. "Promote policies to support job creation and growing enterprises," "improve resource efficiency in consumption and production," "secure economic growth; diversify, innovate; and upgrade for economic productivity," "full employment and decent work with equal pay," "end modern slavery, trafficking, and child labor," "protect labor rights and promote safe working environments," "promote beneficial and sustainable tourism," in addition to

"universal access to banking, insurance, and financial services" are just a few of these goals. There are also two objectives for the means of implementation, which are to improve aid for trade support and develop a global youth employment plan (United Nations, 2019).

1.4.3 Goal 12: Responsible consumption and production

The 12th SDG is to "Ensure sustainable consumption and production patterns." The quantity of national policy instruments available to support sustainable patterns of production and consumption is one of the indicators. International subsidies for fossil fuels are another. Additional actions that could aid in achieving the objective include increasing domestic recycling and reducing reliance on the overseas trade in plastic garbage.

There are eleven targets in SDG 12. The first eight outcome targets include: lowering food losses along production and supply chains, including post-harvest losses; implementing the 10-year Framework of Programs on Sustainable Consumption and Production Patterns; achieving the efficient and sustainable management of natural resources; achieving environmentally sound management of chemicals and all wastes throughout their life cycles; promoting environmentally friendly public procurement practices; encouraging businesses to adopt sustainable practices; and ensuring that everyone has access to the knowledge and awareness required for sustainable development (United Nations, 2019).

1.5 LIMITATIONS OF THE STUDY

With only 200 responses, the study's sample size is too small for a thorough investigation; it has to be increased. It may be developed through collecting more data from others public and private organizations. It was very limited in the wide concept. Therefore, in other rich and developing nations, as well as in diverse economic environments, future scholars must empirically test the models. In order to expand the body of knowledge in the field of human resource management, this study provides a research agenda for future investigations. This study identified several key areas for future research, including the organization's green culture, the union's role in environmental management, organizational learning, green health and safety, green employee performance, green attitudes, top management's commitment to greening the workforce, employee satisfaction, green cognitive capital with the circular economy, green human capital with corporate sustainability, and knowledge management practices for sustainability via the mediation mechanism of green human capital. The need to reconcile theory and practice in environmental protection research and education is

highlighted by the fact that while GHRM and SDGs have substantial research opportunities in management business, they lag behind in academic inquiry. Numerous research studies are necessary to fill in the knowledge gaps regarding how GHRM helps firms accomplish the SDGs. This research work will give new insights to investigate further in this area. By adding more numbers of variables and including more geographical coverage, more new things and information may come out from this topic.

Chapter Two: LITERATURE REVIEW

2.0 The Factors of Green Human Resource Management (GHRM)

Green is a popular hue right now since it is universally associated with the environment. The "going green" movement is currently gaining traction as more people and companies realize that resource consumption is surpassing supply. Environmental preservation movements are the cornerstones of GHRM (Rezaei-Moghaddam, 2016; Mehta & Chugan, 2015). GHRM's primary objectives are to promote resource conservation and involve all employees in these efforts. It enhances an organization's social standing and helps it turn a profit by using sustainable environmental practices (Yong et al., 2020). The external environment is also a focus of GHRM, particularly in relation to GHRM practices of "safety and green health." Additionally, this procedure has to be further enhanced. Because it is strategically important to them, organizations now place a high priority on sustainability (Shahzad, 2020). This makes it relevant. Through GHRM, firms can satisfy stakeholders and adhere to regulatory standards. GHRM methods improve both individual and organizational performance, according to prior studies. Because of growing recognition of the necessity of institutional and environmental issues, businesses have embraced what is known as environmentally and institutionally friendly practices, which include green training, green remuneration, and green recruiting (Prasad, 2013). Social responsibility's effect on long-term performance can be strengthened by using green HRM practices (Hmeedat & Albdareen, 2022). GHRM practices have a significant impact on employees' green creativity, which is further influenced by their green self-identity. Additionally, the results refuted the idea that a green shared vision mediated the situation (Qamar et al., 2022). This study builds on previous research by incorporating the concepts of "green self-identity" and "green shared vision" to gauge employees' environmental inventiveness.

2.1 Green Job Design and Analysis: Green human resources take part in certain worker- and employee-related activities that are connected to programs or strategies for corporate environmental management. To meet the acknowledged needs of environmental work, choose technology wisely, for example, by hiring experts to perform an environmental assessment or vitality assessment (Opatha & Arulrajah, 2014). Generally, sets of expectations can be used to estimate the number of commitments, obligations, and duties related to environmental security (Renwick et al., 2013). Social, environmental, and human variables are taken into consideration while defining organizational responsibilities and staffing levels.

Due to the significance of environmental management difficulties, many businesses are currently creating environmentally friendly jobs in order to maintain environmental sustainability (Arulrajah et al., 2015). The environmental, social, personal, and technical needs of the company may be considered in the job descriptions and work standards. The job descriptions can contain jobs like environmental reporting functions, health and safety responsibilities, and environmental protection obligations (Revill, 2000). Many firms successfully manage environmental challenges by utilizing cross-functional teams and teamwork. Once more, a job description may include a unique requirement for "green" capability (Opatha, 2013).

2.2 Green Recruitment and Selection: An organization's ability to access a resource pool should determine how long it can keep its competitive edge (Wright et al., 1994; Yong et al., 2019). Another thought is that by developing worker competence and green talent, educational institutions help the industrial process. Therefore, showcasing green human capital can help a corporation adopt green practices in a demanding corporate environment and showcase its intangible assets, such as knowledge, expertise, and capabilities. A company cannot succeed unless its top management is committed to it, and they play a critical role in implementing green policies (Yusliza et al., 2019).

A less-impactful, paperless employment process is known as "green recruiting." Applications are gathered online via the Global Talent Pool, online application forms, and email. When feasible, interviews are conducted over the phone or by video to lessen the environmental effect of travel (Sachin & Aradhana, 2019). By emphasizing prospective employees' environmental consciousness, values, and beliefs during recruitment, the company ensures that new workers will support its sustainability purpose and share its green cultural norms (Renwick et al., 2013). It is possible to adapt recruitment messaging to comply with environmental regulations (Arulrajah et al., 2015). Green recruitment and selection" refers to identifying and choosing people for jobs who care about the environment and are prepared to commit to environmental performance (Tang et al., 2017). This tactic can be put into practice by establishing a reputation as a green company and emphasizing it in job postings to draw in an eco-conscious target audience (Jabbour & de Sousa Jabbour, 2019).

When choosing applicants for positions, the framework, strategy, and practices of corporate environmental management with a green orientation are critical, and companies ought to provide the necessary orientations. Organizations rarely make it clear that they welcome new

members. They provide new hires with information about environmental education initiatives that are pertinent to their line of work. Embracing efforts should demonstrate a company's commitment to addressing green issues such as safety, well-being, and eco-friendly working conditions (Deshwal, 2015).

2.3 Green Training and Development: The development of behaviors, skills, knowledge, and attitudes in employees that stop the decline of environmental-related knowledge, skills, and attitudes is included in training and development (Zoogah, 2011). According to Ahmad and Umrani (2019), there is a link between employee growth, which includes job satisfaction, GHRM and green training on the one hand. Green training aims to motivate employees to learn and implement environmentally friendly behaviors (Afsar et al., 2016). When two structures of an entity grow together, they frequently become interconnected. Raising environmental awareness among employees through education is the most effective strategy (Opatha and Arulrajah, 2014). For HRM to have a lasting effect, it should concentrate on helping firms create a sustainable culture (Liebowitz, 2010; Zoogah, 2011). The experts argue that setting up environmental training with a clear grasp of its objectives is essential. To assist employees in managing waste, recycling, and cultivating their own green skills, the article recommends using green training and development methodologies.

When conferences, workshops, and projects are integrated with continuous green training and development plans, staff members can produce and learn about environmental management. Environmentally sensitive attitudes and skills are fostered (Malokani et al., 2023; Pearce et al., 2012; Obeidat et al., 2020). The focus of the green assignment is on a fundamental plan for career advancement that a certified green supervisor can carry out. Materials are being created to help employees become more knowledgeable and proficient in environmental management. The primary goals of green management may be to control waste, reuse, and preserve the environment's effectiveness, vitality, and health. Use situational studies and online course materials rather than free printing to further cut down on paper usage.

2.4 Green Performance Management Appraisal: It means formulating criteria for differentiating green performances, which are then applied to evaluate each member's performance. According to Delmonico et al. (2018), these requirements include things like environmental accountability, environmental concerns, and communication on environmental policies and issues. The objectives of green performance management strategies are to recognize and reward employees' environmental performance as well as to motivate them to

take part in the business's environmental initiatives (Humairoh & Hermawan, 2023). Green performance evaluation and management organizations must implement environmental management programs to keep an eye on capital flows and environmental audits, as well as corporate-wide metrics to track energy procurement, use, and waste (Jackson & Seo, 2010; Arulrajah et al., 2015). Performance objectives through the establishment of environmental goals and obligations, as well as the use of the green job rating as a key performance indicator to measure environmental accomplishments (Kapil & Sharma, 2015; Sharma & Gupta, 2015). According to Ahmad (2015), managers ought to adjust the employee performance evaluation ranking system to take into account the employees' inclination towards environmental management.

2.5 Green Reward and Compensation: It is possible to encourage environmental awareness at work by highlighting rewards for employees' environmental efforts (Jabbour & Santos, 2008; Jabbour & de Sousa Jabbour, 2019). Incentives could be linked to greening initiatives in an organization to increase employees' capacity to make ecologically responsible decisions (Calia et al., 2009). The growth of the company depends on recognition incentives, which are offered to varying degrees inside the organization (Arulrajah et al., 2015). Companies can employ eco-friendly incentive management strategies like tying promotions to eco-friendly projects or providing rewards to encourage eco-friendly behavior (Prasad et al., 2013; Jabbar & Abid, 2014).

2.6 Green Employee Empowerment and Participation: Top managers should be provided with a participatory work environment by HR specialists, who should emphasize the need for creating a setting where staff members can disagree, come to a consensus, and make new recommendations (Liebowitz, 2010; Daily & Huang, 2001). Employee motivation increases the likelihood that they will contribute to environmental improvements (Govindarajulu & Daily, 2004). Enhancing "e-commerce visionaries" is the first step in improving the abilities of the company's product and administrative staff, which can make full use of its current natural, human, and financial resources (Deshwal, 2015; Renwick et al., 2008). To maximize employee involvement, a firm must find CEOs who hold the appropriate social or biological status. They are referred to as "eco-business folks" (Mandip, 2012). Each worker will be able to use their abilities and develop an interest in environmental issues in this way. Human resources staff members should put pressure on management to create a cooperative workplace where staff members can express their views on environmental issues.

2.7 Green Management of Organizational Culture: Establishing a green culture within HRM requires education and training (Jabbour & de Sousa Jabbour, 2019; Jabbour & Santos, 2008). Through its guiding principles, GHRM encourages EP in businesses, and these ideals foster a corporate green culture (Sharma and Gupta, 2015). Emphasized the value of giving employees a voice in how environmental acts should be carried out (Gupta and Kumar, 2013). Businesses employ HR structures that complement their overall philosophy, value systems, and company strategy (Boselie et al., 2001). Over time, the sustainability has become mandatory to incorporate social responsibility. Right now, institutions are using their human resources to help them integrate sustainable practices into their strategies. Supervisors make sure the HR department adheres to moral and ethical standards. Furthermore, numerous scholars have contended that an extensive array of managerial and technological proficiencies is imperative for the successful execution of an enterprise-wide green management initiative, particularly for all staff members (Unnikrishnan & Hegde, 2007).

2.8 Sustainable Development Goals: Since SDGs are multifaceted subjects, numerous studies on poverty in both urban and rural settings have been conducted. Poverty has an effect on society and the economy through social changes. The SDGs provide a novel approach to human prosperity and shared progress in the global economy, offering several opportunities for research, implementation, and attainment. Bangladesh's private sector, a key player in this expansive agenda, is becoming more and more important in a number of ways to improve the SDG journey within the allotted period, create job opportunities, and lower poverty and hunger (Patwary, 2020). The SDG Citizen Platform of Bangladesh was established in 2016 and has been actively involved in drawing attention to the role that non-state actors (NSAs) have played in Bangladesh's SDG implementation. In order to execute the SDGs more successfully across the nation, the platform is assisting in amplifying the voice and organizing the NSAs in this regard. Members of the platform include approximately 100 commercial sector, non-governmental, and civil society groups (CSOs) that participation in the SDGs processes in different ways (Khatun et al., 2020).

By 2030, the SDGs will set the agenda for global development, and addressing socioeconomic and environmental issues that communities face is essential. They actively support both the public and commercial sectors, which might stimulate economic growth through fresh or imaginative methods. These goals are related to one another and could be transferable (Le Blanc, 2015; Nilsson et al., 2016). The majority of entrepreneurship-related

activities primarily target certain SDGs. Urbano et al. (2019) The UN Global Development Agenda's SDGs place a strong emphasis on the need for integrated development solutions. This indicates that in order for GHRM to significantly contribute to the SDGs, they need to ensure effective management of natural resources, be carbon neutral, manage their waste responsibly, and be resource efficient (Grochowski et al., 2016).

2.9 SDGs and GHRM: A collection of techniques known as GHRM incorporate environmental sustainability into HRM plans. It consists of guidelines and protocols that support cost-effective and ecologically friendly work practices. By fostering employees' green skills, inspiring them to stay green, and offering them green chances (Correia et al., 2024). In order to voluntarily improve the environmental performance of the company, the goal is to increase employee green behavior (Alam, 2021). It is the process of strategically coordinating HRM practices and policies with eco-friendly practices and policies. By offering a positive and healthy work environment, GHRM seeks to lower each employee's carbon footprint within the company (Mukherjee et al., 2020). In order to promote sustainable growth and lessen adverse environmental effects, environmental management practices are integrated into HRM procedures and policies through the use of GHRM (Aboramadan, 2022). The main objective of GHRM is to enrich environmental development sustainably. It widened the gap between eco-friendly and sustainable corporate operations and conventional HRM practices (Irani et al., 2022).

GHRM is a brand-new, cutting-edge idea that encourages staff members to use greener practices that profoundly impact the organization's everyday operations (Graves et al., 2013). Sometimes it's a laborious process since employees don't always absorb new changes well, and management is afraid of pushback that could undermine the entire project. Therefore, businesses aiming for a more environmentally friendly future can refer to GHRM as an innovation process. The department of human resource plays roles in determining how the business operates. Consequently, every company's human resource procedures need to embrace the green idea. The HR departments can assess the organization's environmental sustainability by linking people-related policies and practices to sustainability targets that align with the company's eco-friendly values. Now that organizations are shifting their main strategies to align with the updated institutional schema, Human resource needs to revise its mandate and broaden its purview to include environmental management in order to transform how it carries out its essential HR duties. HR is able to assess and influence employee

attitudes and actions related to sustainability. Human resource development (HRD) is a term frequently used to describe such specified learning and development (Dumont et al., 2017; Green et al., 2006).

GHRM utilizes organizations to achieve the SDGs by fostering economic growth, creating employment opportunities, making steady industrialization, running innovation, and reducing income disparity all over the country (Angulo-Guerrero et al., 2017). Bangladesh received international recognition for its outstanding efforts toward achieving the MDGs. The government is expected to be able to continue its current trajectory and accomplish the SDGs. The cooperation of nations and regions will be necessary for the SDGs to be achieved. From the perspective of Bangladesh, how South Asian nations may work together peacefully and strategically through diplomacy to achieve sustainable development (Khatun and Saadat, 2021). To deliver a better service that can advance gender equality, promote climate vulnerability, reduce inequality, and lessen poverty, local government is the better bench to execute program and policy that meet the SDGs' applicable development priorities and programming. To achieve the SDGs, it is required that local governments participate, particularly in marginalized communities and impoverished Bangladesh (Imran et al., 2022). Expanding green HRM growth can lead to sustainable rural development, but it requires a multi-stakeholder strategy. The strategy alludes to teamwork in the creation and execution of suggested action plans.

Jain (2024) Study on 'Navigating the Green HRM Landscape; Concepts and Global Codes-Guidelines'. A thorough and methodical analysis of all of the published academic works, research papers, books, and reports on global codes, environmental sustainability guidelines, and GHRM is carried out. A conceptual framework is created to show the main components of GHRM, its guiding principles, and its connection to international codes and recommendations, based on the results of the literature review. This study approach, which is appropriate for a conceptual paper, is centered on creating a theoretical framework that elucidates the connection between worldwide norms and guidelines for environmental sustainability and GHRM principles. Sachin & Aradhana (2019) conducted a descriptive research design was used since the investigation was descriptive in nature. The secondary data served as the study's basis. For this, the body of existing research on the subject was gathered from a variety of websites, databases, and other online resources. A thorough and methodical analysis of the gathered literature was conducted.

Saranya (2023) "An Innovative Approach to Environmental Sustainability: An Analysis of HRM Green Practices." The data was gathered using a standardized questionnaire, and basic random sampling was used. The sample consists of 200 individuals. The chi square test and factor analysis have been used to examine the data. Descriptive research has been used as the research design. Hossen et al. (2018) carried out a study titled "Green HRM Practices in Bangladesh: An Analysis of the Banking Sector." They collected data from 240 respondents, including 20 sample banks, using a well-structured questionnaire in addition to a thorough assessment of the literature. Each item was given a five-point rating system, with 5 representing strong agreement and 1 representing significant disagreement. In order to verify the data and prevent common method variance (CMV), the researchers made an effort to get in touch with the supervisor(s) of the respondents. The gathered data was arranged and subjected to statistical inferences (testing the variance, mean, mode, and standard deviations) using IBM SPSS and MS-Excel software. The outcomes of the descriptive statistics were then displayed in various tables. Liu et al. (2022) 465 textile companies were given questionnaires to complete as part of their study; only 197 of the completed surveys are applied for practical investigation. The validity and reliability of the instrument were evaluated and the data was analyzed using PLS-SEM. Green attitudes, skills, decent labor, and sustainable production and consumption habits are all positively correlated with GHRM, according to the study's findings.

2.10 GHRM and SDG 8 (Decent Work): The foundation of SGDs is individual economic prosperity, which guarantees a respectable workplace and the future development of staff members inside the company (Johnson et al., 2012). According to the International Labour Organization (ILO), decent work is productive labor performed by workers in an environment that respects their freedom, equity, security, and human dignity. A major remedy and essential component in creating a low-carbon, sustainable global economy are decent green jobs. According to earlier research, fair treatment of all employees is greatly aided by green human resource management. According to Junior (2017), it promotes social integration and offers social protection to workers. Workers are free to organize, show concern, and present opportunities for personal growth. It is necessary that policies for economic development and decent work are produced by economic sustainability. Valuable and efficient resources are used to achieve the indicated sustainability (Karasek & Bryant, 2012; Zaidi & Jamshed, 2021).

2.11 GHRM and SDG 12: (Sustainable Consumption and Production Behavior): GHRM is a tactics achieve institutional sustainability (Hanafi, 2021; Henly-Shepardet et al., 2015; Clark et al., 2003). Finding and retaining talented workers is one of the hardest things human resources managers have to do (Hoffman & Dilchert, 2012). Comprehensive environmental personnel training and green education and training programs have a major impact on the overall sustainability of the environment (Hopwood et al., 2005). Employees are more conscious of how their companies' actions impact the environment when they participate in green education and training programs (Hristov et al., 2021). These workers also assist in increasing the level of eco-awareness among other workers, which supports upper management in putting environmental initiatives into practice. The literature frequently reports on reward schemes as a means of motivating staff members and encouraging their commitment to environmental obligations (Islam & Managi, 2019; Islam, 2015). An incentive program's main objective is to recruit, retain, and inspire workers to meet environmental goals. According to the authors (Cohen & Liu, 2011), the best way to match employee self-interest goals with company objectives may be through rewards and incentives. Comparing objectives and results allows performance management (PM) and green evaluation to measure how well personnel are performing in regard to their responsibilities (Jennings & Zandbergen, 1995). Positive behavior can be reinforced and unfavorable attitudes can be avoided with the help of feedback (Jermisittiparsert, 2021). Additionally, according to Jermisittiparsert et al. (2019), green behaviors, skills, and green appraisal need to be dynamic and take into account new objectives and difficulties. Employee engagement focused on environmental sustainability is essential for identifying potential green initiatives and enhancing the most important environmental sustainability results (Cohen & Liu, 2011).

2.12 RESEARCH GAP

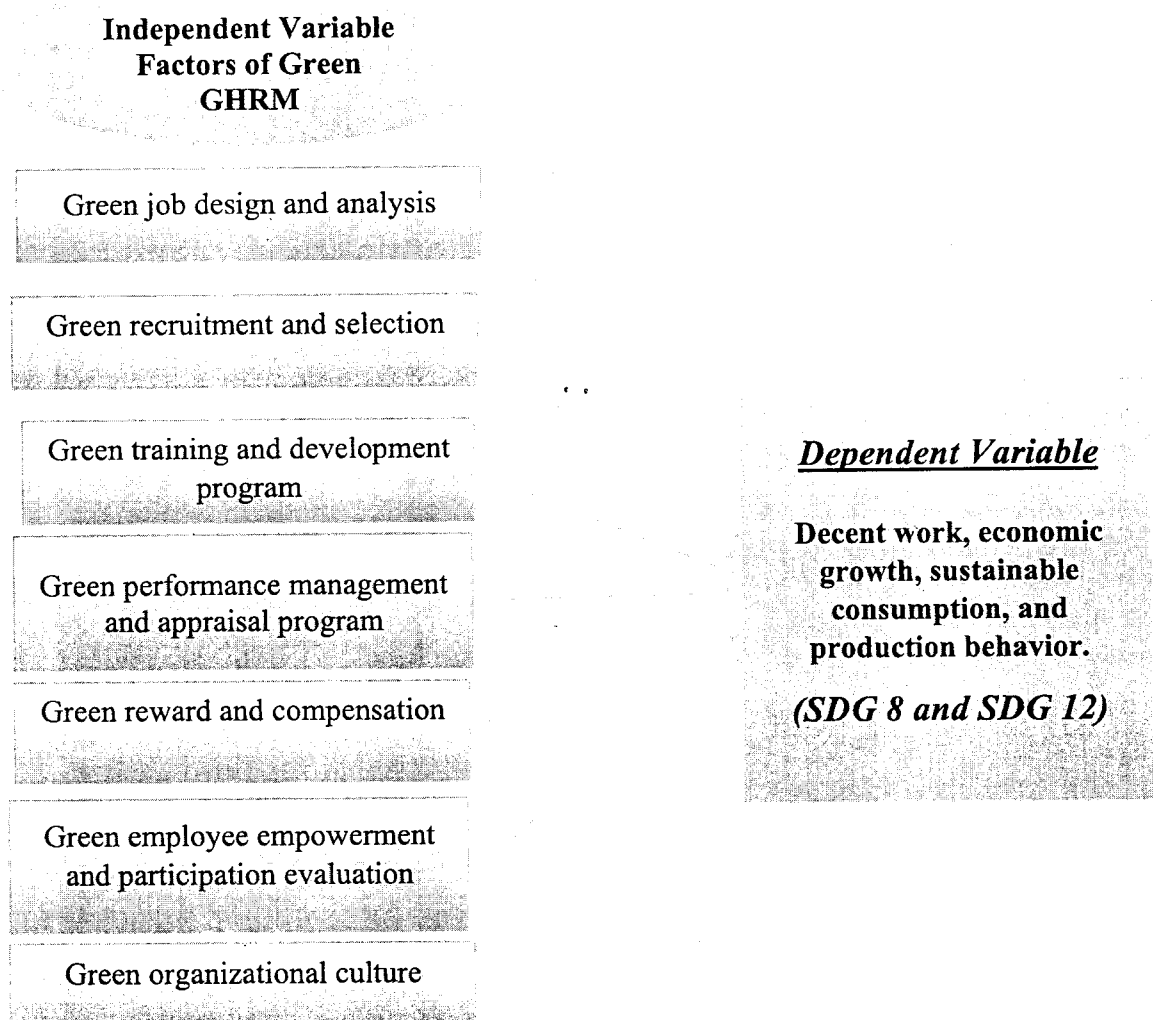
Making sure that workplaces are sustainable is the most important issue facing modern civilization. Organizations must foster an environment where workers may flourish and perform at their highest level since contented and healthy workers can produce at their highest levels (Rasool et al., 2020; Omisore et al., 2017). In contrast to less developed countries, Western nations place more emphasis on working conditions. The UN (2019) reports that national campaigns have made this feasible. The government of Bangladesh is firmly committed to ensuring that it's operational and infrastructure achievements last a long

time. But industry and government agencies need to cooperate if the nation is to survive (Pradhan et al., 2017). Organizational sustainability is significantly impacted by GHRM (Mahmood et al., 2016). In practice, GHRM implementation presents a huge problem (Guerci & Carollo, 2016).

GHRM research is gaining popularity. However, there are significant differences in the areas of concentration for identifying key components or features of GHRM practice. Recent occurrences highlight the importance of environmental awareness-raising for organizations. Customers demand companies be more ecologically friendly, reduce their negative impacts on the environment and society, and consume less natural energy (Pradhan et al., 2017; Chen, 2011; Chiou et al., 2011). Since the SDGs establish priorities for global development through 2030, they are crucial for tackling the environmental, social, and economic problems that communities encounter on a global scale. They back private and governmental sector activities that could, in unique and creative ways, boost economic growth. The majority of the study employed secondary sources of data and a qualitative methodology. However, a large portion of research employing quantitative statistical analysis aims to ascertain GHRM practices and views across various firms. Structured questionnaires have been used in the data collection process. There are several types of questions in the questionnaires: multiple-choice, closed-ended, open-ended, and Likert scale with five points. When compared to mail, phone, and online surveys, this approach can produce less missing data. The study's premise was supported by factor analysis, regression analysis, and descriptive statistics. The data was analyzed using the AMOS software and SPSS for Structural Equation Modeling (SEM). Studies based on primary data are extremely rare. There are huge limitations without gathering primary data from employees of public and private organizations. It is possible to know the root-level GHRM practices. In this context, the present study has been undertaken.

GHRM practices have the potential to play a crucial role in advancing SDGs; however, there are notable gaps in understanding the precise mechanisms and contextual factors that affect this relationship. Although GHRM is acknowledged as an important instrument for advancing environmental sustainability, additional investigation is required to understand its potential impact fully on the wider social and economic aspects of the SDGs. By filling in these research gaps, scholars may offer important perspectives on how GHRM can be used to help create a more sustainable and just future, as the SDGs envision. In this context, the present study has been undertaken.

Figure 2: Conceptual model how organizations utilize GHRM to achieving SDGs.



Source: Developed by the researcher

2.13 HYPOTHESIS OF THE STUDY

H₁: Green job design has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

H₂: Green recruitment and selection have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

H₃: A green training and development program has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

H4: Green performance management and appraisal have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

H5: Green pay and reward have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

H6: Green employee empowerment and participation have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

H7: A green organizational culture has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

Chapter Three: METHODOLOGY OF THE STUDY

3.0 Research Design: A quantitative research approach was used to achieve the objectives of the study. It is concerned with evolving hypotheses based on present theories and then designing a research policy to test the hypothesis. Simple random sampling was used to collect the primary data. The study's goals were attained using an empirical methodology (Wilson, 2014).

3.1 Sources of data and methods of data collection: The study employed primary data to achieve its goals. Primary data has been gathered through the interview approach. The study's literature was compiled from a variety of sources, including books, journals, articles, seminar papers, publications from national and international research institutions, and newspaper stories.

3.2 Primary Data Collection: The goal of this study is to evaluate and assess how well GHRM is being used in a sample of Bangladeshi public and private organizations. A standardized questionnaire has been developed and employed for gathering quantitative information from employees of public and private organizations in Bangladesh. A structured questionnaire was used for collecting data for this study. The questionnaire was translated from English to Bengali in order to make it easier to read.

3.3 Interviews: Structured interviews have been performed with employees of public and private organizations. These conversations attempt in providing comprehensive insight to the practice GHRM confronts to achieve the goals of SDGs.

3.4 Secondary Data Collection: Researchers used it to develop the conceptual foundation for this investigation. The literature on GHRM and sustainable development has been thoroughly reviewed. References should be drawn from scholarly works, government records, documents from international organizations (such as the UN and World Bank), and case studies of other countries with similar situations. To gain a better understanding of GHRM practices and how they contribute to the SDGs, pertinent policy papers, corporate profiles, and SDG updates have been examined.

3.5 Sampling: Sampling denotes the process of selecting desired elements or some elements from a given population to represent the population (Cooper et al., 2006; Graue, 2015). The

required minimum sample respondent number was 200. To identify the sizes of samples for this study, the researcher used Yamane's (1967:886) simplified formula. This formula is chosen because the number of population observations exceeds ten thousand.

$$\text{Sample size } n = \frac{N}{1+N(e)^2} \quad (e=0.07)$$

$$n = \frac{10,000}{1 + 10,000(0.07)^2}$$

$$n = 200$$

(Here, N= sample size (for unknown population or greater than 10,000 and e = the desired level of precision, set to 0.07 or 7 %).)

Respondents were employees of Bangladeshi public and private organizations. Such as state-owned banks, public universities, colleges, and other government offices, private banks, private universities, private colleges, and other private offices. Two divisions and four districts were selected to collect the data. For collecting data, simple random sampling was used.

Table 1: Divisions and district wise distribution of respondents

Divisions	Districts	Govt. Offices/ Govt. Colleges/ Govt. Universities/ Govt. Banks	Private offices/ Private Banks/ Private Commercial Banks / Private Universities	Sub-Total	Grand Total
Dhaka	Dhaka	25	25	50	100
	Gazipur	25	25	50	
Rangpur	Rangpur	25	25	50	100
	Kurigram	25	25	50	

Source: Developed by the researcher

3.7 Data Analysis techniques : Finally, in order to attain the SDGs, the structural relationship between variables influencing a respondent's GHRM practices in their firms was tested using partial least squares structural equation modeling (PLS-SEM) (Hair Jr. et al., 2021). Descriptive statistics, Cronbach's alpha, discriminant validity, composite reliability,

average variance extracted (AVE), regression analysis, and hypothesis testing were a few crucial statistical procedures.

3.8 Test of validity of the questionnaire and data: The capacity of an instrument to measure what the researcher seeks to measure is known as validity. In social science research, validity comes in a variety of forms. To determine the degree to which a measure truly captures what the researcher wants to capture, each employs a different methodology. The definitions, applications, and constraints of each form of validity vary (Carmines & Zeller, 1979). The extent to which something is perceived as measuring what it claims to measure is known as its face validity. It is founded on the opinion of the individual researcher or the opinion of numerous researchers taken as a whole. As a result, it is regarded as the least reliable type of validity. When a measure has face validity, it "looks like it measures what we hope to measure," even though it hasn't been scientifically shown to. It is the degree to which the subjectivity of an exam is thought to encompass the idea it is meant to measure. It speaks to an exam's perceived relevance or transparency to test takers (Holden, 2010). The researcher initially created the questionnaire for this study in English. For better understanding, the questionnaire was translated from English to Bengali in order to make it easier to read.

A pilot study has been done with very few personnel to test the questionnaire's usefulness and consistency. The questionnaire has been modified in response to feedback from the pilot study. By confirming information gathered from surveys and interviews, triangulation of data has been used to improve the validity of the results.

Chapter Four: DATA ANALYSIS, DISCUSSION AND FINDINGS OF THE STUDY

This chapter focuses on examining and determining the connections between dependent and independent variables to meet the goals of this research. The earlier chapters covered the research technique in detail, dedicating a sizable section to the study's procedures. The study employed quantitative methodologies and collected data using a survey questionnaire. This chapter concludes with discussions based on the data analysis.

Data Normality Test: PLS-SEM analysis does not strictly require normal data distribution, but researcher have to ensure that the data do not significantly deviate from normality. Because, non-normal data distribution can create difficulties in evaluating the significance of parameters (Hair et al., 2017).

The normality test determines the likelihood that a random variable underlying the data set will be normally distributed. Normalcy tests include the Shapiro Wilk test, the Kolmogorov-Smirnov test, the Chen-Shapiro test, the Skewness Kurtosis test, and the Jarque Bera test (Razali & Wah, 2011; Yap & Sim, 2011).

Table 2: Test of Normality of Data

Items		N	Skewness		Kurtosis	
		Statistic	Statistic	Std. Error	Statistic	Std. Error
Your organization's vision, mission, and purposes are linked with environmental management process.	GJAD1	200	-1.329	.172	2.724	.342
Your Job description highlights environmental considerations as an element of GHRM.	GJAD2	200	-1.275	.172	2.022	.342
Your organization considers social needs while assigning job responsibilities.	GJAD3	200	-1.288	.172	2.243	.342
Your job description focused with environmental concerns.	GJAD4	200	-.942	.172	.908	.342
Organization sets goals and green behaviors among staff members.	GJAD5	200	-1.209	.172	1.611	.342
Employees are concern on environmental responsibilities in workplace.	GJAD6	200	-1.149	.172	1.467	.342
Green HR approach includes in employee recruitment and selection.	GRS1	200	-.908	.172	.607	.342

Environmental awareness is a requirement in the employee hiring process.	GRS2	200	-.882	.172	.523	.342
Your selection procedure was conducted through a telephone interview or video conferencing.	GRS3	200	-.738	.172	-.517	.342
Organization selects individuals who can support the organization's environmental sustainability.	GRS4	200	-.842	.172	-.048	.342
Interviewer asked environment- related questions during your job interview.	GRS5	200	-.912	.172	.479	.342
Organization's offered an induction program to help newly hired candidates for generating concern about greening program.	GTD1	200	-.870	.172	.912	.342
Environmental awareness given priority in assessing training needs analysis.	GTD2	200	-.986	.172	1.137	.342
Your organization's training session took place to raise environmental awareness among employees.	GTD3	200	-1.023	.172	1.126	.342
Top authority offers adequate instruction to employees before initiating a green program.	GTD4	200	-1.022	.172	1.053	.342
Training program increases environmental awareness and skills among employees.	GTD5	200	-.991	.172	1.057	.342
Top hierarchy set green goals and assign responsibilities for every employee.	GPAM1	200	-.946	.172	.892	.342
Employees are aware of their green goals and responsibilities.	GPAM2	200	-.676	.172	.615	.342
Green HRM is used to evaluate an employee's performance.	GPAM3	200	-.810	.172	.080	.342
GHRM activities are used to evaluate an employee's performance.	GPAM4	200	-.634	.172	.134	.342
In performance appraisal system, environmental goals and employees' contributions are evaluated and recorded.	GPAM5	200	-.543	.172	-.192	.342
Organization offer reward (financial or non-financial) for employees to achieves the green target.	GPR1	200	-.311	.172	-.702	.342
Employees who participate in innovative green HRM activities honored by the authority.	GPR2	200	-.677	.172	.043	.342
Employees who minimize carbon emissions, reduce cost and energy saving are compensated by authority.	GPR3	200	-.608	.172	-.296	.342
Authority provides incentives for environmental performance management and having power saving approaches.	GPR4	200	-.545	.172	-.463	.342
Authority recognition- based rewards to employees for valid environmental performance.	GPR5	200	-.601	.172	-.127	.342

Authority provides monetary rewards to employees for better environmental performance.	GPR6	200	-.464	.172	-.494	.342
Employees are responsible for environment protection and its wellbeing.	GEPE1	200	-1.137	.172	1.541	.342
Employee enrollment and suggestions regarding green schemes are highly appreciated.	GEPE2	200	-1.082	.172	1.322	.342
Employees can take active participation in quality improvement and problem solving regarding green issues.	GEPE3	200	-.898	.172	.451	.342
Organization have clear consent to guide employees towards environment management	GEPE4	200	-.994	.172	.848	.342
Teamwork is appreciated for managing and spreading awareness of environmental issues	GEPE5	200	-.813	.172	.041	.342
Environmental concern gets priority in setting organizations vision, mission and core competence.	GOC1	200	-.712	.172	.249	.342
Top management clarifies information and values of environmental management throughout the organization.	GOC2	200	-.783	.172	.450	.342
Managers always motivates employees for maintaining eco-friendly culture in the workplace.	GOC3	200	-1.121	.172	1.243	.342
Top hierarchy allocate budget for maintaining green environment in the office compound.	GOC4	200	-.832	.172	.142	.342
Congenial work environment increases employees' job satisfaction.	GOC5	200	-1.239	.172	1.992	.342
Congenial work environment improves co-workers relationship.	GOC6	200	-1.269	.172	1.997	.342
GHRM plays a significant role in creating decent work.	SDGHRM1	200	-1.047	.172	1.204	.342
GHRM is a crucial component of economic growth.	SDGHRM2	200	-1.199	.172	2.008	.342
The creation of productive jobs with equal status and compensation for men and women is greatly aided by the GHRM.	SDGHRM3	200	-1.081	.172	1.891	.342
GHRM plays a significant role in creating employment, education, and training.	SDGHRM4	200	-1.096	.172	1.727	.342
GHRM performs a significant role in protecting labor rights and promoting safe working environments.	SDGHRM5	200	-1.041	.172	1.844	.342
GHRM creates responsible consumption and production.	SDGHRM6	200	-1.446	.172	2.898	.342

Source: Personal Survey (Calculated by SPSS 26)

According to Kim (2013), the data exhibit a normal distribution when the sample size is in the range of $50 < n < 300$ and the z-scores are in the range of ± 3.29 , and when the sample

number is $n < 50$ and the z-scores are in the range of ± 1.96 . So the researcher accepted this range as normal distribution (Korkmaz & Demir, 2023).

Demographic Profile of the respondent: A demographic profile is a collection of details about a certain group of people's age, gender, income, occupation, and other relevant characteristics.

Table 3: Gender of respondents

Gender	Frequency	Percent	Cumulative Percent
Male	167	83.5	83.5
Female	33	16.5	100
Total	200	100	

Source: Personal Survey (Calculated by SPSS 26)

Table 3 presents the frequencies and percentages of information regarding gender of employees who participated on questionnaire survey. It showed that among 200 respondents, 167 were male and 33 were female and their percentage were respectively 83.5% and 16.5%.

Table 4: Respondents Age Profile

Age	Frequency	Percent	Cumulative Percent
21-30 Years	5	2.5	2.5
31-40 Years	61	30.5	33.0
41-50 Years	102	51.0	84.0
51-Above	32	16.0	100.0
Total	200	100.0	

Source: Personal Survey (Calculated by SPSS 26)

Table 4 reveals that the majority of employees, total 102 (51%), fall within the age bracket of 41 to 50 years. Conversely, the lowest number of employees, merely 5(2.5%), were within the age range of age group of 21 to 30 years. Additionally 16.0% of employees were categorized in the age group of 51 and above, while 61 respondents, representing 30.5% of the total participants, were in the age range of 31 to 40 years.

Table 5: Educational qualification Profile of employees

Educational Qualification	Frequency	Percent	Cumulative Percent
Graduation	13	6.5	6.5
Post-Graduation	178	89.0	95.5

Diploma	5	2.5	98.0
Others (PhD)	4	2.0	100.0
Total	200	100.0	

Source: Personal Survey (Calculated by SPSS 26)

Table 5 illustrates that the largest number of respondents, comprising 178 individuals, had completed their post-graduation, representing 89% of the total. Conversely, 13 participants, constituting 6.5% of the total, completed their graduation prior to joining the job. Only 5 (2.5%) respondents had diploma degree in their concerned field and 4 (2%) respondents had Ph.D. as an additional degree.

Table 6: Organizations category employees participated in Survey

Name of the organizations	Frequency	Percent
Public	100	50.0
Private	100	50.0
Total	200	100.0

Source: Personal Survey (Calculated by SPSS 26)

For the accomplishment of the study, the researcher included public and private organizations employees as participants. According to the field survey, 100 employees from public organizations like; different government offices; public banks etc. participated. Another 100 respondents from private organizations employees like; private bank and different private organizations.

Table 7: Job tenure of respondents

Tenure	Frequency	Percent	Cumulative Percent
1-5 Years	13	6.5	6.5
6-10 Years	25	12.5	19.0
11-15 Years	54	27.0	46.0
16-20 Years	78	39.0	85.0
21-Above Years	30	15.0	100.0
Total	200	100.0	

Source: Personal Survey (Calculated by SPSS 26)

Table 7 reveals that among the 200 respondents surveyed, 6.5% had 1 to 5 years of job experience, totaling 13 employees. Additionally, 25 employees, or 12.5%, had 6 to 10 years of job experience. The largest group of participants was comprising 39% of the total, had 16

to 20 years of job experience with 78 employees. Conversely, 27 % of the employees had 11 to 15 years of experience, and 15 % had more than 21 years of job experience.

Table 8: Indicators Item Cross loading

Factors	DWEGSCPD	GRS	GEPE	GJAD	GOC	GPR	GPAM	GTD
GEPE1	0.528	0.604	0.910	0.439	0.636	0.687	0.651	0.586
GEPE2	0.551	0.612	0.913	0.479	0.631	0.679	0.650	0.604
GEPE3	0.518	0.557	0.846	0.451	0.612	0.667	0.645	0.555
GEPE4	0.572	0.591	0.889	0.511	0.697	0.677	0.632	0.634
GEPE5	0.473	0.544	0.781	0.416	0.571	0.615	0.555	0.516
GJAD1	0.387	0.439	0.278	0.739	0.344	0.330	0.393	0.454
GJAD2	0.499	0.539	0.456	0.804	0.428	0.376	0.519	0.593
GJAD3	0.432	0.578	0.425	0.752	0.399	0.485	0.553	0.512
GJAD4	0.516	0.427	0.397	0.779	0.506	0.291	0.414	0.505
GJAD5	0.435	0.365	0.365	0.742	0.467	0.265	0.401	0.453
GJAD6	0.446	0.465	0.475	0.738	0.524	0.349	0.456	0.459
GOC1	0.490	0.536	0.681	0.437	0.771	0.602	0.583	0.634
GOC2	0.593	0.540	0.711	0.469	0.852	0.611	0.659	0.634
GOC3	0.647	0.527	0.611	0.625	0.871	0.460	0.537	0.570
GOC4	0.566	0.559	0.539	0.460	0.718	0.605	0.554	0.449
GOC5	0.524	0.264	0.495	0.408	0.827	0.312	0.303	0.436
GOC6	0.487	0.226	0.429	0.390	0.747	0.243	0.283	0.397
GPAM1	0.516	0.492	0.554	0.540	0.528	0.491	0.803	0.660
GPAM2	0.515	0.587	0.628	0.559	0.567	0.620	0.855	0.727
GPAM3	0.517	0.723	0.639	0.491	0.469	0.732	0.871	0.561
GPAM4	0.517	0.675	0.647	0.492	0.555	0.671	0.872	0.591
GPAM5	0.560	0.643	0.615	0.487	0.515	0.635	0.869	0.518
GPR1	0.416	0.623	0.598	0.369	0.425	0.826	0.693	0.441
GPR2	0.478	0.567	0.668	0.445	0.547	0.838	0.640	0.520
GPR3	0.489	0.663	0.710	0.424	0.541	0.935	0.648	0.543
GPR4	0.480	0.673	0.679	0.423	0.516	0.924	0.688	0.575
GPR5	0.483	0.623	0.699	0.403	0.585	0.887	0.616	0.583
GPR6	0.462	0.621	0.686	0.351	0.527	0.873	0.623	0.516
GRS1	0.533	0.842	0.535	0.478	0.417	0.628	0.627	0.469
GRS2	0.575	0.865	0.589	0.551	0.472	0.584	0.647	0.545
GRS3	0.377	0.743	0.440	0.289	0.320	0.556	0.462	0.380
GRS4	0.492	0.847	0.565	0.575	0.495	0.643	0.650	0.545
GRS5	0.544	0.780	0.581	0.574	0.558	0.509	0.572	0.637
GTD1	0.540	0.580	0.650	0.590	0.605	0.546	0.662	0.882
GTD2	0.522	0.524	0.563	0.595	0.555	0.515	0.605	0.895
GTD3	0.505	0.579	0.599	0.579	0.563	0.551	0.633	0.908
GTD4	0.426	0.480	0.471	0.567	0.541	0.441	0.568	0.818
GTD5	0.473	0.584	0.577	0.489	0.545	0.534	0.599	0.796
SDGHRM1	0.846	0.614	0.520	0.533	0.536	0.476	0.558	0.515
SDGHRM2	0.876	0.545	0.541	0.530	0.571	0.433	0.526	0.520
SDGHRM3	0.837	0.532	0.564	0.503	0.554	0.462	0.498	0.509
SDGHRM4	0.853	0.557	0.556	0.485	0.616	0.521	0.524	0.499
SDGHRM5	0.836	0.462	0.437	0.454	0.568	0.420	0.504	0.429
SDGHRM6	0.791	0.441	0.449	0.514	0.655	0.367	0.489	0.424

Source: Personal Survey

Item reliability refers to the consistency or dependability of a measurement instrument, such as a test or survey, in terms of its items (questions or statements). It indicates how well the items that make up a test measure the same underlying construct or trait. High item reliability means that the items produce similar results under consistent conditions and they are effectively capturing the same concept. Henseler et al., (2015) recommended that indicators reliability should be assessed by investigating factor loadings, with each indicator's perfect standardized loading surpassing or equal to 0.70 or more. From the above table shows that the each item of cross loading value is greater than 0.70. It is excellent for further analysis.

Internal Consistency Reliability: It is identified by Composite reliability or Cronbach's Alpha, assesses the extent to which a set of items within a single construct are internally consistent with each other (Hair et al., 2021). Generally, a high value of internal consistency reliability suggests that the items are strongly related to each other and that they measure a coherent construct (Henseler et al., 2015). Composite reliability is a measure used in structural equation modeling (SEM) to evaluate the reliability or internal consistency of a set of latent construct indicators. It is considered a more comprehensive measure than Cronbach's alpha because it takes into account the actual loadings of each indicator, rather than assuming equal loadings as Cronbach's alpha does. Fornell and Larcker (1981) have proposed that both composite reliability and Cronbach's alpha coefficients should be equal or greater than 0.7. The overall data reliability of 44 items of data calculated with the help of SPSS software was 0.973.

Convergent Validity: Convergent validity is a crucial concept in measurement theory (Hair et al., 2014). The concept of AVE (average variance extracted), originally introduced by Fornell and Larcker (1981), seeks to quantify the extent to which a construct captures variances from its measuring items to the variance attributed to measurement error. For assessing convergent validity, the widely accepted AVE value is 0.5 (Fornell and Larcker, 1981; Hair et al., 2021). Moreover, the amount of variation captured by a latent construct in relation to the amount of variance caused by measurement error is measured using this metric in structural equation modeling (SEM). It aids in establishing the construct's convergent validity by demonstrating the strength of the correlation between a construct's indicators.

Table 9: Cronbach's Alpha and Composite Reliability

Factor	Items	Loadings	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
Green Job Analysis and Design (GJAD)	GJAD1	0.739	0.853	0.858	0.891	0.577
	GJAD2	0.804				
	GJAD3	0.752				
	GJAD4	0.779				
	GJAD5	0.742				
	GJAD6	0.738				
Green Recruitment and Selection (GRS)	GRS1	0.842	0.875	0.885	0.909	0.667
	GRS2	0.865				
	GRS3	0.743				
	GRS4	0.847				
	GRS5	0.780				
Green Training and Development (GTD)	GTD1	0.882	0.912	0.917	0.935	0.741
	GTD2	0.895				
	GTD3	0.908				
	GTD4	0.818				
	GTD5	0.796				
Green Performance Appraisal Management (GPAM)	GPAM1	0.803	0.907	0.908	0.931	0.730
	GPAM2	0.855				
	GPAM3	0.871				
	GPAM4	0.872				
	GPAM5	0.869				
Green Pay and Reward (GPR)	GPR1	0.826	0.942	0.944	0.954	0.777
	GPR2	0.838				
	GPR3	0.935				
	GPR4	0.924				

	GPR5	0.887				
	GPR6	0.873				
Green Employee Participation and Empowerment (GEPE)	GEPE1	0.910	0.918	0.922	0.939	0.756
	GEPE2	0.913				
	GEPE3	0.846				
	GEPE4	0.889				
	GEPE5	0.781				
Green Organizational Culture (GOC)	GOC1	0.770	0.886	0.893	0.914	0.640
	GOC2	0.851				
	GOC3	0.871				
	GOC4	0.718				
	GOC5	0.828				
	GOC6	0.749				
Decent work, economic growth, sustainable consumption, and production behavior	SDGHRM1	0.913	0.916	0.917	0.935	0.706
	SDGHRM2	0.944				
	SDGHRM3	0.869				
	SDGHRM4	0.865				
	SDGHRM5	0.923				
	SDGHRM6	0.867				

Source: Personal Survey (Calculated by PLS 3.28)

The PLS technique assessed the capacity instrument's internal consistency. Since there is disagreement over the proper range of acceptance, interpreting Cronbach's alpha is difficult. According to Nunnally (1978), a range of 0.70 or above is generally regarded as suitable for Cronbach's alpha. However, in more complex research, appropriate values for the computation may range from 0.70 to 0.90 (Hair et al., 2021). The value of Cronbach's alpha are 0.853, 0.875, 0.912, 0.907, 0.942, 0.918, 0.886 and 0.916. The AVE value is 0.50 or greater than 0.50, and the composite reliability (CR) value is 0.70 or greater than 0.70. Both values are appropriate. They are 0.891, 0.909, 0.935, 0.931, 0.954, 0.939, 0.914 and 0.935, respectively, for composite reliability. 0.577, 0.667, 0.741, 0.730, 0.777, 0.756, 0.640, and 0.706 are the average variances that were extracted. According to the information in Table 9, the measuring items' factor loading values were higher than the minimal criterion of 0.70 that

Carmines and Zeller (1979) recommended. The claim that convergent validity has been established is supported by all of the outcomes.

Table 10: Discriminate Validity of Construct (Fornell- Larcker Criterion)

Factors	DWEGSCPD	GRS	GEPE	GJAD	GOC	GPR	GPAM	GTD
DWEGSCPD	0.840							
GRS	0.627	0.817						
GEPE	0.610	0.670	0.869					
GJAD	0.600	0.617	0.529	0.759				
GOC	0.695	0.562	0.726	0.589	0.800			
GPR	0.532	0.713	0.765	0.458	0.596	0.882		
GPAM	0.615	0.731	0.722	0.601	0.617	0.737	0.854	
GTD	0.576	0.639	0.668	0.656	0.653	0.603	0.714	0.861

Source: Personal Survey (Calculated by PLS 3.28)

Discriminant validity, mentioned the degree to which the measure does not represent alternative viewpoints (Cheung and Lee, 2010). The poor correlations between the pertinent measures and measurements of other constructs demonstrate this. The discriminant validity of the AVE is demonstrated when its square root exceeds the correlations with every other variable (Fornell & Larcker, 1981). In PLS path modeling, discriminant validity can be utilized to confirm that a reflective idea has the strongest associations using its own indicators (Hair et al., 2021). The values of the Fornell-Larcker Criterion (0.840, 0.817, 0.869, 0.759, 0.800, 0.882, 0.854, and 0.861) are less than or equal to 0.90, so discriminant validity can be inferred.

Table 11: Discriminate Validity of Construct of Heterotrait-Monotrait Ratio (HTMT)

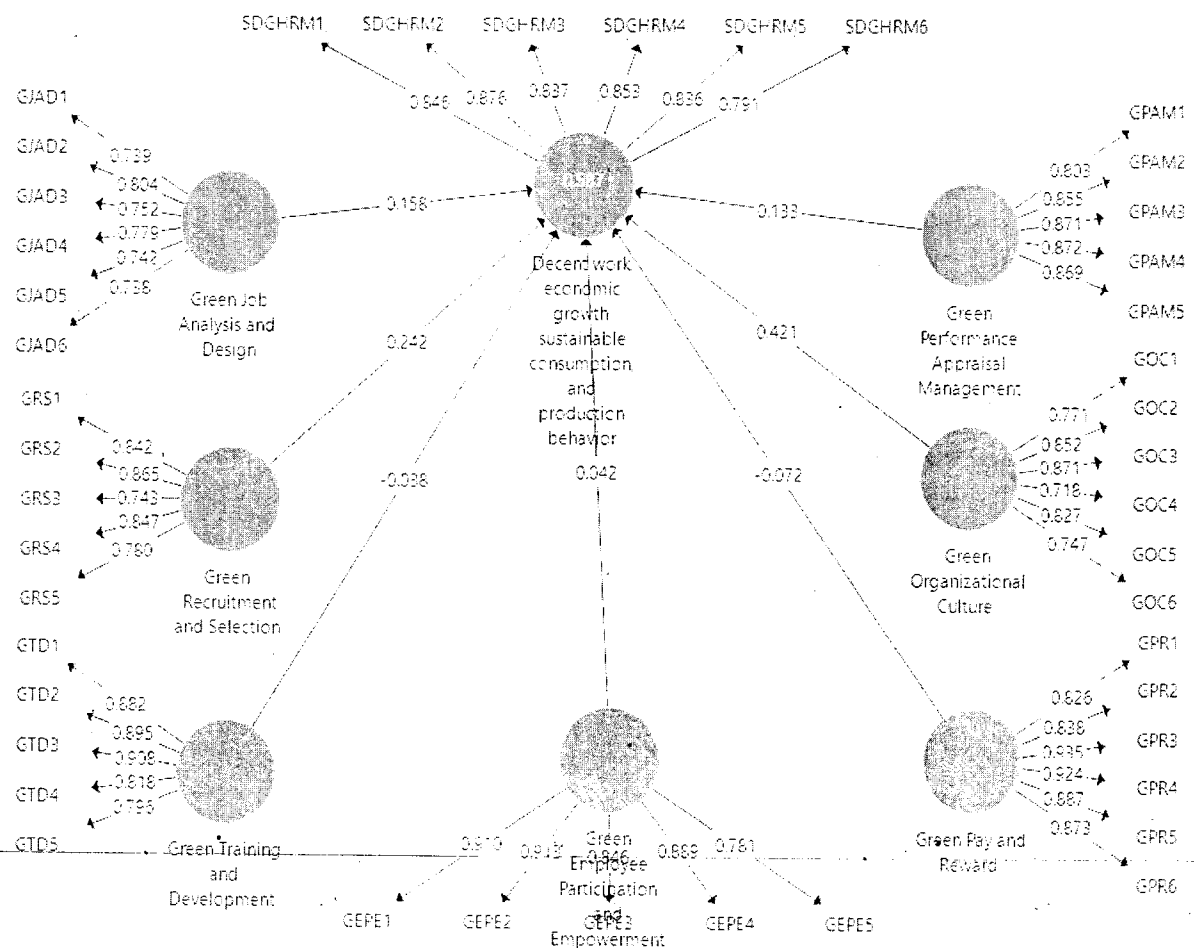
Factors	DWEGSCPD	GRS	GEPE	GJAD	GOC	GPR	GPAM	GTD
DWEGSCPD	-----							
GRS	0.689							
GEPE	0.663	0.742						
GJAD	0.673	0.700	0.593					
GOC	0.766	0.620	0.801	0.666				
GPR	0.571	0.789	0.823	0.512	0.646			
GPAM	0.674	0.813	0.791	0.683	0.680	0.800		
GTD	0.627	0.706	0.726	0.740	0.725	0.647	0.786	-----

Source: Personal Survey (Calculated by PLS 3.28)

Franke & Sarstedt (2019) assert that establishing discriminant validity is necessary if the HTMT value falls significantly below the critical value of 0.9. In this study, all values are less than 0.90, so it is suitable for further analysis.

Measurement Model Assessment: The variables that have been measured are identified and explained using the measurement model. It guarantees the validity and reliability of the model by elucidating the structural relationship between latent constructs and their observed indicators (Tabachnick and Fidell, 2013). This model enables researchers to evaluate the degree to which newly developed latent variables are suitably connected and how well they match their indicators (Hair et al., 2021). In fact, the measurement model's evaluation in PLS-SEM guarantees the foundation's stability. In the end, it improves the model's usefulness in elucidating intricate linkages within the database as well as the validity and correctness of study findings.

Figure 3: Measurement Model of the study



Source: Personal Survey (Calculated by PLS 3.28)

The reliability of latent variables is indicated by factor loadings greater than 0.7. The factor loading evaluates the relationship between the factor and the item; a factor loading greater than 0.30 typically indicates a moderate relationship between the factor and the item (Edrisi et al., 2020). All of the measurement items in this study have reliability coefficients more than .70, indicating that both the items and the latent variable are sufficiently reliable.

Indicators Multicollinearity: When two or more predictor variables are highly associated, it's referred to as multicollinearity in statistical modeling, especially multiple regression analysis. This indicates that a significant level of accuracy can be achieved when one predictor variable is linearly predicted from the others. The degree of multicollinearity between variables was estimated in this study using the Variance Inflation Factor (VIF). One measure among the often used techniques to evaluate the multicollinearity of the indicators across all constructs is VIF statistics (Hair et al., 2021). As per guideline from Hair et al. (2011), multicollinearity is generally not considered problematic if the VIF value is below 5, although a more lenient criterion suggests values below 10.

Table 12: Collinearity Statistics (VIF)

Construct	Items	VIF
Green Employee Participation and Empowerment	GEPE1	4.121
	GEPE2	4.126
	GEPE3	2.567
	GEPE4	2.976
	GEPE5	1.984
Green Job Analysis and Design	GJAD1	2.235
	GJAD2	2.660
	GJAD3	2.034
	GJAD4	1.899
	GJAD5	2.036
	GJAD6	1.985
Green Organizational Culture	GOC1	3.185
	GOC2	3.916
	GOC3	2.817
	GOC4	1.833
	GOC5	4.026
	GOC6	3.136
Green Performance Appraisal Management	GPAM1	2.568
	GPAM2	3.115
	GPAM3	2.973
	GPAM4	3.162
	GPAM5	3.261

Green Pay and Reward	GPR1	2.574
	GPR2	2.846
	GPR3	5.636
	GPR4	5.405
	GPR5	3.761
	GPR6	3.609
Green Recruitment and Selection	GRS1	3.389
	GRS2	3.271
	GRS3	1.739
	GRS4	2.544
	GRS5	2.043
Green Training and Development	GTD1	3.168
	GTD2	3.658
	GTD3	3.740
	GTD4	2.306
	GTD5	1.983
Decent work, economic growth, sustainable consumption, and production behavior	SDGHRM1	3.583
	SDGHRM2	4.628
	SDGHRM3	2.890
	SDGHRM4	3.181
	SDGHRM5	3.260
	SDGHRM6	2.437

Source: Personal Survey (Calculated by PLS 3.28)

The "variance inflation factor" (VIF), a collinearity measure, was used to evaluate lateral collinearity in the first step of the structural equation model. Even though vertical collinearity is satisfied, findings may occasionally be misled by lateral collinearity, also known as predictor-criterion collinearity. This type of collinearity arises when two variables that are thought to be causally connected measure the same construct. One measure among the often used techniques to evaluate the multicollinearity of the indicators across all constructs is VIF statistics (Hair et al., 2021). As per guideline from Hair et al. (2011), multicollinearity is generally not considered problematic if the VIF value is below 5, although a more lenient criterion suggests values below 10. The findings of the VIF values are shown in Table 12. According to the value, collinearity is absent. The VIF values this type of collinearity when it is evaluated.

Table 13: R Square value

Construct	R Square	R Square Adjusted	Result
Decent work, economic growth, sustainable consumption, and production behavior	0.587	0.572	Substantial

Source: Personal Survey (Calculated by PLS 3.28)

R Square stays within the range of 0 and 1. A higher value indicates greater explanatory ability. R Square values of 0.75, 0.50, or 0.25 are frequently considered to be substantial, moderate, or weak explanatory power for endogenous constructs of latent variables (Hair et al., 2011). The R Square value results are represented in the table. Table 13 makes it clear that the suggested model has strong predictive significance for each and every endogenous variable. The study's latent variable's R Square value is 0.587, meaning that the independent variable accounts for 58.70% of the variations in the dependent variable.

Table 14: Goodness of Model Fit

Construct	Saturated Model	Estimated Model
SRMR	0.077	0.077
d_ULS	5.936	5.936
d_G	2.507	2.507
Chi-Square	2570.201	2570.201
NFI	0.713	0.713

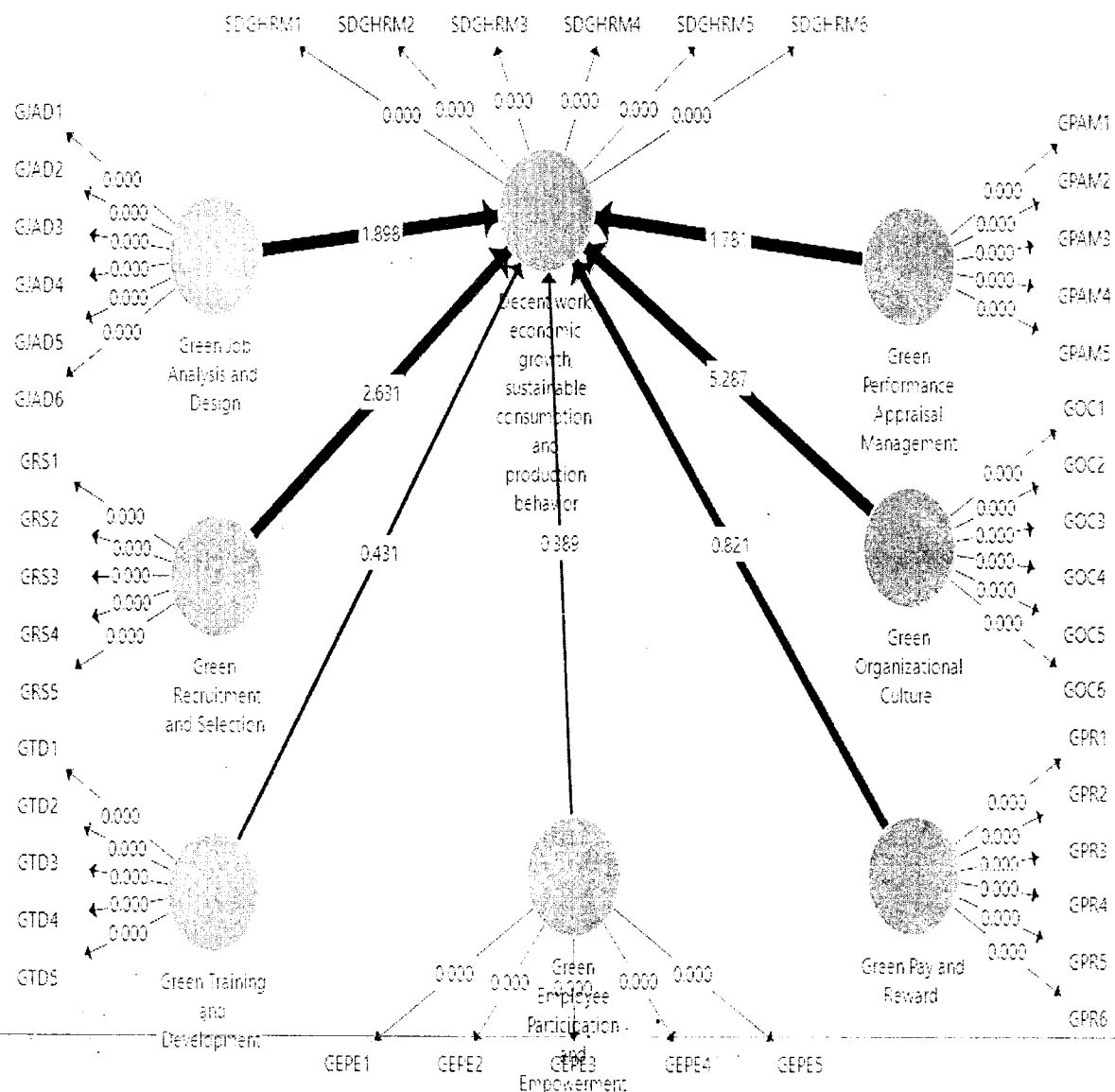
Source: Personal Survey (Calculated by PLS 3.28)

The difference between the correlation matrix predicted by the model and the actual correlation is known as the SRMR. The model fit criterion can then be assessed using the average magnitude of the discrepancies between the actual and expected correlations. The inference statistics of the bootstrap-based test can be used to analyze the precise overall model fit metrics, d_ULS and d_G. Hu and Bentler (1999) state that a value of less than 0.10 or, in a more conservative form, 0.08 indicates a satisfactory match. Henseler et al. (2015) introduce the SRMR as a quality of fit statistic for PLS-SEM to avoid model misspecification. The SRMR value is 0.077. It fits good most of the time. Consequently, the NFI generates values in the range of 0 to 1. The greater the fit, the closer the NFI is to 1. The

NFI computation of PLS route models is explained in depth by Lohmöller & Lohmöller (1989). This model's NFI value is 0.713. It fits good most of the time.

Hypothesis Testing: In PLS –SEM, hypothesis testing is crucial for understanding the relationship between latent variables within intricate structural models. Through this process, PLS-SEM enables researchers to scrutinize and comprehend the complex interplay among latent variables, contributing a deeper understanding of the underlying structure in a given model.

Figure 4: Structural Model of the study



Source: Personal Survey (Calculated by PLS 3.28)

Table 15: Result of Hypothesis Testing

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
H1: Green job design has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	0.158	0.164	0.083	1.898	0.029	Accepted
H2: Green recruitment and selection have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	0.242	0.247	0.092	2.631	0.004	Accepted
H3: A green training and development program has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	-0.038	-0.038	0.088	0.431	0.334	Rejected
H4: Green performance management and appraisal have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	0.133	0.134	0.075	1.781	0.038	Accepted
H5: Green pay and reward have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	-0.072	-0.079	0.087	0.821	0.206	Rejected
H6: Green employee empowerment and participation have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	0.042	0.048	0.109	0.389	0.349	Rejected
H7: A green organizational culture has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.	0.421	0.416	0.080	5.287	0.000	Accepted

Source: Personal Survey (Calculated by PLS 3.28)

Table 15 shows that H₁: Green job design has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, which is supported by ($t = 1.898$, $p < 0.029$). In this case, the result indicates the acceptance of this hypothesis. It means that there is a significant relationship between green job designs and decent work, economic growth, sustainable consumption, and production behavior.

However, green recruitment and selection have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, as supported by H₂: ($t = 2.631$, $p < 0.004$). So, the result indicates the acceptance of this alternative hypothesis. It means that green recruitment and selection have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

At the same time, the green training and development program has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, as not supported by H₃: ($t = 0.431$, $p < 0.334$). The result signifies the rejection of an alternative hypothesis. It indicates that green training and development programs are not a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

Nevertheless, green performance management and appraisal have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, as supported by H₄: ($t = 1.781$, $p < 0.038$). The result signifies the acceptance of an alternative hypothesis. It indicates that green performance management and appraisal have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

Moreover, green pay and reward have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, as supported by H₅: ($t = 0.821$, $p < 0.206$). The result signifies the rejection of an alternative hypothesis. It indicates that green pay and reward do not have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

Yet, green employee empowerment and participation have a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, as supported by

H₆: ($t=0.389$, $p < 0.349$). The result signifies the rejection of an alternative hypothesis. It indicates that green employee empowerment and participation are not positively related to decent work, economic growth, sustainable consumption, and production behavior.

Lastly, green organizational culture has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior, which is supported by H₇: ($t = 5.287$, $p < 0.001$). So, the result indicates the acceptance of this alternative hypothesis. It indicates that green organizational culture has a positive relationship with decent work, economic growth, sustainable consumption, and production behavior.

FINDINGS OF THE STUDY

The organization's ability to accomplish the SDGs increases when its workforce adopts a green mindset and acquires green capabilities. The application of green HR practices, a supportive culture, and a corporate identity that values collectivism are some of the organizational-level antecedents of sustainability. These days, it's much simpler to comprehend how management using green HRM methods in the workplace helps to improve workers' green capabilities, which in turn leads to the achievement of SDGs. Some findings of data analysis from the survey questionnaire:

1. There is a good correlation between green work design and SDGs (SDG 8 and SDG 12).
2. SDGs (SDG 8 and SDG 12) are positively correlated with green hiring and selection practices.
3. There is no beneficial correlation between green training and development initiatives and SDGs (SDG 8 and SDG 12).
4. While there is a positive correlation between green performance management and appraisal and SDGs (SDG 8 and SDG 12).
5. SDGs (SDG 8 and SDG 12) are not positively correlated with green pay and rewards.
6. There is no positive correlation between SDGs (SDG 8 and SDG 12) and green employee empowerment and involvement.
7. Lastly, SDGs (SDG 8 and SDG 12) are positively correlated with green organizational culture.

Chapter 5: CONCLUSION AND RECOMMENDATION

By incorporating environmental factors into HR procedures, encouraging a sustainable culture, and improving employee well-being, GHRM plays a critical role in accomplishing sustainable development goals. An organization's reputation, employee morale, and environmental performance can all be enhanced by GHRM procedures like eco-friendly hiring, training, and performance reviews. GHRM is in charge of ensuring that the organization's green goals are met in all aspects of HRM employment, training, compensation, and the advancement of its human capital procedures. The empirical data from the current study shows how GHRM practices contribute to the SDGs' accomplishment. It looks at how GHRM techniques, such as green job design, green hiring and selection procedures, and embracing a green corporate culture and green performance appraisal management, contribute to achievement and are favorably correlated with SDGs (SDG 8 and SDG 12). The study adds to the body of literature by analyzing how green HRM affects SDG 8 (decent work and economic growth) and SDG 12 (sustainable consumption and production) in organizations. GHRM components, including green job design, green performance management, green cultural involvement, and green recruitment and selection, serve as intermediaries in the relationship between decent work and sustainable consumption and production (SDG 8 and SDG 12). However, there is no discernible correlation between SDGs (SDG 8 and SDG 12) and green employee empowerment, green training and development, and green pay & incentives. Following the COVID-19 outbreak, a few public and commercial organizations in Bangladesh implemented green human resource management methods. The study also found that when it comes to implementing green HRM, both public and commercial enterprises are not in an advantageous position. On the other hand, green HRM is becoming more and more popular in both public and private enterprises. To improve the use of green human resource management, the government must increase its efforts. If public and commercial enterprises want to achieve the SDGs by 2030, they must adopt green HRM practices. The report gives policymakers ideas and emphasizes how crucial green HRM practices are to reaching SDG 17 by 2030. Create a green job design, a green human resource plan, and a green culture before implementing green HRM practices in your company. It discusses the policies, procedures, and structures that make employees green for the good of the company, the community, the environment, and individuals. Improving the enterprise's total environmental state requires long-term behavioral and mental changes in employees, and green HRM provides the chance to encourage and support these changes. Economically

speaking, environmental sustainability is important since it reduces organizational expenses, boosts employee engagement, and creates new markets. This illustrates how corporate social responsibility, or GHRM, is a smart business decision that can help you achieve long-term success and a competitive edge (Liu et al., 2022). This research also provides managers and policymakers with suggestions on how to make sustainability a top priority. According to the study's findings, green HRM considerably furthers sustainable development goals. The current study's findings were supported by previous research that showed that providing adequate rewards to employees who exhibit green skills at work has a positive impact on their attitudes toward the company and their green skills (Unsworth & McNeill, 2017). Furthermore, the study found that green HRM has a strong positive correlation with decent work and that a green mindset serves as a mediator between the two. These results are in line with earlier studies (Benevene & Buonomo, 2020; Unsworth & McNeill, 2017), which show that GHRM policies implemented by management improve workers' green attitudes and give them the opportunity to work in a respectable environment. Workers with green competencies—such as green attitudes and green skills—should be employed by companies that provide rewards for green performance, monitor green training, and include staff members in decision-making and problem-solving procedures. These employees are able to demonstrate sustainable behavior and create a respectable work environment by utilizing organizational resources.

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