

# GREEN HUMAN RESOURCE MANAGEMENT PRACTICE IN BANGLADESH READYMADE GARMENTS INDUSTRIES

T. N. Sonia Azad<sup>1</sup>, Jannatul Mawa Moon<sup>2</sup>, G. M. Faysal<sup>3</sup>, Md. Tanjim Hossain<sup>4</sup>

Department of Public Administration, Bangabandhu Sheikh Mujibur Rahman Science & Technology University, Gopalganj, Bangladesh<sup>1</sup>

Department of Cultural Heritage and Bangladesh Studies, Rabindra University, Bangladesh<sup>2</sup>

Department of Textile Engineering, Northern University Bangladesh, Bangladesh<sup>3,4</sup>

Email: faysal.tex@gmail.com, jannatulmawadu67@gmail.com, faysal.akmu@gmail.com, tanjimnub@gmail.com

## ARTICLE INFO

Received : 21 April 2022

Revision : 28 April 2022

Received : 14 May 2022

### Keywords:

Challenges; green human resource management; readymade garments solutions; sustainability

## ABSTRACT

Green Human Resource management (GHRM) is not commonly practiced in the ready-Made Garments (RMG) sectors in Bangladesh. Only a few factories practiced the GHRM and they achieved many international awards as well as developed their business rapidly. RMG sector in Bangladesh could benefit from implementing GHRM and establishing sustainable development. This is the quantitative analysis and random sampling methods used to select the garments factories and representatives. Ten garments industries were randomly selected. Five managers were selected from different departments in each garments factory. They informed that the many obstacles to GHRM practices in the RMG sector in Bangladesh. The researcher found some major obstacles like organizational support, inadequate turnover of managerial interests, high costs of practice, and employee turnover. It is possible to successfully implement the GHRM practice in Bangladesh's RMG industry by implementing tight regulations and rules, supervision, training programs, incentives, and mandatory courses in the education system. The suggestion of this research paves the way for improved GHRM methods. The research outcomes would increase GHRM practice in the RMG sectors and may be utilized for innovative contributions to Bangladesh's RMG businesses.

## Introduction

The most pressing problem in today's society is ensuring a sustainable workplace. If employees are happy and healthy, they can be their most productive; therefore, companies must create a culture where employees may thrive and be at their best (Rasool, Wang, Zhang, & Samma, 2020). There is a greater focus on working conditions in Western nations compared to underdeveloped ones. Some governments in

underdeveloped nations have created long-term development plans that contain sustainable development objectives, increasing public awareness of the need for having a sustainable workplace (Omisoro, Babarinde, Bakare, & Asekun-Olarinmoye, 2017). As one of the few developing nations that have successfully integrated sustainability concerns into long-term planning and a commitment to raising awareness of the Sustainable Development

How To Cite: Azad, T. N. S., Moon, J. M., Faysal, G. M., & Hossain, M. T. (2022). Green Human Resource Management Practice in Bangladesh Readymade Garments Industries. *Journal of Social Science*, 3(3). <https://doi.org/10.46799/jss.v3i3.331>

E-Issn: 2721-5202

Published By: Ridwan Institut

Goals, Bangladesh stands out. This has been made possible thanks to national campaigns (UN, 2019). Bangladesh's administration has a strong commitment to the long-term sustainability of its operational and infrastructural successes. However, for the survival of the country, business and government institutions must work together (Pradhan, Costa, Rybski, Lucht, & Kropp, 2017).

GHRM has a significant effect on organizational sustainability (Mahmood, Sandhu, Kanwal, & Iqbal, 2016). The GHRM implementation is a tremendous challenge in reality (Guerci & Carollo, 2016). For example, the expense of implementing the GHRM method was the main barrier in the Indian automobile industry (Jafri, 2012). Senior expert assistance is also one of the main barriers to implementing GHRM practically (Paille, Chen, Boiral, & Jin, 2013). The clear GHRM strategy, organizational leadership support, and awareness of GHRM were the significant barrier in Iran's oil sector. The solution to this barrier was detailed planning as per (Fayyazi, Shahbazmoradi, Afshar, & Shahbazmoradi, 2015) recommendation.

Financial limitations and the risk of GHRM operations harming the organization's economic and social success are also barriers (Ren, Tang, & Jackson, 2018). While several research has been carried out in the West from a variety of angles, Bangladesh has only produced a handful of studies of a comparable kind. As a consequence, no two studies in Bangladesh may have the same findings. As a result, Bangladeshi businesses need research on sustainable workplaces and the adoption of GHRM. In order to fill the void left by a prior study, this form of research is needed. The Bangladesh RMG industry employs about 4 million people (Mostafa & Klepper, 2017), hence this research focuses on the application of GHRM and sustainability in this sector. RMG exports make up about 80 percent of the Bangladeshi economy (Mostafa & Klepper, 2017). Bangladesh is currently the world's second-largest major exporter of RMG (Uddin, 2018). Bangladesh is a prominent garment and textiles manufacturing centre,

and the industry contributes to the country's economic growth (Akter, 2022). Therefore, the objectives of this study are to find out the challenges of adopting GHRM practice techniques in Bangladesh's RMG sector and find out the solution for overcoming these challenges.

This study was completed with two main questions as

- a. What is the barrier to adopt GHRM practice in Bangladesh's RMG industry?
- b. What are the solutions to overcome adopting GHRM practice in Bangladesh's RMG sector?

## Method

This is a survey-based, quantitative investigation using a well-structured questionnaire and interview. Dhaka, Gazipur, and the Savar region of Bangladesh were the focus of the research. Throughout the investigation, researchers used a random sample strategy that was both methodical and non-biased. The data were gathered via one-on-one face-to-face interviews. Fifty managers from the production, Human Resource (HR), finance, marketing, and merchandising divisions of ten RMG sites were interviewed using pre-planned questions. The interview transcripts were entered into a notebook for this study's data compilation. Excel and SPSS software were used to analyze all of the data obtained from various sources.

## Results And Discussion

### A. Results

This section includes the data presentation and analysis. The findings and studies have been divided into two key areas. The difficulties and solutions encountered while implementing the GHRP in RMG organizations about the study's objectives and primary questions. The demographic characteristics of respondents are presented in Table 1. Firstly the obstacles to adopting GHRM principles in Bangladesh's RMG industry were discussed.

**Table 1**  
**Demographic characteristic of respondents**

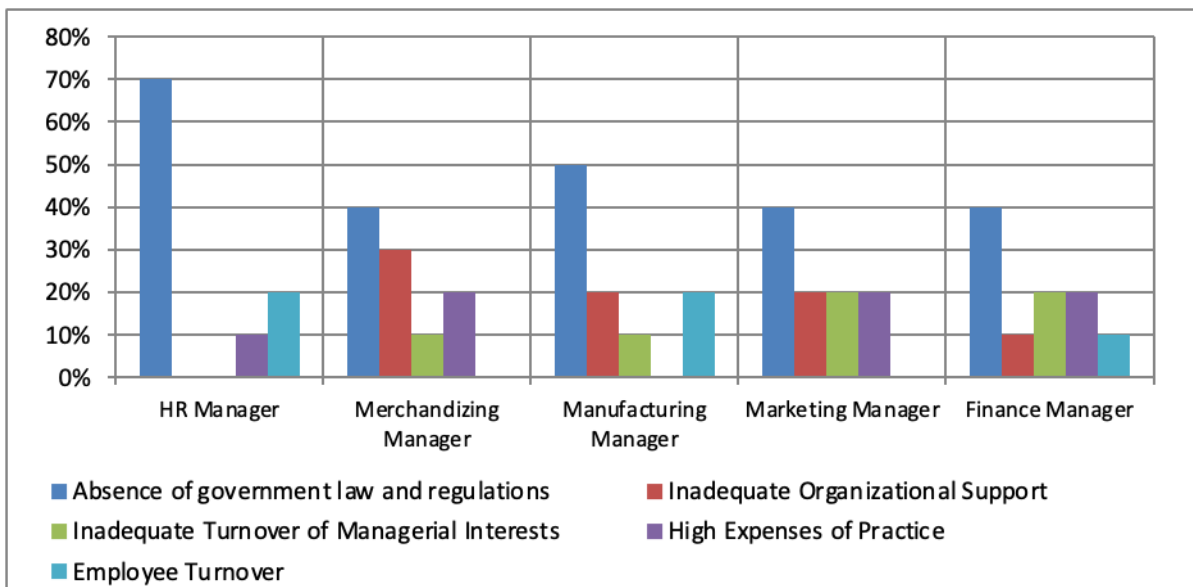
S/N	Position (Manager) and Department	No. of Participant
1	Human Resource	10
2	Merchandizing	10
3	Manufacturing	10
4	Marketing	10
5	Finance	10
<b>Total Managers from 10 factories:</b>		<b>50</b>

The question for the managers was What are the barriers to adopting GHRP principles in Bangladesh's RMG industry? Their response was presented graphically in Figure 1.

The panelists concluded unanimously that there are no restrictions governing the use of GHRP in Bangladeshi RMG organizations. According to Figure1, 70 percent of HR managers admitted that GHRP has no relevant rules and regulations. HR managers are concerned with rules, regulations, laws, and compliance issues. HR managers were supported by 40% of Merchandising Managers, 50% of Manufacturing Managers, and 40% of Marketing Managers. Figure 2 shows that a

48 percent of respondents acknowledged that the lack of government guidelines regarding GHRP is the greatest hurdle to GHRP in the Bangladesh RMG sector.

Beside the rules and regulations, the GHRP implementation in Bangladesh's RMG sector is also hindered by a lack of organizational support. Figure 1 shows that 30% of Merchandising Managers, 20% of Manufacturing Managers, 20% of Marketing Managers, and 10% of Finance Managers felt that the lack of organizational support was the element of an obstacle to the adoption of GHRP. Figure 1. Human resources professionals were the only ones who were of a different opinion.



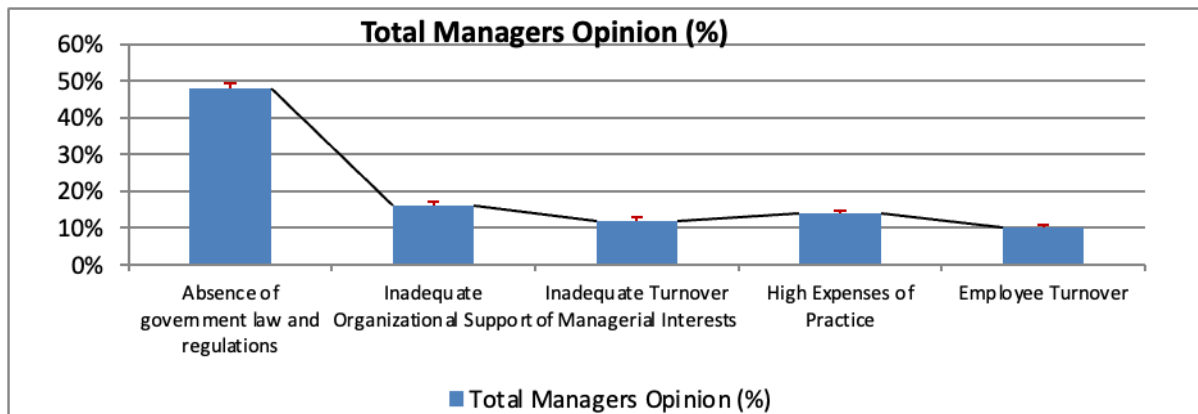
**Figure 1. Graphical presentation of the manager's opinions regarding the obstacles to adopting GHRP principles in Bangladesh's RMG industry**

GHRP adoption in the Bangladesh RMG industry is further hampered by high managerial turnover. For example, according

to Figure 1, 10% of Merchandising Managers and 10% of Manufacturing managers stated that lack of managerial interest turnover

impeded GHRP implementation. Only the HR managers disagree with them. Only 12% of those polled agreed, as seen in Figure 2, with a standard deviation of 0.008. All participants in the research believed that the high costs of implementing GHRP procedures in RMG

organizations are a major obstacle. They all said that business owners want to evaluate each project or activity, therefore they are unwilling to accept spending if the consequence of the investment is deemed unfeasible.



**Figure 2. Mean respondent's opinion about the obstacles to adopting GHRM principles in Bangladesh's RMG industry in percentages**

High costs of GHRM were cited as the most significant barrier to the adoption of GHRP by a total of 10% of HR managers, 20% of Merchandising Managers, 20% of Marketing Managers, and 20% of Finance Managers as shown in Figure 1. Only those in charge of manufacturing facilities remained unbiased in this matter. Figure 2 shows that 14 percent of respondents admitted that the high expenses of GHR practice were a major barrier.

Employee turnover was also mentioned as a major problem in Bangladesh's RMG business. Higher staff turnover was cited as a major barrier to GHR implementation by 20 percent of HR managers, 20 percent of manufacturing managers, and 10 percent of finance managers in Figure 1. This was met with a lack of enthusiasm by both the Merchandising Managers and the Marketing Managers. Figure 2 shows that 10% of those polled, with a standard deviation of 0.009, agreed with this statement.

Then the solution to this problem was found by this question. What are the answers to the difficulties of adopting GHRM standards in Bangladesh's RMG sector?

The interviews revealed five significant issues that may be considered solutions for implementing the GHRP in Bangladesh's RMG sector. Additionally, participants justified their different answers.

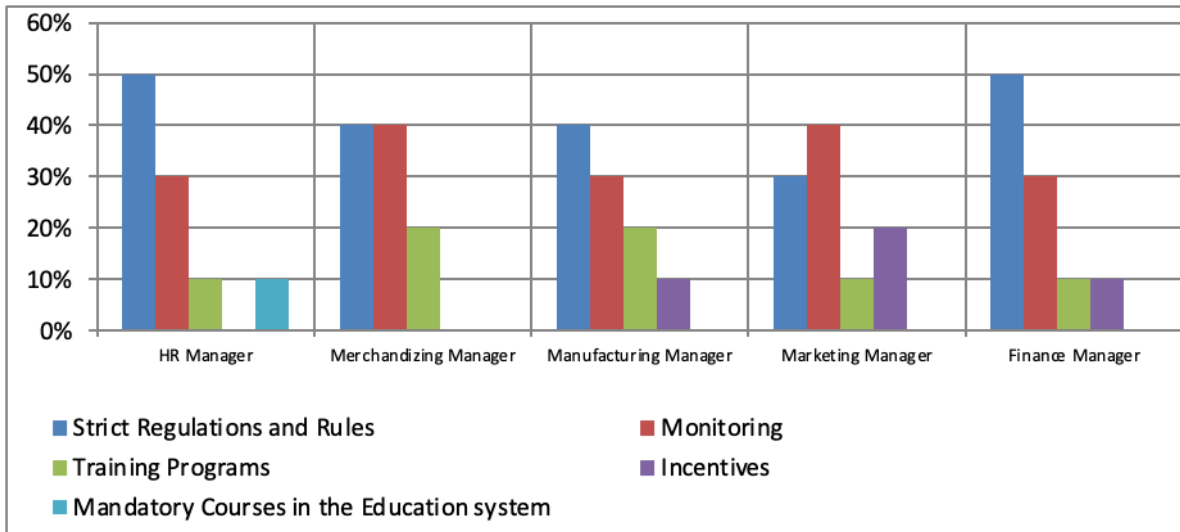
In this survey, all participants agreed that tight rules and regulations would be a great way to implement GHRM. Figure 3 shows that 50% of HR Managers, 40% of Merchandising Managers, 40% of Manufacturing Managers, 30% of Marketing Managers, and 50% of Finance Managers believe that imposing strict rules and regulations would be the best way to implement GHRP in Bangladesh's RMG industries. There is 42 percent of respondents with a standard deviation of 0.008 endorses this assertion, according to Figure 4.

Participants agreed that the government should monitor organizations to ensure that GHR best practices are being followed when new rules and regulations are put in place. Figure 3 shows that 30% of HR Managers, 40% of Merchandising Managers, 30% of Manufacturing Managers, 40% of Marketing Managers, and 30% of Finance Managers believe that the introduction of monitoring would be the answer to adopting GHRP in Bangladesh's RMG sectors. Figure 4 shows that 34% of those polled, with a standard deviation of 0.005, agree with this assertion.

As part of adopting GHRM principles in the workplace, participants acknowledged that training programs are essential. 10% of HR managers, 20% of Merchandising managers, 20% of manufacturing managers,

and ten percent of Finance managers believed that more and more training programs should be organized to apply the

GHRP in Bangladesh RMG sectors, according to Figure 3.

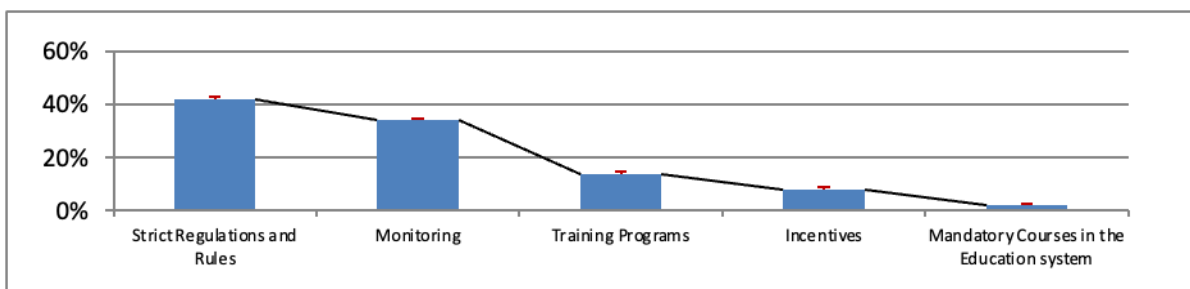


**Figure 3. Solutions To The Difficulties of Adopting GHRP**

As seen in Figure 4, a small amount of respondents (14%) a standard deviation of 0.005 agree with this assertion.

Several respondents said that financial incentives would be an effective way to support RMG HRM practices. To adopt GHRP in Bangladesh RMG sectors, 10% of manufacturing managers, 20% of marketing managers, and 10% of finance managers recommended monetary incentives in Figure 3. In this regard, HR Managers and Merchandising Managers were noncommittal. In Figure 4, 8 percent of respondents with a standard deviation of 0.008 are shown to support this claim.

Only HR Managers were asked to weigh in on this issue, and their consensus was that a required curriculum focusing on sustainability and environmental stewardship would help students acquire positive attitudes and be more employable as graduates. It was shown in Figure 3 that 10% of Bangladesh RMG sector HR Managers recommended that Mandatory Courses in the Education system use GHRP. This is further supported by Figure 4, which shows that 2 percent of respondents with a standard deviation of 0.004 endorse the claim.



**Figure 4. Mean respondents' opinion about solutions to the difficulties of adopting GHRM**

**B. DISCUSSION**

According to the findings, there are several obstacles and solutions to adopting GHRM in the RMG sector of

Bangladesh. The RMG industry in Bangladesh has significant impediments to applying GHRM principles, as revealed in this research. Second, the research looked

at participants' responses that were deemed reasonable. To apply GHR standards in Bangladesh's RMG industry, we found that strict laws and policies, monitoring, training, economic incentives, and university studies were the best solutions.

According to the research findings, the absence of rules controlling GHRM in Bangladesh's RMG sector is one of the major obstacles to adopting GHR standards in this country. One of the study's major contributions to the current body of knowledge on GHRP is the recognition of the lack of standards and rules regulating GHRM operations. On the other hand, the research finds that the biggest obstacles to adopting GHRM practices in businesses include a lack of organizational support and management interest, as well as increasing expenditures connected with GHRM practice.

According to the results of this survey, the majority of participants recognised that the greatest obstacle to implementing the practice was the lack of government regulations. GHRM adoption in Bangladesh's RMG sector is hindered, according to the participant, by a lack of institutional support and expensive GHR expenditures. The lack of management interest and increased staff turnover, according to this research, are further hurdles to the adoption of GHRM practice in Bangladesh's RMG industry. The research also showed that the obstacle to integrating Green Human Resource Practice will be removed by the government's strict rules and policy execution, monitoring, training programs, financial incentives, and mandatory courses in the educational system.

These findings support [Islam, Hunt, Jantan, Hashim, & Chong \(2019\)](#) who stated that the absence of government law and regulations for practicing GHRM, lack of organizational support, lack of administrative interest, higher expenses of practicing, and higher worker turnover are the main barriers to practicing GHR. These findings are also supported by [Fayyazi et al., \(2015\)](#); [Guerci & Carollo, \(2016\)](#); [Jafri \(2012\)](#); and [Ren et al. \(2018\)](#). Additionally, this study's findings also expand on the current difficulties

associated with implementing GHRM standards in the RMG sector by highlighting increased worker turnover as a significant barrier ([Fayyazi et al., 2015](#); [Guerci & Carollo, 2016](#); [Ren et al., 2018](#)). The study identified options for implementing GHRM practices in Bangladesh's RMG sector. For instance, enforcing stringent rules and regulations may be an effective way to implement GHRM practices in the RMG sector. This, however, was not documented in the prior literature on the GHRM and its implementation. [Teixeira, Jabbour, & Jabbour \(2012\)](#) and [Bombiak & Marciniuk Kluska \(2018\)](#) recognized training as a strategy for implementing GHRM. This study also discovered financial incentives to promote green behaviors inside organizations, similar to the findings [Teixeira et al. \(2012\)](#). This study discovered that supervising green practices once they are implemented in organizations is an efficient way to ensure ongoing progress toward implementing GHRM practices in the RMG sector. Finally, the study confirms previously published results that obligatory university courses on sustainability and GHRM practices are successful in overcoming barriers to implementing GHRM.

In addition, our findings have practical implications. GHRM practices in the RMG sector may help managers better grasp the challenges and solutions involved with adopting them. The study's findings may also be useful for the company and government planners in their efforts to identify and overcome obstacles to the creation of long-term workplace culture. In addition, the research helps university administrators implement a curriculum on sustainability and GHRM practices to better prepare bachelor's students for the workforce with their attitudes, knowledge, and interests.

## Conclusion

The findings of this study were the lack of knowledge, practice standards, management interest, organizational support, high practice expenses, and significant employee turnover were identified as significant barriers to implementing GHRM practices in RMG companies in Bangladesh.



Additionally, this study findings also expanded on the current difficulties associated with implementing GHRP standards in the RMG sector by highlighting increased worker turnover as a significant barrier. The study identified options for implementing GHRM practices in Bangladesh's RMG sector. For instance, enforcing stringent rules and regulations may be an effective way to implement GHRM practices in the RMG sector. This, however, was not documented in the prior literature on the GHRM and its implementation. This study also made important recommendations for resolving the difficulties of implementing GHRP standards in Bangladesh's RMG sectors. These include strict policy and rule, monitoring, university courses, education programs, and financial incentives.

## References

- Akter, M. M. K., Haq, U. N., Islam, M. M., & Uddin, M. A. (2022). Textile-apparel manufacturing and material waste management in the circular economy: A conceptual model to achieve sustainable development goal (SDG) 12 for Bangladesh. *Cleaner Environmental Systems*, 100070. [Scopus](#)
- Bombiak, E., & Marciniuk Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability*, 10(6), 1–22. [Google Scholar](#)
- Fayyazi, M., Shahbazmoradi, S., Afshar, Z., & Shahbazmoradi, M. (2015). Investigating the barriers of the green human resource management implementation in oil industry. *Management Science Letters*, 5(1), 101–108. [Google Scholar](#)
- Guerci, M., & Carollo, L. (2016). A paradox view on green human resource management: Insights from the Italian context. *The International Journal of Human Resource Management*, 27(2), 212–238. [Google Scholar](#)
- Islam, M., Hunt, A., Jantan, A., Hashim, H., & Chong, C. (2019). Exploring challenges and solutions in applying green human resource management practices for the sustainable workplace in the ready-made garment industry in Bangladesh. *Business Strategy and Development*, 1(12). [Google Scholar](#)
- Jafri, S. (2012). Green HR practices: An empirical study of certain automobile organizations of India. *Human Resource Management*, 42(1), 6193 – 6198. [Google Scholar](#)
- Mahmood, A., Sandhu, M. A., Kanwal, S., & Iqbal, J. (2016). The effect of green HRM practices on sustainability: Evidence from manufacturing companies in Pakistan. *Pakistan Journal of Social Science*, 36(1), 177–188. [Google Scholar](#)
- Mostafa, R., & Klepper, S. (2017). Industrial development through tacit knowledge seeding: Evidence from the Bangladesh garment industry. *Management Science*, 64(2), 613–632. [Google Scholar](#)
- Omisore, A. G., Babarinde, G. M., Bakare, D. P., & Asekun-Olarinmoye, E. O. (2017). Awareness and knowledge of the sustainable development goals in a University Community in Southwestern Nigeria. *Ethiopian Journal of Health Sciences*, 27(6), 669–676. [Google Scholar](#)
- Paille, P., Chen, Y., Boiral, O., & Jin, J. (2013). The impact of human resource management on environmental performance: An employee level study. *Journal of Business Ethics*, 121(03), 451–466. [Google Scholar](#)
- Pradhan, P., Costa, L., Rybski, D., Lucht, W., & Kropp, J. P. (2017). A systematic study of Sustainable Development Goal (SDG) interactions. *Earth's Future*, 5(11), 1169–1179. [Google Scholar](#)
- Rasool, S. F., Wang, M., Zhang, Y., & Samma, M. (2020). Sustainable work performance: the roles of workplace violence and occupational stress. *International Journal of Environmental Research and Public Health*, 17(3), 912. [Google Scholar](#)
- Ren, S., Tang, G., & Jackson, S. E. (2018).

- Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35(3), 769-803. [Google Scholar](#)
- Teixeira, A. D., Jabbour, C. J. C., & Jabbour, S. L. B. (2012). Relationship between green management and environmental training in companies located in Brazil: A theoretical framework and case studies. *International Journal of Production Economics*, 139(2), 1–12. [Scopus](#)
- Uddin, M. (2018, October). Bangladesh RMG: Gains and pains in 2018. *The Daily Star*. [Google Scholar](#)
- UN. (2019). Arrangements for capacity-building and technology transfer.

---

**Copyright holder:**

T. N. Sonia Azad, Jannatul Mawa Moon, G. M. Faysal, Md. Tanjim Hossain (2022)

**First publication right:**

Journal of Social Science

**This article is licensed under:**

