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Factors Influencing the Awareness of Green Human Resource Management Practices in Bangladesh: An Application of Hierarchical Logistic Regression Model

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Abstract: The term “Green Management” is becoming increasingly popular, and “Go Green” strategies have been embraced extensively in the business world for the past few decades. Green Human Resource Management (GHRM or Green HRM) is one of the approaches that organizations are much more conscious of using to manage the environment in the twenty-first century. The goal of this study was to determine the degree to which HR Managers at various levels from different firms in Bangladesh are aware of green human resource management. A combination of quantitative and qualitative research methods is employed to gather information. Specifically, data were collected from 541 employees in selected firms availing the purposive sampling procedure. Bivariate distribution with the Chi-square test and hierarchical logistic regression model were fitted with respect to the awareness level where the causal research approach was executed to find out the significant factors that increase the employees’ awareness of green HRM. Organizations that perform at their highest level must implement the requisite Green HRM practices. In addition, since achieving organizational excellence would have positive long-term effects on the economy, the government may develop regulations to support the aforementioned behaviors. Persistent organizational and governmental human resource development activities may make all of these possible. The relevance of the current study arises from the fact that only a few studies have examined Bangladeshi employees’ understanding of green human resource management. Additionally, the knowledge gathered from this research helps advance this field of study in the future, especially in a non-Western nation like Bangladesh.

Keywords: green human resource management, hierarchical logistic regression model, employees.

影响孟加拉国绿色人力资源管理实践意识的因素：层次逻辑回归模型的应用

摘要：“绿色管理”一词越来越流行，“走向绿色”战略在过去几十年里已在商业界得到广泛采用。绿色人力资源管理（GHRM 或绿色人力资源管理）是二十一世纪组织更加自觉地用于管理环境的方法之一。本研究的目的是确定孟加拉国不同公司的各级人力资源经理对绿色人力资源管理的认识程度。采用定量和定性研究方法相结合来收集信息。具体来说，数据是利用有目的的抽样程序从选定公司的 541 名员工中收集的。采用卡方检验和层次逻辑回归模型对二元分布进行拟合，并采用因果研究方法来找提高员工绿色人力资源管理意识的显著因素。表现最高水平的组织必须实施必要的绿色人力资源管理实践。此外，由于实现组织卓越将对经济产生积极的长期影响，政府可能会制定法规来支持上述行为。持续的组织和政府人

力资源开发活动可能使所有这些成为可能。当前研究的相关性在于，只有少数研究考察了孟加拉国员工对绿色人力资源管理的理解。此外，从这项研究中收集的知识有助于未来推动这一研究领域的发展，特别是在孟加拉国这样的非西方国家。

关键词：绿色人力资源管理，层次逻辑回归模型，员工。

1. Introduction

Since the 1990s, companies have faced a difficult but promising journey in the area of environmental management. In addition, the global issue of ecology has emerged as a result of specific climate change treaties [1]. Several approaches and techniques targeted at making businesses greener have emerged as a result of this journey [2]. As a result, organizations have placed a greater priority on exploring ways to address the ecological footprint reduction in addition to economic challenges. Organizations today must focus on social and environmental elements in addition to economic and financial factors in order to achieve success within the corporate community and to make it easier for shareholders to achieve profit [3]. Effective leadership and an unambiguous process are both necessary for the successful implementation of these sustainable corporate strategies within an organization [4].

The environmental effects of business decisions must be considered and effectively managed to achieve long-term sustainability [5]-[6]. As a result, businesses play a crucial role in environmental management issues; business pioneers overall are attempting to track down ways of managing ecological issues by creating a supportable culture inside the association. Practices that lessen or eliminate negative effects on the environment and its constituents are included in a sustainable workplace [7]. Although awareness of the importance of incorporating "green" into corporate strategy is spreading throughout business, most HR practitioners remain uneasy about the subject. Although the issue of sustainability is rapidly rising to the top of the list of priorities for corporate leaders [8].

Green Human Resource Management (GHRM) is a positive movement toward sustainability and environment-friendly workplaces [9]-[11]. It is about using human resource management policies to support the sustainable use of resources within the organization [12]. Using sustainable resources or recyclable materials to produce products, goods, and other end results, "greening" is a holistic process that aims for smarter energy use, lower costs, and less waste, which are kind to the environment. According to studies, going green is beneficial to the economy, has a direct impact on business profits, and actually increases investment return [13].

1.1. What is Green Human Resource Management (GHRM)?

GHRM is responsible for creating a green workforce that understands, appreciates and practices green initiatives and maintains its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing and advancing the firms' human capital [14]. GHRM is to use every employee in a way that promotes and maintains sustainable HRM practices with a view to creating a sustainable workplace [9], [15]. Thus, the strength of a firm's human resource policies affects its intensity of adopting an environmental management system [16]-[17].

Like the initial concern, modern technology has led organizations to adopt electronic systems for environmental management issues [18]-[19]. During the last few years, using information and communication technology (ICT) by HR departments has found a common phenomenon known as electronic human resource management [20]. It is a system of using computer technology, interactive electronic media, and a telecommunications network to conduct the human resource activities of an organization [21]. The primary functions of electronic human resource management (E-HRM) are E-HR planning, E-recruiting, E-selection, E-training, E-performance appraisal, and E-compensation, etc. [20]. Thus, E-HRM ensure all the administrative support and strategic functions of HR with the help of technology [21]-[23]. The benefits of E-HRM include reducing cost, increasing productivity, minimizing paperwork, speeding up processes, improving quality, etc. [21].

Along with the developed countries, awareness about creating a sustainable workplace has increased in developing countries too [24]. The government of Bangladesh has already settled long-term sustainable development goals. Consequently, organizational management has accepted the paradigm shift from traditional to digital systems [24]. In Bangladesh, digital media and web-based systems have magically transformed traditional HRM practices through impinging on online channels [25].

1.2. Who Is a Green Employee?

An employee who is a nature lover, eco-activist, non-polluter, preservationist, and conservationist of resources of the organization.

To identify green employees in an organization, the following questions should be asked:

- Do they switch off their computers when they finish work?
- Do they use a mug rather than disposable cups?
- Do they print out their emails on both sides of the paper?
- Do they recycle any garbage/rubbish they create at work?
- If such person is the last to leave, does he/she make sure all unnecessary lights and equipment are switched off?
- Do they use public transportation or walk/cycle to work?

1.3. Research Rationale

Green HRM initiatives promote sustainable business practices and assist businesses in finding alternative ways to cut costs without losing top talent. It might assist employers in improving their brand's reputation and image. Employees and members of society will be made aware of the more economical use of natural resources through green HRM, and eco-friendly products will be encouraged. Long-term employment security is also emphasized to prevent disruption for employees, their families, and communities. This is the reason to build the representative mindfulness on Green HRM is specified for the cutting-edge cutthroat business world. Since in the modern era the practices of GHRM are indispensable toward making the organization productive by achieving greater employee job satisfaction and the process of cost minimization, this study mainly focuses on the process of determining the various factors that make the employees aware of GHRM practices, so that the organizations of Bangladesh can make a step forward toward motivating the employees to the practices of GHRM for ensuring the proper HR practices.

1.4. Objectives of the Study

The broad objective is to analyze the awareness level of employees about Green HRM practices.

1. To assess the awareness of the studied employees about Green HR practices.
2. To identify the factors that increase the awareness

of Green HRM among employees.

3. To provide some suggestions toward improving GHRM practices in the context of Bangladesh.

2. Literature Review

Milliman and Clair were among the first to propose an exploration of the great role of HRM in environmental management [26]. They built a model of environmental HRM practices involving four main steps. First, a firm requires an environmental vision as a guideline for shaping its strategy. Second, employees must be trained to understand the firm's philosophy of environmental vision through its goals and strategy. Third, employee environmental performance needs to be evaluated using an appropriate appraisal system in line with these goals. Fourth, recognizing pro-environmental activities carried out in the workplace.

Three core components of the HR aspects of environmental management (EM) were also summarized in [27]. The first core component is related to the development of green abilities and implies practices such as selecting, recruiting, training and developing environmental knowledge and encouraging EM leadership. The second core component is related to the motivation of green employees and implies appraisal and rewards. The third core component is related to the stimulation of employee involvement and implies valorizing tacit knowledge, empowering employees, and creating a green organizational culture [27].

The Green HRM literature is largely a western one, and given the importance of Asian economic development for environmental management, this is an important gap for future studies to reduce [27]. Scholars of management around the world are now analyzing various managerial practices that can facilitate the achievements of the goals of GHRM and have a significant impact on the environmental competitiveness of organizations.

In the 21st century, HR professionals should deploy Green cues in traditional HR functions to ensure a sustainable environment and to gain the competitive advantage of the organization. The following subdivision presents a synopsis of the new green HRM practices under each function of HRM.

Table 1 HRM functions based on literature review (Developed by the authors)

HRM Functions	References	Green Practices
Job Design and Analysis	[27]-[31]	1. Incorporating several environmental protection-related tasks, duties, and responsibilities in each job and putting them into effect. 2. Including environmental, social, personal, and technical requirements of the organizations in job descriptions and person (job) specifications as far as possible and put into effect
	[9]	3. Using teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company. 4. Including environmental dimension as a duty in the job description. 5. Including green competencies as a special component in the job specification

Continuation of Table 1

Human Resource Planning	[27]	<ol style="list-style-type: none"> 1. HR aspects of environmental management and map the terrain in this field. 2. Planning through corporate environmental management initiatives, which demand some new job positions and a specific set of skills
Recruitment	[9] [27] [32]	<ol style="list-style-type: none"> 1. Indicating or making transparent about an organization's environmental performance (past and current) when communicating recruitment messages. 2. Including environmental criteria in the recruitment messages. 3. Communicating the employer's concern about greening through recruitment efforts.
Selection	[27] [29] [9]	<ol style="list-style-type: none"> 1. Considering the candidate's environmental concern and interest as selection criteria. 2. When interviewing candidates or evaluating them for selection, to ask environment-related questions. 3. Selecting applicants that are sufficiently aware of greening to fill job vacancies.
Orientation	[29] [9] [33]-[34]	<ol style="list-style-type: none"> 1. Providing general green induction. 2. Providing job-specific green induction. 3. Developing induction programs showing the green citizenship behavior of current employees.
Performance Management	[27] [33]	<ol style="list-style-type: none"> 1. Incorporating corporate environmental management objectives and targets with the performance evaluation system of the organization. 2. Installing corporate-wide environmental performance standards. 3. Integrating green criteria in appraisals or evaluating employee job performance according to green-related criteria. 4. Providing regular feedback to employees or teams to achieve environmental goals or improve their environmental performance.
Training and Development	[9] [34] [27]	<ol style="list-style-type: none"> 1. Providing environmental awareness training to create environmental awareness among the workforce. 2. Providing training to the staff to produce green analysis of workspaces. 3. Applying job rotation to train green managers of the future. 4. Providing opportunities for everyone to be trained on environmental management aspects.
Reward Management	[27] [35] [36] [40]	<ol style="list-style-type: none"> 1. Introducing rewards for innovative environmental initiative/performance. 2. Providing incentives to encourage environmental recycling and waste management. 3. Rewarding green skill acquisition.
Health and Safety Management	[37]	<ol style="list-style-type: none"> 1. Ensuring green workplace for all. 2. Creating various environmental-related initiatives to reduce employee stress and occupational diseases caused by the hazardous work environments.
Discipline Management	[9] [27] [40]	<ol style="list-style-type: none"> 1. Setting penalties or dismissal for environmental management breaches. 2. Developing a progressive disciplinary system to punish employees who violate the rules of green conduct. <p>Implementing 'discipline management' as a tool to self-regulate employees in environmental protection activities of the organization.</p>
Employee Relations	[27] [40]	<ol style="list-style-type: none"> 1. Providing opportunities for employees to involve and participate in green suggestion schemes. 2. Introducing green whistleblowing and helplines. 3. Joint consultations in solving environmental issues of the organization.

The aforementioned reviews demonstrate how easily HRM functions can be used to green employees and organizational operations. The significant hindrance for HR experts is to understand the limit and significance of green HRM in changing their associations as green units. Outside developed nations, there are very few studies demonstrating the effectiveness of Green HRM practices. This study assists in creating information on Green HRM, and considering this information, specialist's point is to figure out the level of mindfulness of Green HRM among representatives from various enterprises in Bangladesh.

3. Conceptual Framework

Employee awareness of green HRM is influenced by various factors. The literature review and the opinions of experts served as the basis for the creation of the following conceptual framework (Figure 1).

4. Methodology

Quantitative methods are reported in numeric values, while qualitative methods of research are reported in rich descriptive form [38]. The most prominent difference between qualitative and quantitative methods of research is the treatment of its

analysis, as quantitative describes and determines the hypothesis, it also tries to determine relationships between hypothesis before actual research is carried out, while qualitative is more about finding and developing the hypothesis during the process of research [39].

Primarily quantitative research method is employed and qualitative method is also introduced to get acquainted with the managers and to examine the significant association between awareness about Green HRM among the studied population and available explanatory variables, χ^2 - statistic is computed constituting contingency tables at 5% level of significance. Thereafter, multivariate hierarchical logistic regression analysis was employed to identify the significant prognostic factors that influenced on employees' awareness of green HRM.

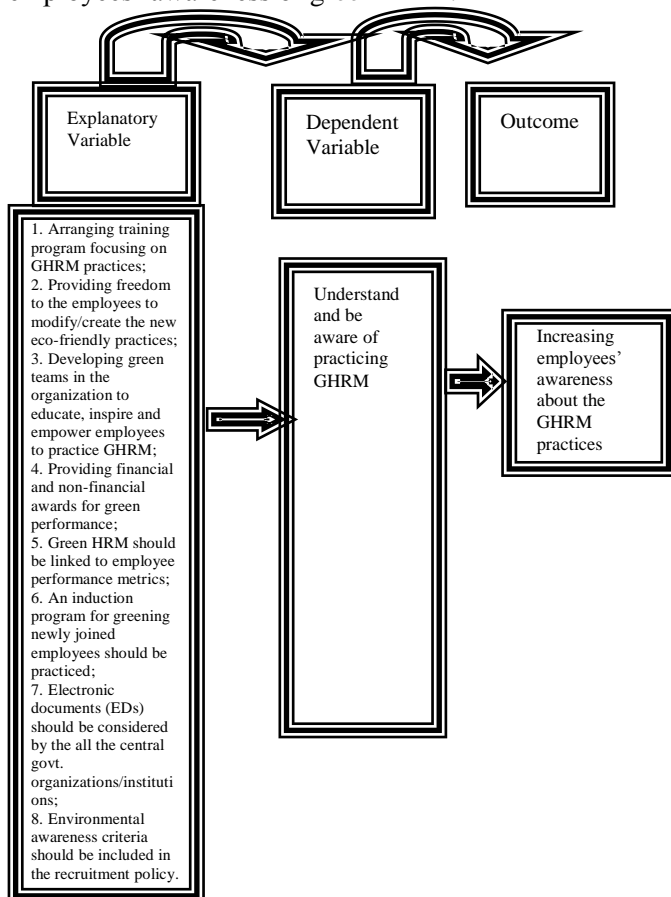


Fig. 1 Factors to increase employee awareness on green HRM (GHRM) (Developed by the authors)

4.1. Sources of Data

To conduct this research, primary sources of data were used. A structured questionnaire was developed based on the literature study and experts' opinions. A survey was conducted regarding various levels of employees in different kinds of organizations. Informal interviews are also conducted with various levels of employees.

4.2. Sampling Design

Purposive sampling procedure was used to survey questionnaires on 541 respondents, which included all levels of employees from telecommunications, financial institutions, pharmaceuticals, readymade garments, services, NGOs, information technology, manufacturing, real states, and FMCGs; as we know, majority of the companies from these industries are contributing more to the national economy of Bangladesh.

To apply hierarchical logistic regression in different models, the variables considered in this analysis are disclosed in Table 2.

5. Empirical Results and Discussion

Before analyzing the Hierarchical Logistic model, we first made the bivariate distribution with “Chi-square Test” to get closer to the variables that are significantly associated with the respective dependent variables (Understand and be aware of Practicing GHRM).

This section of the article consists of making cross tabulation where the selected dependent variables are titled as, “Understand and aware of Practicing GHRM”. Here we will discuss the differential patterns of different predictor variables with respect to the control factors of understanding and being aware of GHRM practices.

Table 2 Variables with coding applied for the hierarchical logistic regression model (Developed by the authors)

Dependent Variables (Y)	Explanatory variables (X)	Model No.
Understand and Aware of practicing GHRM Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise	Arranging Training Program Focusing on GHRM Practices Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise	Model 1(A)
Welcoming GHRM concept & practicing in the organization Category: If the respondent says Yes, Y = 1 and Y = 0 otherwise	a) Arranging Training Program focusing on GHRM Practices Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise. b) Providing freedom to the employees to modify/create new eco-friendly practices. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise. c) Developing Green Teams in the organization to educate, inspire and empower employees to practice GHRM.	Model 1(B)

	Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise	
GHRM Practice Cut Cost for the Organization and help in Sustainable Practice for the Organization Category: If the respondent says Yes, Y = 1 and Y = 0 otherwise	<p>a) Arranging Training Program focusing on GHRM Practices Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>b) Providing freedom to the employees to modify/create new eco-friendly practices. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>c) Developing Green Teams in the organization to educate, inspire and empower employees to practice GHRM. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>d) Green HRM should be linked to employee performance metrics. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>e) Educational Level Category: If the respondent belonged to the slab of No Education, X = 0, If the belonged to the slab of Primary, X = 1 If the respondent belonged to the slab of Secondary, X = 2, If respondent the belonged to the slab of Higher, X = 3</p> <p>a) Arranging Training Program focusing on GHRM Practices Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>b) Providing freedom to the employees to modify/create new eco-friendly practices. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>c) Developing Green Teams in the organization to educate, inspire and empower employees to practice GHRM. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise</p> <p>d) Educational Level Category: If the respondent belonged to the slab of No Education, X = 0, If the belonged to the slab of Primary, X = 1 If the respondent belonged to the slab of Secondary, X = 2, If respondent the belonged to the slab of Higher, X = 3</p> <p>e) Green HRM should be linked to employee performance metrics. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>f) An induction program for greening newly joined employees should be practiced Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise.</p> <p>g) Electronic documents (EDs) should be considered by the all the Central Govt. Organizations/institutions. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise</p> <p>h) Environmental awareness criteria should be included in the recruitment policy. Category: If the respondent is aware of, Y = 1 and Y = 0 otherwise</p>	Model 1(C)

Note: Each dependent variable is applied with Models 1(A), 1(B), 1(C), and 1(D) for GHRM practices at a separate basis

Table 3 shows the results of association of different attributes with their corresponding Cross Tabulation Calculated chi-square value with the corresponding degrees of freedom along with the significance level of association at 5% level of significance.

Table 3 Bivariate distribution of the respondents understanding and being aware of practicing GHRM with the different explanatory variables (Developed by the authors)

Variable	Understanding and Awareness of Practicing GHRM		Total	Calculated χ^2
	No	Yes		
Arranging Training Program focusing on GHRM Practices				Cal. $\chi^2 = 142.22$ $\rho = 0.001$
No	146 (67.2%)	71 (32.7%)	324 (100%)	
Yes	67 (20.6%)	257 (79.3%)	217 (100%)	
Total	213 (39.3%)	328 (60.6%)	541 (100%)	
Providing freedom to the employees to modify/create the new eco-friendly practices				Cal. $\chi^2 = 180.162$ $\rho = 0.000$
No	245(73.9%)	91 (27.0%)	336(100%)	

Continuation of Table 3				
Yes	39 (19.0%)	166 (80.9%)	205 (100%)	
Total	284 (52.4%)	257 (47.5%)	541 (100%)	
Developing Green Teams in the organization to educate, inspire and empower employees to practice GHRM				Cal.χ ² = 105.624 ρ = 0.000
No	349 (84.9%)	62 (15.0%)	411 (100%)	
Yes	36 (27.6%)	94 (72.3%)	130 (100%)	
Total	385 (71.1%)	156 (28.8%)	541 (100%)	
Green HRM is linked to employee performance metrics				Cal.χ ² = 136.242 ρ = 0.000
No	187 (62.1%)	114 (37.8%)	301 (100%)	
Yes	103 (42.7%)	137 (57.1%)	240 (100%)	
Total	290 (53.6%)	251 (46.3%)	541 (100%)	
Educational Level				Cal.χ ² = 166.242 ρ = 0.000
Primary	129 (94.8%)	7 (5.1%)	136 (100.0%)	
Secondary	151 (71.2%)	61 (28.7%)	212 (100.0%)	
Higher	21 (10.8%)	172 (89.1%)	193 (100%)	
Total	301 (55.6%)	240 (44.3%)	541 (100%)	
The Induction Program for greening newly joined employees is practiced				Cal.χ ² = 183.905 ρ = 0.000
No	277 (73.6%)	99 (26.1%)	376 (100%)	
Yes	51 (30.9%)	114 (69.0%)	165 (100%)	
Total	328 (60.6%)	213 (39.3%)	541 (100%)	
Electronic documents (EDs) should be considered by all Central Govt. Organizations/institutions				Cal.χ ² = 163.133 ρ = 0.000
No	301 (82.0%)	66 (17.9%)	367 (100%)	
Yes	149 (85.6%)	25 (14.3%)	174 (100%)	
Total	450 (83.1%)	91 (16.8%)	541 (100%)	
Environmental awareness criteria are included in the recruitment policy				Cal.χ ² = 146.145 ρ = 0.000
No	66 (16.4%)	365 (91.0%)	401 (100%)	140 (100%)
Yes	130 (92.8%)	25 (17.8%)	140 (100%)	
Total	196 (36.2%)	390 (72.0%)	541 (100%)	

Table 3 demonstrates that each explanatory variable has a significant impact on the selected dependent variable at 5% level of significance. It has been revealed from the bivariate analysis that around 80% of the total respondents of the organizations where training programs focusing on GHRM practices are arranged are well aware of GHRM practices, on the contrary, only 32% employees from such organizations

where training on GHRM practice is not exist are conceptualized about the term “GHRM”.

The organizations where the employees have the freedom to think of practicing eco-friendly practices are found to be more connected to the GHRM practices (80.9%) compared to those organizations where this practice of providing employees the freedom to create an eco-friendly atmosphere in their various tasks and

duties (27%). This explanatory variable has a significant impact on the selected dependent variable.

Developing a green team (GT) is one of the contributory factors in generating GHRM practices inside an organization. Our analysis (Table 1) shows that the organizations that develop Green Team (GT) to educate their employees about GHRM practices have almost 73% employees who have awareness about GHRM practices.

It has been found from the present analysis (Table 1) that the employees having more awareness about GHRM practices (57.1%) were linked by GHRM practices as one of the performance indicators.

It has been reflected that educational enrollment of the employees have been significantly associated with the process of being aware of and practicing GHRM practices inside an organization. Table 1 above shows that the employees with higher educational enrollment have been found more in numbers (89.1%) practicing and being aware of GHRM than that of the other categories of educational enrollment (5.1% and 28.7% of the Primary and Secondary Level of Educational Enrollment).

The majority of the surveyed employees of the different organizations (85.6%) responded that GHRM practices could be more enacted in every operational phase once the Electronic Documents (ED) would be accepted by the different central organizations of the government of Bangladesh.

5.1. Detecting Multicollinearity among the Explanatory Variables

Hierarchical logistic regression was applied considering the selected dependent variable as “Understand and aware of Practicing GHRM” and the selected independent variables. Now to test the multicollinearity the values of “Variance Inflation Factor (VIF)” and the value of tolerance was estimated as follows.

Table 4 discloses the explanatory variables that were considered in the first hierarchical logistic regression analysis consisting of the dependent variable “Understand and aware of Practicing GHRM”. In Table 5, the multiple correlation coefficient between the independent variables and the outcome variable, “Understand and aware of Practicing GHRM”, is $r = 0.56$ which shows there is positive correlation between the variables. The $R^2 = 0.85$ shows that 85% of the movement in the dependent variable can be explained by the independent variables and the rest 15% remains unexplained. The adjusted $R^2 = 0.78$ gives the idea of how well the model generalizes. The difference between the R^2 and adjusted R^2 is $0.85 - 0.78 = 0.07$ it means if the model was derived from the population rather than a sample, it would account for approximately 7% less variance in the outcome. The F-

value of ANOVA Table 6 measures the statistical significance of the model. Here, the F-value is considered statistically significant at $p = 0.000$.

The regression coefficient shows how much the dependent variable (“Understand and aware of Practicing GHRM”) is expected to increase when the predictor variable under consideration increases by one and all other independent variables are held at the same value. In regression analysis using the stepwise method, it is observed that the variable product feature is insignificant.

Based on Table 7, it can be stated that all the values of VIF are $1 < VIF < 5$; it specifies that the small values of VIF corresponding to the variables show no problem of collinearities.

Table 4 Variables entered/removed (b) (Developed by the authors)

Model	Variables Entered	Variables Removed	Method
	Arranging Training Program focusing on GHRM Practices		Enter
	Green HRM is linked to employee performance metrics		
	Educational Level		
	GHRM is linked to employee performance metrics		
	The Induction Program for greening newly joined employees is practiced		
	Electronic documents (EDs) should be considered by the all the Central Govt.		
	Organizations/institutions’ environmental awareness criteria are included in the recruitment policy		

Table 5 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.56(a)	0.85	0.78	0.577

Notes: a) Predictors (constant): arranging training program focusing on GHRM practices, green HRM is linked to employee performance metrics, educational level, GHRM is linked to employee performance metrics, induction program for greening newly joined employees is practiced, electronic documents (ED) should be considered by all the central govt. organizations/institutions, environmental awareness criteria are included in the recruitment.

b) Dependent variable: understanding and awareness of practicing GHRM.

Table 6 Model summary

Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	831.511	7	4.110	1.100	0.000(a)
Residual	99276.612	12865	3.101	1.100	0.000(a)
Total	100107.51	12872	4.110	1.100	0.000(a)

Notes: a) *Predictors (constant)*: arranging training program focusing on GHRM practices, green HRM is linked to employee performance metrics, educational level, GHRM is linked to employee performance metrics, induction program for greening newly joined employees is practiced, electronic documents (ED) should be considered by all the central govt. organizations/institutions, environmental awareness criteria are included in the recruitment policy.

Table 7 Regression coefficients (Developed by the authors)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1 (Constant)	1.31	0.052		20.1	0.000		
Arranging Training Program focusing on GHRM Practices	0.031	0.011	0.021	2.51	0.009	0.998	1.0
Providing freedom to the employees to modify/create the new eco-friendly practices	0.023	0.051	0.017	0.44	0.006	0.896	1.1
Developing Green Teams in the organization to educate, inspire and empower employees to practice GHRM	0.021	0.032	0.014	0.322	0.0003	0.886	1.1
Green HRM is linked to employee performance metrics	0.017	0.032	0.014	0.289	0.003	0.696	1.4
Educational Level	0.027	0.027	0.12	0.31	0.004	0.769	1.3
GHRM is linked to employee performance metrics	0.034	0.012	0.024	0.31	0.002	0.596	1.6
The Induction Program for greening newly joined employees is practiced	0.024	0.021	0.019	0.31	0.002	0.693	1.4
Electronic documents (EDs) should be considered by the all the Central Govt. organizations/institutions	0.026	0.025	0.013	0.27	0.005	0.656	1.5
Environmental awareness criteria are included in the recruitment policy	0.021	0.023	0.012	0.31	0.003	0.656	1.3

b *Dependent variable*: Understanding and awareness of practicing GHRM

5.2. Determining the Affecting Factors on Understanding and Being Aware of Practicing GHRM

Besides associations of attributes that have been analyzed previously, application of multivariate analysis is inevitable to identify the risk or prognostic factors of the awareness of GHRM practices. To perform the multivariate analysis the hierarchical logistic regression is appropriate because this method does not require any distributional assumptions of the explanatory variables. Moreover, it can be used for qualitative, quantitative, and a mix of both qualitative and quantitative variables.

Table 8 represents the effects of various explanatory variables on our first dependent variable "Understand and Aware of Practicing GHRM", where Hierarchical Logistic Regression estimates the factors affecting the knowledge and awareness about GHRM among the studied population.

The results of hierarchical logistic regression analysis about the state of understanding and being aware of practicing GHRM for all models (i.e, 1(A), 1(B), 1(C) and 1(D)) are presented in Table 3. The findings of hierarchical logistic regression in Table 8 elucidate that arranging training programs regarding GHRM practices in an organization plays a pivotal role in building awareness about GHRM practices. It has been detected that the respondents who were facilitated by the training program on GHRM were found to be 1.275 times more likely to be aware of practicing GHRM than that of the employees who were not being facilitated by this kind of training session.

It has been evident from the analysis (Table 4) that by allowing the employees to become creative in developing distinct ways of eco-friendly practicing atmosphere an organization can make its employees 1.27 times more aware of GHRM practices. Thus, more employees will be flexible in terms of having the

independency from the concerned authority to create an eco-friendly atmosphere inside an organization, the more tendency of being aware of GHRM will be developed.

Analysis demonstrates that developing a Green Team (GT) inside an organization to make employees more knowledgeable about GHRM practices is effective in developing skills and knowledge required to practice GHRM. Table 4 shows that the employees who experienced sessions conducted by the Green Team of the respective organization are 1.125 times more strengthened in developing knowledge and

awareness about GHRM. Based on the values of χ^2 the test statistic and error reduction confirm that model 1 (D) in Table 3 is the best for detecting the awareness of GHRM.

An induction program for greening newly joined employees is another factor to be considered for making the employees of an organization more aware of GHRM. Table 3 shows that the employees who were intimated by the induction program about GHRM were 1.236 times more knowledgeable and aware of GHRM practices inside their organizations.

Table 8 Hierarchical logistic regression estimates of understanding and awareness of practicing GHRM among the studied population (Developed by the authors)

Background Characteristics	Model 1(A)	Model 1(B)	Model 1(C)	Model 1(D)	Confidence Interval	
	Odds Ratio	Odds Ratio	Odds Ratio	Odds Ratio	L	U
Arranging Training Program focusing on GHRM Practices	No	-	-	-	-	-
	Yes	1.1***	1.1***	1.189***	1.275	1.22 1.6
Providing freedom to the employees to modify/create the new eco-friendly practices	No	--	-	-	-	-
	Yes		1.112*	1.119**	1.1*	1.02 1.2
Developing Green Teams in the organization to educate, inspire and empower employees to practice GHRM	No	-	-	-	-	-
	Yes		1.112*	1.119**	1.1*	1.02 1.2
Green HRM is linked to employee performance metrics	No	--	-	-	-	-
	Yes			1.337	1.6***	1.50 1.9
Educational Level	No education	-	-	-	-	-
	Primary			1.287	1.456	1.21 1.6
	Secondary			1.319	1.524	1.12 1.6
	Higher			1.661	1.735	1.14 1.7
The Induction Program for greening newly joined employees is practiced	No	-	--	-	-	-
	Yes				1.2***	0.33 0.8
Electronic documents (EDs) should be considered by the all the Central Govt. organizations/institutions	No	--		--	-	-
	Yes				1.36	
Environmental awareness criteria are included in the recruitment policy	No	--		--	-	-
	Yes				1.52	
-2 LL ^e	246.4	19612.8	18456.714		16651.521	
Chi-square	251.1***	3145.41***	5115.135***		5812.14***	
Error Reduction ^f	281.554	4830.858			280.02	

As far as the educational enrollment is concerned, it has been determined that the employees with a higher educational background were noticed 1.735 times more aware of GHRM. Therefore, attention should be given to the employees who are illiterate or semi-literate in the organizations so that they become more effective in practicing GHRM from their own perspectives.

Another factor that has been found as one of the significant factors in developing awareness about GHRM practices among the employees is the matter of accepting electronic documents by various government organizations toward executing the GHRM practices in a smoother way. It has been discovered that the employees who believed that ED should be accepted all over the government organizations are 1.36 times more aware of GHRM practices than that of the reference category.

6. Conclusions

This study shows that the majority of employees from different industries in Bangladesh are unaware of green human resource management. However, proper Green HR activities are not yet practiced in the organization. Results suggest that a company can increase its employees' awareness of GHRM practices by 1.27 times by empowering them to be creative in creating unique procedures that are eco-friendly. Hence, organizations want to execute the Green HR policy in the near future. Analysis shows that creating a Green Team (GT) within a business to educate employees about GHRM practices is effective in creating the knowledge and skills necessary to practice GHRM. Table 4 shows that employees who had been informed about GHRM through the induction program were 1.236 times more educated and aware of GHRM procedures inside their firms. Foreign training and seminars are significant factors that increase the awareness of green human resource management among various levels of employees in the organization.

To enhance the Green human resource management practices, Government should incorporate green human resource management practice in Bangladesh labor law as well as promote organizations that practice green HRM. In addition, universities should introduce green HRM in their syllabus. Furthermore, organizations should develop a strategic human resource management policy based on the Green HRM concept to promote green employees in the organization.

In the 21st century, HR professionals should deploy Green cues in traditional HR functions to ensure a sustainable environment and to gain the competitive advantage of the organization. The people in the organizations also must realize the importance of the Green Movement, Green HR, and Green Audit. The responsibility of the present generation of HR Managers is to incorporate the Green HR Philosophy in the corporate mission statement, HR-Policies.

The literature review intimates the fact that not many studies show the contributory factors affecting Green HRM practices outside industrialized countries like Bangladesh. This study contributes to the creation of information on the various factors that affect green human resource management practices, and considering this information, experts' goal is to determine the level of awareness and green human resource management among Bangladeshi representatives of various firms.

The major barrier in front of HR professionals is to realize the capacity and profundity of green HRM in converting their organizations into green units. In this context, the responsibility of the present generation of HR managers is to create awareness among the youngsters and the people working for the organization about the Green HRM, Green Movement, utilization of natural resources, and helping the corporate to maintain proper environment and retain the natural resources for our future generation, i.e., sustainable development. More and more impeccable research on GHRM may proceed toward finding various ways of motivating the employees of different industries for practicing GHRM for the betterment of themselves and the organization as well.

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