Green Human Resource Management: The role of Green HRM and Employee Green Behaviour on Organizational Green performance in manufacturing Textile Company in Bangladesh

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ABSTRACT: The rising global idea of Green Human Resource Management (GHRM) has brought environmental management much-needed attention in the fight against climate change. A significant factor in guaranteeing efficient environmental management (EM) in enterprises has been the increased awareness of environmental sustainability. In Malaysia's manufacturing sector, this study aims to evaluate the application and impact of GHRM practices. The influence of these green performances within the organizations is also explored. In order to methodically examine the degree to which GHRM concepts have been implemented throughout industrial businesses, this study uses a thorough survey that is distributed among employees. There's also an investigation of the relationship between these methods' integration and improved environmental performance in these companies. The results highlight the value of incorporating sustainable strategies into human resources policies and procedures by showing a strong association between the adoption of GHRM practices and Employee green behaviour in organizational green performance. This study offers a model for other firms to follow and advances knowledge of the strategic significance of human resources in the accomplishment of environmental goals.

KEYWORDS: Green Human Resource Management (GHRM), Employee Green Behavior, Manufacturing Sector, Organizational Green Performance, Environmental Sustainability

INTRODUCTION

In order for industrial companies to effectively address major environmental concerns, sustainability is essential. Businesses need to adopt GHRM practices in order to improve GP and solve environmental problems. International organizations, scholars, and national governments highlight the importance of green projects in the fight against waste and environmental deterioration (Rahman et al., 2021). Moktadir et al. (2019) looked into a number of antecedents, such as top management commitment to GHRM practice implementation and green corporate culture (Kumar and Chakraborty, 2022). They came to the additional conclusion that the most significant behavioral component is organizational culture.

In fact, large investment and insurance costs prevent certain companies from achieving a high level of environmental performance (Welford and Gouldson, 1993).

Literature from the modern era frequently highlights how important GHRM is to supporting sustainable development. Nguyen, Bosch, and Sun (2022) came to the conclusion that there is an increasing correlation between GHRM practices and enhanced environmental performance as well as the growth of a sustainable culture within firms. Furthermore, a study by Li and Zhang (2023) shows that by balancing both individual and organizational environmental values, effective

GHRM implementations have a significant impact on staff morale and retention. These results suggest that the strategic importance of GHRM in contemporary green practices is being increasingly acknowledged. Moreover, closing this gap may provide crucial information for businesses hoping to successfully integrate sustainable practices into their overall business plan. The following two major research questions are examined:

A. To what extent are Bangladeshi manufacturing enterprises implementing green recruiting and selection, training and development, performance management, and remuneration systems?

B. What effect do GHRM practices have on the environmental performance of industrial companies in Bangladesh?

C. What are the obstacles to employee green behavior, and how do these actions affect management styles and organizational policies?

Finding out how much green HRM practices are used by manufacturing companies in Bangladesh and how these practices affect environmental sustainability is the main objective of this study project. This study's main objective is to provide important new understandings of the ways in which HRM helps the manufacturing sector promote

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sustainability. As mentioned by O'Donohue & Torugsa (2016) and Smith & Thomas (2024), this will be achieved by examining the relationships between green HRM practices and environmental results. The study's findings should contribute to a better understanding of GHRM's strategic significance in advancing sustainable industrial practices.

PROBLEM STATEMENT
The effectiveness and integration of green human resource management (GHRM) in the industrial sector have not received enough attention, despite the fact that it is becoming more widely acknowledged as a crucial instrument for advancing environmental sustainability in businesses. Global manufacturing sectors, known for their significant environmental impact, are currently at a turning point in their development where integrating sustainable practices is not only beneficial but also required to preserve operational legitimacy and adhere to increasingly stringent environmental regulations (Daily, Bishop, & Steiner, 2007). Growing environmental concerns and increased scrutiny of corporate environmental practices have made a reevaluation of traditional approaches to human resource management (HRM) necessary. The outcome of this is the creation of Green Human Resource Management (GHRM), a method that combines environmental management with human resource management-related tasks. The adaptation and impact of GHRM practices, specifically as they relate to Bangladesh's manufacturing sector, are the main research topics being explored in this study.

"The study on how GHRM and green culture influences employee behavior is still in its infancy stage, and it needs further organizational contextual proof (Pham et al., 2019; Yong et al., 2020; Rubel et al., 2021). Most research on GHRM and green culture and their impact on both organizations and employees is found in the Western context. There has been relatively little research on GHRM and green culture and their consequences in developing countries, and less focus is given to more vulnerable Asian countries (Renwick et al., 2013)".

Consequently, the primary goal of this research is to address these deficiencies by analyzing the extent to which GHRM practices are incorporated into Bangladeshi manufacturing companies. Furthermore, to evaluate how employee green behavior and GHRM affect environmental performance outcomes. In doing so, it hopes to contribute to the larger objective of sustainable industrial development by offering practical insights that help direct the creation of GHRM strategies that are more effective.
Objective:
•   To Investigate the Adoption of GHRM Practices: To find out how widely Green Human Resource Management (GHRM) practices are used in Bangladeshi manufacturing

companies, and what factors influence their adoption. Specifically, the study will focus on green reward and compensation systems, green performance management and appraisal, green training and development, and green recruitment and selection.
•   To Assess the Impact of GHRM on Environmental Performance: To evaluate how GHRM practices affect organizational green performance in the manufacturing sector of Bangladesh, with an emphasis on the ways in which these practices support environmental sustainability objectives like decreased waste and pollution, effective resource use, and adherence to environmental laws.
•   To examine the effect of Employee green behavior on the green performance: Green behavior among employees is broadly defined as actions taken by employees with the intention of protecting the environment, natural resources, and ecosystems, as well as reducing environmental degradation and enhancing environmental quality (Norton et al., 2015).To evaluate how Employee Green behaviour affect organizational green performance in the manufacturing sector of Bangladesh.

2.   LITERATURE REVIEW
2.1   Earlier Concept and Definition of Green HRM
Today's economy is significantly impacted by environmental obstacles and resource limitations. The globe is undergoing a significant shift as environmental sustainability gains more recognition. The need to challenge the paradigms of development and economic growth is therefore urgent. These changes include the way environmental movements operate, which has prompted national governments to set higher environmental standards and promote closer international collaboration. In numerous nations, civil society is becoming increasingly recognized in tandem with the commitment to building environmentally sustainable economies. Organizations are compelled by these sociocultural and economic shifts to incorporate environmental management (EM) into their business plans, which creates a number of new challenges.
Kramar (2014) states that "social and human results that contribute to the company's long-term viability, or to a sustainable organization," are referred to as "green human resource management." There is a growing global awareness of environmental issues. Individuals, companies, and governments are beginning to realize how important it is to integrate eco-friendly and sustainable practices into day-to-day operations, such as human resource management (Arulrajah et al., 2016). The GHRM study brings to light a few new problems that need to be addressed but weren't included in previous research. The majority of recently published research focuses on GHRM in connection to organizations. On the other hand, a growing corpus of

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research focuses on the person level, especially with regard to green behavior and attitudes. Moreover, while green training is the subject of much research in HRM, there is also a lot of attention being paid to new forms of employment. In addition, the research suggests a shift from characterizing the presence or absence of GHRM practices to investigating the pre-, during, and post-GHRM occurrences. This shift indicates that GHRM will soon become a more prominent area of academic research. Environmental problems (such as climate change, global warming, pollution of the environment, energy crises, etc.) are becoming more and more important globally these days. In order to address these problems and challenges in a sustainable way, this scenario necessitates the efforts of all individuals as well as organizations. Organizations adopt various actions, such as developing and implementing environmental policies and programs, Cleaner Product (CP), and Environmental Management System (EMS), in order to address these problems and difficulties in a methodical manner. Reducing the organizations' detrimental environmental impact is the goal of all these actions. Conversely, it enhances an organization's performance or good environmental impact. One important metric that shows the overall results of Corporate Environmental Management (CEM) and its activities is an organization's environmental performance, often known as its sustainable environmental performance. These phenomena necessitate significant adjustments to individuals' job levels, behaviors, and performance evaluations in an organizational setting.

Moreover, the integration of technologies and Green HRM are often studied together. By streamlining leave applications and enabling online access to HR data, the application of technology to HRM operations clearly improves people management. It reduces the amount of time required for HR procedures, speeds up information exchange in working relationships, uses less paper, simplifies internal training and communication, and fits in with company goals. Thanks to technology, staff members can communicate with HR from the convenience of their own workstations. Imagine that a worker's office is located in a foreign nation, distant from the corporate headquarters, and not even in the same city.
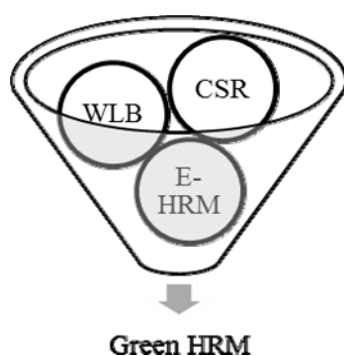
Green HRM

To sum up, Figure 1 depicts the earlier idea of strategic green human resource management. Work-life balance, E-HRM, and CSR are just a few of the measures that can improve an organization's sustainability. To the advantage of all parties involved, these projects ought to include the economic, social, and environmental aspects.

2.2   Environmental awareness and Green behavior

Being environmentally conscious is being aware of the environment and making decisions that help, not harm, the planet. Using safe and non- toxic building materials, preserving energy and water, recycling, activism, and other practices are some methods to develop environmental consciousness. It alludes to the knowledge that the ecosystem is delicate and that it is crucial to preserve it. In order to effectively promote environmental awareness and enhance environmentally. Environmental awareness is one idea to comprehend the fragility of our environment and the significance of its protection, according to Jusoph et al. (2018). Over time, university students' programs promoting environmental awareness have significantly improved. But environmental problems are a global calamity that never goes away. Thus, reviewing the degree of environmental consciousness among Malaysian university students is the primary goal of this study. The results showed that although university students knew a lot about the environment, they only practiced at a modest level. "In particular, the risks associated with environmental issues have caused a number of businesses to exhibit a propensity toward concentrating on green performance and initiating employee education and training in green performance in recent years. Of these sectors, the hospitality sector has contributed positively to environmental preservation through decreased energy and water consumption, improved use of consumable and durable goods, and decreased production of hazardous and solid waste (Gürlek & Tuna, 2018; Kim, Lee, & Fairhurst, 2017; Pham, Tužckova, & Jabbour, 2019). Green management, green HRM, green policies and practices, green innovation, green work attitudes, and green outcomes are just a few of the green topics that tourism and hospitality researchers have examined (e.g., Cabral & Jabbour, 2020; Gürlek & Koseoglu, 2021; Jaaron & Backhouse, 2019; Mzembe, Melissen, & Novakovic, 2019; Peng, Lee, & Lu, 2020)". According to Wan, Chan, and Huang (2017), "environmental awareness is a multidimensional concept that is known to influence an individual's information, knowledge, attitudes, tendency, behaviors, intentions, attempts, and actions." The psychological elements that influence people's inclination for pro-environmental behaviors, attitudes, and activities are related to this (Zhang, Zhang, Zhang, & Cheng, 2014). According to Yeh, Ma, and Huan (2016), an individual who practices a broad range of P-EBs and activities and holds particular values and attitudes is considered ecologically

aware or pro-environmentalist. The GHRM concept basically aims to promote green workplace behavior. According to Dumont et al. (2017), workplace green behavior can be influenced by GHRM, but it can also be moderated and mediated by individual green ideals and psychological green atmosphere.

2.3   Implementing GHRM in Bangladeshi's Industrial Sector

The industrial sector in Bangladesh is gradually realizing how strategically important it is to apply Green Human Resource Management (GHRM) practices. This realization is partly attributable to local government initiatives to cut down on resource waste and industrial pollution as well as mounting international pressure for environmental sustainability. The manufacturing industry in Bangladesh is encouraged to comply with these international standards and use GHRM as a tool for both environmental and economic sustainability, since industries around the world are being called upon to reduce their environmental impacts (Smith & Thomas, 2024). Present Status of Implementation: According to recent studies, different manufacturing companies in Bangladesh have varied greatly in their adoption of GHRM practices. Integrating sustainability into a company's fundamental operating strategies requires the implementation of certain practices, such as eco-friendly hiring, sustainable training initiatives, eco-friendly performance management systems that incentivize eco-friendly actions, and eco-friendly remuneration plans. Nguyen, Bosch, and Sun (2022) have noted a discrepancy between the development of policies and their actual implementation, indicating that although many organizations have created GHRM policies, their implementation is frequently insufficient.

Implementation Challenges: Senior management and HR professionals' ignorance of the potential advantages of GHRM is a major barrier to the successful use of GHRM practices in Bangladesh. This is important not only for the environment but also for employee happiness and business profitability. improved employee engagement levels and lower turnover rates are indicators of a direct association between sustainable HR policies and improved firm efficiency, according to Li and Zhang (2023). Additionally, it implies a strong correlation between enhanced organizational performance and sustainable HR policies. Moreover, cultural norms and aversion to change make it challenging to convert traditional HR methods into more sustainable ones. (Sitbon & Johansson, 2021).

Strategies for Effective Implementation: To solve the issues of efficient implementations, Bangladeshi production enterprises should place a strong emphasis on implementing training and development programs. These will enlighten and enable senior management and HR specialists about the possible advantages and GHRM implementation strategies.

This entails incorporating durability into professional development programs' main curricula, which include seminars and workshops. Furthermore, involving stakeholders at all levels—from government agencies to specific workers—can help ensure a more seamless transition and increased support for GHRM programs (Nguyen, Bosch, & Sun, 2022).

The industrial sector in Bangladesh finds it difficult to adopt GHRM. Still, the possible advantages outweigh the obstacles. By gaining a deeper understanding of the tactical benefit of GHRM, Malaysian manufacturing companies may enhance their strategic position and position themselves as global sustainability contributors. According to Smith and Thomas (2024), integrating green concepts into every facet of human resources management will be crucial to attaining industrial sustainability in the future.

2.4   Describe and Interpret the Significance of Eco-Friendly Performance in Establishments

In the modern business context, the GHRM has emerged as a crucial indicator for evaluating the environmental sustainability of organizational actions. Companies are being forced to reorganize as a result of the shifting expectations of their customers and the increasing needs of regulations. Furthermore, companies across all industries are being compelled to reevaluate and revamp their operational strategies. In addition, companies must address environmental considerations in order to meet customer demand for more sustainably produced goods and services. The idea of Green Human Resource Management (GHRM), which unites conventional HR procedures with environmental management to promote sustainable business operations, is the foundation of this change (Smith & Thomas, 2024).

Conceptualizing Green Performance: There are multiple factors that go into figuring out how well corporate sectors use green practices in terms of managing their ecological standards and conforming to environmental laws. This process involves a number of techniques, such as cutting greenhouse gas emissions and managing waste to conserve energy and water. Therefore, it is crucial to follow sustainability standards while coming up with proactive ideas that have a big impact on the state of the world (Li & Zhang, 2023). It is a crucial component of corporate social responsibility, or CSR, and is becoming more widely acknowledged as a significant influence in the development of an organization's reputation and competitiveness.

The significance of green performance: Generally, ecological sustainability depends extensively on the execution of environmentally conscious procedures across the manufacturing sectors. It is impossible to overstate how important environmentally friendly performance is. More significantly, it gives organizations a tangible framework to

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demonstrate their commitment to sustainable development. Furthermore, the technology gives organizations a strong platform to emphasize their commitment to environmental sustainability, which is essential for drawing in and keeping customers and investors. When making decisions, these stakeholders prioritize environmental ethics. Furthermore, companies with a strong history of environmental sustainability are in a better position to lower any risks associated with environmental liabilities. Similarly, companies can frequently profit from incentives such as tax breaks and subsidies (Nguyen, Bosch, & Sun, 2022).

Challenges in Measurement and Implementation: Even while measuring green performance is important, it is not without its challenges. It can be challenging to create standardized metrics that provide meaningful evaluation for various businesses and activities since it requires striking a balance between board application and the necessary degree of precision. Furthermore, organizational reorganization and upfront costs are typically taken into account when adapting ways to increase green practices. This enormous undertaking may present significant challenges for small and medium-sized enterprises (SMEs).

The manufacturing industry now has many potentials to implement green practices because to recent advancements in management and technology. As result, big data and sophisticated analytics have been utilized to track and manage the effects on the environment. The acceleration of opportunities has been facilitated by the trend towards digitalization in several industries and businesses. Additionally, these technologies have made it easier to manage resources and implement efficient waste control strategies (Li & Zhang, 2023). Furthermore, public policy and knowledge of environmental challenges have been constantly changing. Consequently, there has been tremendous pressure on firms to improve their green performances in order to move toward more centralized strategy planning in the future (Smith & Thomas, 2024).

2.5 Exploring the Dynamics of Green HRM in Manufacturing: Challenges and Opportunities

As Bangladesh's manufacturing sectors progressively grow, the integration of Green Human Resource Management (GHRM) methodologies becomes increasingly important. GHRM represents a significant change in how environmental management and human resource strategies were seamlessly integrated. Long-term operational efficiencies and improved corporate responsibility are the goals of this. In addition to effectively addressing environmental issues, the realization of this comprehensive integration creates new opportunities for innovation and competitive advantage across the industry (Smith & Thomas, 2024). In spite of these difficulties, GHRM has a lot of promise. Using green techniques can lead to lower operational costs, better compliance with global standards, and better risk management. Bangladeshi firms may also see significant commercial advantages from improving their GHRM plans, since international trade increasingly rewards companies with a sustainable track record. Proactively implementing GHRM encourages personnel transformation and technical innovation, both of which are essential for future-proofing the industry and advancing environmental objectives. The research emphasizes how crucial GHRM practices are for maintaining organizational stability, particularly within the manufacturing sector. since this industry has a lot of serious environmental risks. Employers may develop a workforce that is deeply committed to environmentally responsible management in addition to being highly trained and motivated. There are several steps that may be done to guarantee the successful implementation of these green practices, such as performance management, green hiring, and incentives. Furthermore, the advantages for increased future viability are significant, and the environmental efficiency outweighs the inherent difficulties in putting these strategies into practice. As a result, GHRM is crucial for manufacturing organizations that handle the complex terrain of contemporary environmental issues.

Bangladeshi industrial sectors therefore show how important it is to understand GHRM dynamics. This means not just identifying the barriers and facilitators to its widespread adoption but also seizing the unique opportunities it presents to transform traditional manufacturing techniques into a robust and sustainable growth strategy.

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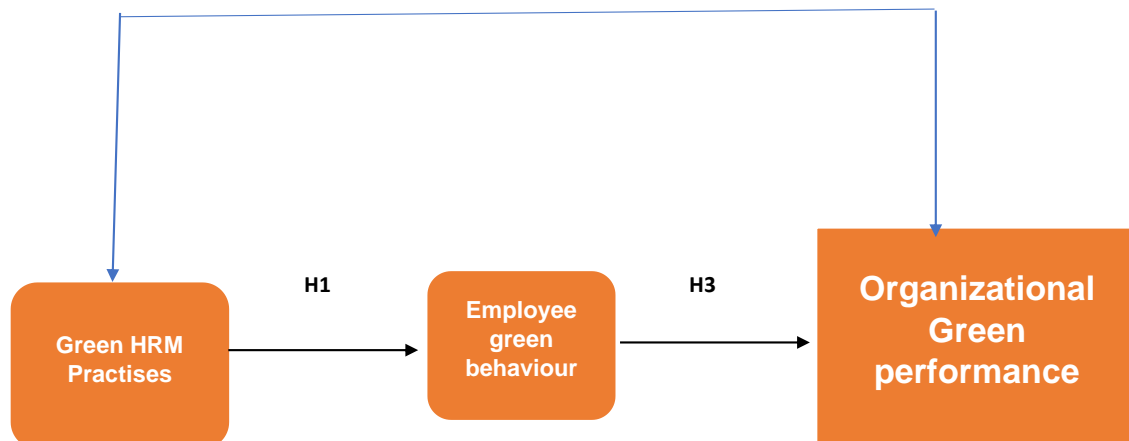
Fig; Research Framework

3.0 METHODS

3.1 Design of the Research

In order to analyze the implementation of Green Human Resource Management (GHRM) practices and Employee green behavior and their impact on Organization Performance in the Manufacturing Sector of Bangladesh, this study uses a cross-sectional survey approach, which is a quantitative research technique. The chosen design aims to provide a fleeting depiction of current GHRM practices and organizational performance with respect to environmental sustainability at a certain turning point.

Survey Instrument

There are two main sections to the survey questions. The first section collects demographic data, including jobs within the organization, duration of employment, and the size and type of the manufacturing facility for participants. Including this demographic data will help categorize the data analysis so that differences across several categories can be understood.

3.2   Sample and Sampling Procedure

This study analyzes how organizations in the Bangladeshi manufacturing sector use Green Human Resource Management (GHRM) practices and Employee Green Behavior using a cross-sectional survey approach. This approach is a quantitative research tool. The chosen design aims to provide a fleeting depiction of current GHRM practices and organizational performance with respect to environmental sustainability at a certain turning point.

Furthermore, participants in this study were chosen from Bangladesh's manufacturing industry. These individuals come from a wide variety of manufacturing-related fields. A purposive sample technique is used to make sure that manufacturing businesses that differ in terms of size and degree of environmental commitment are included. To capture a wide range of viewpoints on green HRM methods

and employee green behavior on green performance, the sample consists of people at all organizational levels, including managers, supervisors, and frontline employees.

In the following parts, we will go further into the data, beginning with the preparation and basic analysis, then moving on to the comprehensive testing of the hypothesis, and finally concluding with a discussion of the results.

3.3   Data Collection and Analysis

Assuring the quality of the data prior to starting the core analysis is crucial to ensuring that it is accurate and prepared for statistical analysis. In order to verify the applicability of the subsequent inferential statistical tests, a preliminary analysis and an overview of the stringent steps used to create the dataset are presented in this section.

Factor analysis can also be used to find underlying variables (or factors) that explain the pattern of correlations within the collection of observed variables connected to GHRM practices in order to further analyze the data (Li & Zhang, 2023).

Ethical ConsiderationsConcerns about ethics will include the necessity of protecting each participant's privacy and anonymity. Individuals will be informed about the purpose of the research and their rights before providing consent, and participation in the survey will be voluntary. The investigation shall conform to the moral guidelines set forth by the institutional review board to which it is subject.

4.0 DISCUSSION

The findings show a strong and noteworthy correlation between the application of Green Human Resource Management (GHRM) techniques and Employee Green behavior on the environmental performance of Bangladeshi manufacturing enterprises. Depending on the statistical

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analysis done to determine this correlation, the following table depicts a random result:

Table 4.1

Table 4.1: Reliability Test Results

Construct	Cronbach's Alpha
Green Performance	0.837
Green HRM	0.879
Employee Green Behavior	0.836

The questions included in each construct accurately assess the same underlying notion, as evidenced by the Cronbach's alpha values of all the constructions above the widely accepted threshold of 0.7. More specifically, its elements have a very strong relationship ($\alpha = 0.879$), indicating that the 'Green HRM' construct has the highest level of internal consistency. The 'Smart Technology Orientation' construct got the lowest alpha value ($\alpha = 0.806$), indicating that it has somewhat less internal consistency than the other constructions, but it is still sufficient internally, even if it was still within the appropriate range. Because the results show that the responses are consistent across several questions that are included within each concept, they serve as proof that the survey instrument is trustworthy. This level of dependability adds to the findings' increased credibility by reducing the likelihood that they are the result of survey discrepancies or random mistake.

4.2 Hypothesis Testing and Inferential Statistics

For each hypothesis, present the statistical tests conducted, the results, and the interpretation of these results. Use appropriate statistical tools such as regression analysis, t-tests, ANOVA, etc. Display complex data in figures or tables to aid in comprehension.

Table 4.2.1: Regression Analysis for Green HRM and Green Performance

Predictor	Coefficient	Standard Error	p-value
Green HRM	0.320	0.071	0.048

Regression analysis results indicate a substantial association (Coefficient = 0.320, p = 0.048) between green HRM practices and organizational green performance. The positive coefficient suggests that there is a relationship between expanding green HRM practices and improving an organization's overall green performance. This data lends credence to the idea that green HRM practices have a favorable impact on an organization's green performance. The degree of this correlation is shown by the significance of the result, which is found to be less than 0.05.

4.3 Conclusion

The data collected to explore the role that Green HRM, Green Culture, Employee Green Behavior, and Smart Technology Orientation play in influencing the Green Performance of textile manufacturing companies in Bangladesh has been thoroughly analyzed in this chapter. Based on descriptive statistics, reliability tests, and multiple regression analyses, insightful disclosures into the dynamics of environmental sustainability practices in the textile sector are presented.

5.0 INTRODUCTION

The most significant study findings are outlined and discussed in this chapter. It also looks at the findings' ramifications for the body of research on employee behavior in Bangladesh's textile manufacturing sector and green human resource management (HRM). The debate will include insights that may be applied to both theory and practice, with the aim of offering a deeper understanding of how these elements interact with one another and effect green performance.

5.1 Comparison with Existing Literature

Our results are in line with prior research in this field, which has repeatedly demonstrated the positive impact that GHRM practices have on organizational sustainability outcomes.

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Businesses that implemented green hiring, training, and reward initiatives, and as well as other GHRM techniques, demonstrated improved environmental performance indicators, according to Jackson et al. (2011) findings. In a similar spirit, Renwick, Redman, and Maguire (2013) stressed that in order to improve environmental performance, it is critical to link human resource practices with sustainability goals.

5.2 Interpreting the Results

5.2.1 Green Performance and Green HRM

According to the study's findings, green performance and green human resource management (HRM) strategies are strongly positively correlated. This suggests that successfully integrating environmental-focused HR policies improves an organization's sustainability. The importance of human resource management (HRM) in advancing the green agenda within organizations is illustrated by this link.

Jackson, Renwick, Jabbour, and Muller-Camen (2011) state that another crucial element of green human resource management is green training. The process of educating employees on environmental issues and best practices, as well as how their jobs and behavior may contribute to sustainability, is referred to as this training. The study's findings emphasize how important this kind of training is for enhancing environmental performance. This conclusion is consistent with that of Pham, Tužckova, and Jabbour (2019), who found that worker environmental knowledge and behavior was significantly impacted by green training initiatives, leading to improved environmental performance. The study's findings, which indicate a favorable correlation between green HRM and green performance, significantly expand on the corpus of knowledge already available on HRM and sustainability. The necessity for companies, particularly those in the textile manufacturing sector, to integrate environmental considerations into their HRM procedures is emphasized. If they do this, they will be able to contribute to the greater goal of sustainable development in addition to being able to enhance their environmental performance.

5.2.2 Employee Green Behavior

The research's conclusions emphasize how important it is for staff members to operate sustainably when pursuing the organization's sustainability goals. One of the most crucial elements in achieving sustainability is the part that individual employees play in encouraging environmental initiatives inside a company. Research by Ones and Dilchert (2012) has demonstrated that an organization's overall green performance is significantly impacted by the attitudes and behaviors of its members with regard to the environment. This is in line with the findings of Norton, Parker, Zacher, and Ashkanasy (2017), who found that an effective implementation of environmental rules depends on workers engaging in environmentally conscious behavior. The current research adds to this conversation by showing how individual acts, when performed in line with an organization's sustainability objectives, can significantly impact the achievement of green goals.

5.3 Theoretical Implications

The present research on employee green behavior, sustainability, and green human resource management (HRM) has benefited greatly from the study's conclusions. By performing an empirical study of Bangladesh's textile manufacturing sector, it offers new perspectives that both challenge and enhance the preexisting theories. Green Human Resource Management: Renwick, Redman, and Maguire's (2013) theoretical paradigm gains support from the found positive correlation between green HRM practices and green performance. According to this concept, firms must use green HRM practices in order to achieve operational sustainability. This study advances the theory by demonstrating the practical applicability of these techniques in a specific industrial context. The argument in favor of including environmental considerations in human resource management is thus made stronger and stronger.

The investigation's findings show that the theoretical positions advanced by Ones and Dilchert (2012) are consistent with the study's conclusions about the contribution of environmentally conscious employee behavior to sustainability. It increases our understanding of sustainability by highlighting the crucial role those individual employees play in advancing environmental initiatives. Conventional corporate sustainability approaches occasionally overlook this issue.

5.4 Practical Implications

The following are some recommendations that this study offers to experts in the textile manufacturing industry:

Green HR management may be put into practice by creating HR policies that incorporate sustainability into all areas of HR management, such as hiring, training, and performance evaluation. It is advisable to motivate staff members to participate in programs that enhance their knowledge of environmental concerns. Technology may not be the sole thing influencing green performance, but when combined with proactive employee behavior, a strong green culture, and green HRM practices, it may increase environmental sustainability.

6.0 CONCLUSION

This study aimed to do a comprehensive evaluation of the contribution of employee behavior and green HRM to improving the green performance of Bangladeshi textile manufacturing companies. The findings demonstrate how crucial it is to integrate environmental concerns into many facets of an organization's operations. The primary finding of

this study is the importance of green employee behavior and Green Human Resource Management (GHRM) practices in fostering organizational sustainability in Bangladesh's industrial sector. Some significant results from a thorough analysis of GHRM practices and their effect on an organization's green performance have been obtained. The implementation of GHRM techniques, such as green hiring, training, performance management, and awards, is positively connected with higher levels of green performance within an organization. Based on the findings, industrial organizations have a higher chance of improving their environmental performance indicators if they include more employee green behavior (EGB) and green HR practices in their HR strategy. Additionally, the study highlights the critical role that individual employee behaviors play in achieving environmental goals. The results, however, did not provide strong evidence for the anticipated moderating effect of smart technology on these connections. This shows that even with its benefits, technology is not a stand-alone way to improve green performance.

CONFLICT OF INTEREST STATEMENT

The authors agree that this research was carried out without any self-benefit, commercial, or financial conflicts, and they state that they have no conflicting interests with any other party, and that no financial support was obtained for this study.

AUTHORS' CONTRIBUTIONS

Onika barkat developed the research concept, wrote, and revised the article. Mr.Neelamehan A/L Manickiam contributed to data gathering and entry.Dr. Anusuiya A/P Subramaniam revised the article.

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