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GREEN HUMAN RESOURCE MANAGEMENT

A study on Sustainable HR Practices

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ABSTRACT

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This study explores green HRM practices used by Crown Cement PLC in Bangladesh. It looks closely at how E-HRM (Electronic Human Resource management) tools help the company stay green. The research also examines how these tools improve work efficiency and save resources. It focuses on checking the company's current green HR efforts and real challenges. The study suggests how Crown Cement can improve its green HR strategy using technology. It gives ideas that are simple, useful, and fit the company's work culture. These suggestions aim to make HR practices more eco-friendly and long-lasting. The research tries to connect digital HR tools with better care for the environment. It shows how green goals and smart systems can work together.

The study used qualitative methods to collect ideas and real staff views. Semi-structured interviews were done with HR employees at Crown Cement PLC's office. Each interview was one-to-one and asked open questions about their experience. The researcher also checked the company's annual report for 2023–2024. Thematic content analysis was used to find common patterns in responses. Results showed that the company uses digital tools to cut paper use and save energy. HR also gives training on being eco-friendly and following green laws. These actions support the firm's aim for green growth and cleaner operations.

Keywords: Green HRM, environmental sustainability, digital HR practices, employee training, paperless systems, energy efficiency, thematic analysis, operational improvement

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ABBREVIATIONS

AMO	Ability, Motivation, Opportunities
CEO	Corporate Environment Objectives
CSR	Corporate Social Responsibility
E-HRM	Electronic Human Resource Management
GHRM	Green Human Resource Management
GRI	Global Reporting Initiative
HR	Human Resource
PM	Performance Management
SWOT	Strengths, Weaknesses, Opportunities and Threats
SAP	System Application Product
SASB	Sustainability Accounting Standards Board

1 INTRODUCTION

Green HRM is a new idea that is gaining attention across the world. It means different things to different people in the business or research field. There is no single accepted definition of Green HRM until now. Most often, it refers to HR activities that support environmental business goals. It uses HR tools to promote awareness and commitment to environmental care. Green HRM involves eco-friendly actions that reduce costs and improve employee retention. These practices may include digital documents, shared transport, and remote or virtual work setups. Other activities include recycling, telecommuting, online learning, and energy-saving office spaces. These practices help businesses lower costs without losing skilled or talented employees.

Green HRM can create a new work culture based on environmental values and care. It encourages behaviors that help protect the environment in everyday work tasks. Managers become concerned with building this green culture within their organizations. A green culture helps form shared values and better staff attitudes towards the earth. It also shapes new behaviours among workers that support sustainability goals. These changes help connect employee values to environmental efforts at work. For a company, this internal culture creates meaning beyond only making profit. So, Green HRM helps to create both value and commitment within an organization. It makes the business both responsible and future-ready in a changing world.

1.1 Background of the study

In the last twenty years, the world has agreed to protect the environment. As this concern grows, new studies on green marketing and green policies have emerged. These include green accounting, green management, and green product promotions in businesses. Researchers like Bahuguna et al. (2023) say these ideas now shape

business planning. Businesses now actively take part in managing their environmental responsibilities and operations. According to González-Benito & González-Benito (2006), this change supports green management thinking. When these environmental actions are applied in HR, it is called Green HRM. The term Green HRM means linking environmental aims to HR processes and staff roles. It connects people, systems, and values in ways that protect nature and improve work. Green HRM supports both profit growth and environmental care in modern workplaces.

Sustainable development also plays a key role in this green direction for businesses. It means growing the economy while still protecting the planet and its future. As the United Nations General Assembly (1987) explains, sustainability blends growth with care. It creates policies that support both better business and long-term nature protection. This focus sets up a plan for including green ideas in company development. Multiple studies now show links between green actions and business success. These actions improve profit, staff satisfaction, and the firm's brand image in the market. In short, Green HRM helps businesses work smarter while being kinder to the earth.

1.2 Statement of the problems

People today know more about protecting nature and acting in sustainable ways. But many businesses still find it hard to apply green actions in HR work. Green HRM tries to make HR work more eco-friendly, and staff focused. It includes systems that raise awareness and help staff support green goals. The problem is that many businesses do not yet use these systems widely. GHRM remains uncommon or unstructured in many industries and parts of the world. Companies want to act green but do not link HR to those goals clearly. This gap comes from missing knowledge, training, and commitment in business leadership. That

means green actions are not always part of business culture or daily work.

Green HRM can lower a firm's harmful effects on the environment with better behaviour. Workers become more aware of how their actions affect both society and nature. They learn how their choices at work connect with larger environmental outcomes. Renwick et al. (2013a) explain that GHRM can create a powerful impact here. But there are few real studies proving how well Green HRM works at companies. Without that proof, firms hesitate to try or expand these green efforts. They do not see clear benefits or know how to overcome the challenges involved. As a result, they miss the chance to grow responsibly and save costs. More research is needed to show how Green HRM can support strong, green workplaces.

1.3 Objectives of the study

This thesis aims to explore Green HRM as a rising field in business today. It gives a full view of how HR connects with protecting the environment. Green HRM is still a new topic in learning and business knowledge. The study will introduce the ideas, meanings, and reasons for Green HRM today. It will explain why and how businesses should use HR to support green aims. The study also promotes careful use of company resources through HR planning. The goal is to support the planet while keeping businesses successful and competitive. This work shows many ways HR can help build a workplace that supports nature. In this way, the thesis shows how HR shapes future business responsibility and actions.

The thesis includes examples of HR activities that support sustainability in business today. These include hiring staff who support green values and training about environment-saving skills. It also looks at how HR rewards green actions and builds green workplace cultures. These steps help make environmental actions a part of everyday company life. The study helps explain how HR roles can help create real change. According

to Opoku (2024), green practices improve work quality and firm performance. But more research is still needed to confirm this in different companies or countries. Testing these effects in new places helps grow learning in this topic area. This study aims to fill that gap with useful data and useful green ideas.

1.4 Research Problems and Research Question

A major issue in this study is the lack of global comparisons for Green HRM. Most research focuses on general green policies or business sustainability goals only. Few studies look at how different countries apply Green HRM in practice. There are also few comparisons of how HR supports green aims in organisations. This gap makes it hard to know what works best across various regions or sectors. It also limits how we understand the role HR plays in sustainability planning. Without this understanding, countries and companies cannot easily share smart practices. Based on this problem, three research questions are now developed for this study.

- What are the core Green HRM practices used by companies today?
- How much are these practices included in HR strategies and company policies?
- What key barriers stop organisations from applying Green HRM widely and effectively?

These questions aim to provide helpful insights for businesses, policy leaders, and marketers. With answers, businesses can design better green HR policies for daily company operations. Policymakers can create support systems for firms to adopt sustainability goals faster. Marketers can also better understand what green ideas attract buyers in current markets. Lastly, researchers can use the results to create new

knowledge or stronger models. These findings could shape training, policy, and company goals for the green future ahead.

1.5 Significance of the study

This thesis focuses on Green Human Resource Management (GHRM) at Crown Cement PLC. Green HRM means using HR practices to care for the environment at work. These practices support safe use of resources and improve staff satisfaction. GHRM also helps build awareness among employees about protecting the environment. It encourages sustainable behaviours in daily activities through HR policies and employee engagement. Some define GHRM as using HR plans to reduce harm to the environment. Others say it means applying eco-friendly practices in training, performance, and rewards. These practices can improve how a company performs in environmental tasks and responsibilities. GHRM can also increase loyalty, reduce waste, and support long-term business success.

Green HRM can build a strong green culture across all levels of the organization. It helps staff follow values that promote better care for nature and society. When companies use green strategies, they save money and increase work motivation. COVID-19 created many challenges, but also made companies think more about sustainability. This pandemic changed business habits and increased interest in green HR practices. These challenges helped businesses learn new ways to protect people and nature together. The current demand for environmental care has grown fast in every industry. Businesses now realize they must include green goals in HR planning and culture. This study supports that goal and helps show the value of green HRM practices.

1.6 Scope and Limitations

1.6.1 Scope

This study focuses on how companies use green HRM in real workplace actions. Many organisations already use green recruitment, training, and rewards to support the environment. These practices include choosing eco-friendly staff and teaching about sustainability in training. Companies also set green goals for performance and give rewards to green actions. HR teams try to involve workers in campaigns that protect nature or reduce waste. This research looks at how these actions fit into larger HR strategies. It checks if green goals are included in areas like planning and hiring. The study also reviews how these green HR actions support company-wide sustainability goals. It explores if HR and company strategies work together to build a green culture.

By looking at these ideas, the study shows how HR can support environmental planning. The research will focus on how Crown Cement uses HR to improve sustainability goals. It will compare their actions with ideas from other countries, like the Nordic region. This comparison helps find better ways to plan green HR programs for future growth. The scope includes HR actions like recruitment, training, performance rewards, and policy creation. It also explores how these actions affect staff, company plans, and overall green success. The study does not cover all departments but focuses only on the HR function. It will also give examples from current HR strategies at Crown Cement PLC. These details help understand how companies can adopt green HRM in practice.

1.6.2 Limitations

This study faces some limits related to access and availability of information. One key limit is not having full access to updated and timely HR data. Without good data, it is hard to see the real results of green actions. The lack of data can hurt performance and delay green project

success in companies. Staff may lose interest when they do not see clear benefits or direction. Another issue is when employees are not given tools or support to lead green efforts. Without strong leaders, staff cannot take action or share their green ideas confidently. That weakens the team spirit and slows down the green culture-building process. The result is missed chances to create real change or save costs effectively. This research tries to highlight those gaps and offer ideas for better communication systems.

When HR lacks support from leaders, even strong green plans can fail early. A weak culture also makes it hard for employees to follow new environmental rules. The study will explain how companies can face these issues and avoid common mistakes. It will suggest how information systems and teamwork can help boost green results. Better access to facts and reports helps improve planning and motivate employee actions. Organisations need trust, training, and data to keep their green culture strong and lasting. Without these, employees may not take ownership or act on green goals. So, this study shares ways to improve support and build a workplace that truly cares. These limits show why better systems and leadership are key to green success.

1.7 Research strategy

Today, many businesses see the value of going green in daily activities. Global markets now demand eco-friendly choices in products and work culture. Crown Cement PLC has added green thinking to their HR planning and goals. This study looks at how their HR team supports the company's environmental journey. It also shows how GHRM can improve both employee morale and business success. This thesis helps explain the basic ideas and practices in GHRM for managers. It gives examples of HR tasks that support green planning and reduce waste. These include green hiring, training, performance rewards, and office habits that cut

energy use. The study compares Crown Cement's practices to other countries like the Nordic region.

The research uses a qualitative approach to study this real-life business issue. This method helps explore complex ideas like behaviour, values, and workplace culture. Qualitative research helps understand how people think and act in work environments. The study uses a case study strategy focused on Crown Cement PLC. This design helps gather deep information from real documents, staff reports, and interviews. The company was chosen because of its strong focus on green HR policies. Data will be collected from interviews, HR documents, and company reports. The study follows an interpretivist view, which means it studies real human experience. This approach helps explain how HR staff and leaders shape green culture in practice.

The case study helps answer three research questions related to GHRM at Crown Cement PLC. The first question asks what green HR actions are now used by the company. The second question explores how these actions compare to global green HR practices. The third question asks what problems and challenges exist in applying these green methods. These questions help learn how green HR helps build better company goals and staff behaviour. The research strategy fits the study's aim to explore actions in one real business setting. It gives space to examine real-life views and behaviours linked to HR decisions. These results can guide other companies on how to build a green culture. The research also supports learning about HR's power in leading green changes.

1.8 Structure of the Thesis

This thesis has seven chapters that explain different parts of the research journey. Each chapter looks at a different part of the main topic of Green HRM. It helps the reader understand the full process of research and green HR ideas. The study begins by giving background, goals, and reasons for this research topic. It explains the case of Crown

Cement and why the company is a good example. Later chapters go deeper into theory, methods, findings, and future directions. Each section supports a full view of how green HR can work in a real company. The thesis connects theory with practice to give useful ideas for other businesses. The final chapters share new knowledge that can help future green HR plans succeed.

Chapter One is the introduction that shows the purpose and research questions of this thesis. It explains why the topic matters and how Crown Cement fits the study goals. It also gives a preview of the next chapters and their purposes in the research. Chapter Two gives a full review of past studies and theories about green HRM. It compares views from different experts and identifies gaps this study will fill. Chapter Three talks about the research methods, including data tools and ethical steps. It tells why the study used a case study and why it focused on Crown Cement. Chapter Four gives a full profile of the company and its green efforts and policies. It shows how the business includes green goals in its workplace and HR functions.

Chapter Five presents the main findings from the data collected in this case study. It compares the company's green practices to those in Nordic countries for learning. The chapter looks at what worked well and what problems the company still faces. Chapter Six discusses how the results match or differ from earlier studies and ideas. It looks at what these findings mean for HR leaders and researchers in the future. Chapter Seven gives the final summary of key points, study limits, and helpful suggestions. It shares practical steps that other businesses can use to build green HR plans. The conclusion also offers ideas for future research based on this study's findings. Together, these seven chapters build a full understanding of GHRM at Crown Cement PLC.

2 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Bangladesh is beginning to understand the importance of Green Human Resource Management (GHRM). However, it still lags behind in fully using green HR methods. Most companies have not yet added green practices to their HR systems. This delay limits progress toward achieving sustainability in both the local and national levels. More research and effort are needed to support full integration of green HRM ideas. These actions should include strong policies and staff awareness about sustainable work behaviour. Businesses can improve their environmental impact through effective green HR strategies. Policymakers must also support such changes through workplace laws and national planning. GHRM can support both economic growth and environmental care when used effectively.

2.1 Understanding Green Human Resource Management (GHRM)

According to Renwick et al. (2013), Green Human Resource Management is the use of HRM programs to promote the sustainable use of resources within business associations and, more generally, promotes the cause of environmental sustainability. This includes practices similar as green reclamation and selection, green training and development, and integrating environmental pretensions into hand performance operation and prices. GHRM not only helps organizations reduce their ecological footmark but also enhances their reputation, hand provocation, and compliance with environmental regulations. It plays a pivotal part in aligning organizational pretensions with global sustainability objects. Therefore, when establishing a new organizational culture, GHRM practices become a concern of the manager. Further developing a green culture has an influence on employees and the values that shape an internal culture. Green behaviour is assumed to be a significant component

of the GHRM culture and the forms of formal environmental strategy's practices are examined and analysed primarily in terms of AMO theory (ability, motivation, opportunity) and social identity theory. In AMO theory, performance is a function of the interaction between the employee's capacity to perform (ability), willingness to perform (motivation), and opportunity to perform through participation (opportunity). Therefore, when applying AMO theory to GHRM practices, it involves determining and development the green competencies of the employees; developing a green performance appraisal as well as a green reward system that can help enhance the green motivation of employees, providing employees opportunity to be flexible, which may also encourage autonomy and participation in decision-making, all to enhance the green behaviours of employees in the workplace Xie & Lau (2023). Based on the definitions above, it is apparent that Green HRM requires the participation of everyone to make and maintain the organization green.

2.2 Main features of Green HRM

Green HRM gives companies a step-by-step plan for building green workplaces. It helps train employees who understand and follow environmental policies and values. The aim is to create staff who accept green ideas and support long-term change. GHRM can be used throughout every stage of the HR process in a company. It can help make recruitment, selection, and training more focused on sustainability. Green goals are also used in performance management and reward systems. All these steps together help companies build a green culture that lasts. Majeed et al. (2019) say HR has a major role in growing this culture. Companies need to align their people strategies with their environmental and ethical goals.

The full process of GHRM covers hiring, developing, and rewarding green behaviour. This helps the business make all staff part of its eco-friendly vision. HR managers are key to making green changes happen across

teams and departments. These green steps are needed in both new and old business systems today. Employees also feel more involved and valued when a green culture is added to HR. The result is often higher job satisfaction and better commitment to company goals. GHRM builds respect between staff, managers, and the environment through daily habits. Every action, from saving paper to carpooling, supports the bigger green mission. These features make GHRM a strong tool for sustainable business planning.

2.3 Core Practices in Green HRM

Renwick et al. (2013c) describe GHRM as a strong tool for sustainability. It includes steps like green hiring, green training, and green reward systems. Arulrajah et al. (2016) note that hiring eco-aware staff is the first step. These staff members already understand the value of eco-friendly work habits. After hiring, companies provide green training for saving energy and reducing waste. This helps staff learn how to make better choices at work every day. Next comes green performance management to check if staff meet green targets. These targets include things like waste reduction, paper-saving, and using less electricity.

Green rewards also help motivate staff to act in eco-friendly ways each day. Rewards may include bonuses, certificates, or gifts for going green at work. These can be given for using public transport, reducing paper, or saving power. Jabbar & Abid (2014) say staff can join green committees or eco-campaigns. These campaigns help build a stronger connection between the employee and green values. Work-life balance is also improved by offering flexible, digital working options. Virtual meetings and online work reduce travel and cut carbon use. Jabbar & Abid (2014) also connects green HR with strong business strategies and green values. Zoogah (2011) explains that these green ideas now exist in both rich and poor countries. Green HRM is no longer optional—it is now a global business trend.

2.4 Reasons for Going Green in HRM

Green HRM is not just a business trend; it is a smart long-term choice. Companies choose green HRM to reduce waste, save money, and attract better staff. Green HR encourages daily eco-friendly behaviour, saving resources and raising awareness. Renwick et al. (2013c) say green HR helps keep eco-logical balance in the workplace. It creates staff who understand their impact on nature and society. Today's young workers prefer jobs in companies that care about social and green values. These green actions can improve morale and build trust between staff and leaders. Govindarajulu & Daily (2004) confirm that staff stay longer in green organizations.

Digital tools help speed up green HRM processes in many work areas. Online systems cut the need for paper, printing, and physical storage. Virtual hiring can also save time and energy during recruitment and interviews. Tang et al. (2018) say digital HR saves time but needs strong planning. It may take longer to arrange virtual meetings, but the long-term impact is good. Digital HR systems help staff connect while reducing environmental damage. These tools make green HR both practical and cost-effective for the company. Haller et al. (2020) explain that firms like IBM save money through green tech. Reducing paper and energy use helps the company lower long-term costs.

Companies with green practices also improve their public image and brand value. When people see eco-friendly actions, they trust the company more. This trust helps attract buyers, investors, and skilled workers from green-minded backgrounds. Bombiak & Marciniuk-Kluska (2018) say green values should guide all HR areas. These include planning, hiring, rewards, evaluations, and staff wellbeing programs. When all these parts work together, green HRM becomes a full business strategy. The HR team must work closely with company leaders to make it a success. Only then can green goals shape everyday actions and long-

term performance. GHRM shows that people and the planet can both succeed together in business.

2.5 Green HRM Practices in Bangladeshi Context

Many companies around the world now follow Green Human Resource Management (GHRM) ideas. In Bangladesh, interest in GHRM is growing but still needs strong development. Some organizations now use green policies in recruitment, training, and employee performance reviews. Green HRM checks if employees have environmental values during hiring or promotions. It includes selecting workers who show eco-skills and care for nature. Training also focuses on green topics like energy-saving and waste control practices. Rewards are now given for hitting green goals like reducing paper or carbon use. These practices help shape behaviour and raise awareness about climate issues at work. GHRM tries to make staff and systems both eco-conscious and goal-driven together. Jabbar & Abid (2014) said companies are more aware of the need to go green. Bangladesh is also changing from old financial systems to a green modern economy. Global environmental concerns now push businesses to act responsibly and follow eco-standards. Many companies now adopt green strategies to improve work performance and reputation. Bad work habits can harm the environment and reduce trust from clients or stakeholders. That's why many firms use GHRM policies to reduce risks and improve green image. These changes help businesses save money and build better community relationships. GHRM is no longer a choice; it is a business strategy for long-term value. It combines ethics, skills, and environmental care into one HR process.

In Bangladesh, some companies lead in applying these green HRM systems in practice. One example is Square Group, especially in its financial and HR services. Anjum et al. (2022) show that they use Electronic HRM tools for better results. They cut down paper use by moving all records into digital platforms. Online training sessions reduce travel costs and energy use across office locations. Their performance reviews include

green behaviour and eco-target achievements by employees. These steps promote a workplace that respects both people and nature in operations. Such actions match Bangladesh's national goal for a sustainable future economy. These examples prove that green policies can work well in the Bangladeshi setting.

2.6 Growth and Expansion of Green HRM in Bangladesh

Green HRM is now essential for firms wanting to grow sustainably in Bangladesh today. It helps mix human resources with environmental care to reach eco-friendly results. More businesses now see that going green is smart for future profit and growth. Governments and experts now push companies to act before it's too late. Bangladesh recently hosted a climate meeting that showed how urgent change is needed. Leaders from many countries came to make plans for long-term environmental action. These talks prove that every company must support the fight against climate change. Whether private or public, firms can help by using green policies in their departments. HR is one key area where this support can begin and grow stronger.

Environmentally friendly planning is now part of the global business trend for sustainability. Al Mamun (2019) notes that HR must lead green change by using simple actions. These can include recycling, switching to digital tools, and cutting waste and energy use. Companies can also hold training events or reward green behaviours through bonus programs. When green actions are part of HR, they reach every part of the company. This makes change easier, faster, and more supported by all staff. Green HRM also helps staff feel proud and responsible for their impact on nature. Over time, these steps shape company culture and improve staff attitudes. This study supports all these goals by sharing how GHRM grows in Bangladesh.

Green HRM is now a goal for both small and large businesses in the country. It helps reduce harm to nature while supporting job

performance and worker satisfaction. Many companies now see green practices as a way to stay competitive in markets. As pressure from laws and global standards rise, green HR becomes more necessary. This thesis supports these efforts by exploring real cases and sharing working examples. The aim is to help more companies adopt green actions in daily HR work. Green HRM is no longer just a theory—it is a need in today's world. Bangladesh has the tools, ideas, and people to lead this green shift forward. The future of work must be green, responsible, and people-centered together.

3 RESEARCH MYTHOLOGY

This chapter explains the method used to study green HRM at Crown Cement PLC. It looks at how the company uses green HR practices in daily operations. The chapter also compares these practices with methods in other countries. It covers the research approach, design, data collection, and how findings were analyzed. It also includes ethical steps taken during the re-search process. The aim is to gather real views from HR staff using clear research steps. These steps help understand how green values shape HR work and staff roles. This chapter gives a full plan for collecting, analyzing, and understanding the study data. It also helps others follow or repeat the research in different contexts or industries.

3.1 Research Approach

This study uses a qualitative research approach to explore the GHRM process in depth. Qualitative research helps study how people think, act, and share their opinions. It works well for complex topics like human behaviour and company culture. Green HRM deals with values, decisions, and actions made by real people. A qualitative method helps the researcher understand these ideas in their real settings. It allows for personal stories and deeper views about work, roles, and the environment. This approach is useful when studying culture, motivation, and shared experiences at work. It gives detailed information that helps understand patterns, views, and workplace processes. Qualitative research is the best fit for this study's goals and data needs.

3.2 Research Design

This research uses a single case study method to explore GHRM in practice. The case study focuses on Crown Cement PLC, a well-known

company in Bangladesh. A case study gives rich and deep data about a single company or setting. It helps show how GHRM practices work in real business life and a local context. The company was chosen because of its interest in green practices and culture. The case study also makes it easy to link theory to practice in real work. It gives space to ask questions and collect answers from people in the organization. The design helps study one group deeply instead of many companies quickly. This choice allows the research to stay focused and clear throughout the project.

3.3 Data Collection Methodes

The research uses primary data collected from people inside Crown Cement PLC. The main tool used was semi-structured interviews with HR and sustainability professionals. These people shared their ideas and experiences about green HR practices at work. A total of four interviews were done over the span of one week. Each interview lasted around three to four minutes and was voice-recorded for accuracy. The questions were open-ended, allowing participants to explain their views freely. Topics included hiring, training, rewards, and how staff join green projects. The interview guide was designed based on ideas from Mishra (2017). This helped link real answers to existing theories and past research findings.

3.4 Data Analysis

The research used thematic analysis to understand and group the interview answers. Thematic analysis helps find repeated ideas or views shared by different people. The analysis focused on themes like green hiring, training, and staff engagement. Other themes included green performance reviews and eco-friendly HR strategies. The analysis was supported by NVivo, a tool for organising and coding data. NVivo helps

turn long answers into short, clear themes or topic groups. It makes it easy to compare responses across different staff and topics. The themes were reviewed to understand what Crown Cement does well or needs to improve. This step helped link what people said to what green HRM means in theory.

3.5 Research Paradigm

This study follows an interpretivist paradigm that focuses on real human experience. It helps understand how staff feel, act, and respond to work and green goals. The goal is to learn from people's views and how they make decisions. This paradigm is best for research that involves culture, values, and workplace behaviour. It sees knowledge as something built through human experience, not just numbers or charts. The focus is on how people understand their work and what it means to them. In this case, it looks at how staff think about and support green HR efforts. It also checks how much freedom staff have to join and shape green actions. This makes the paradigm a good fit for studying green HRM in companies.

3.6 Ethical Consideration

Ethics was a key part of planning and doing this research at all stages. Permission for the study was taken from the correct ethical review board before data collection. Participants were chosen through purposive sampling based on their roles and knowledge. All participants gave informed consent before joining any part of the research. They were told how their data would be used and protected during and after the study. The interviews did not include personal questions that could risk privacy or comfort. Guiyao et al. (2020) note the need to protect confidentiality in research like this. Names and job titles were kept private to protect each

participant's identity. All data was stored securely and used only for academic purposes in this study.

4 COMPANY CONTEXT AND ORGANIZATIONAL PROFILE

Crown Cement PLC is committed to expanding Green HRM for sustainable business success. The company believes in protecting natural resources by following “Think Green” policies. These policies help reduce waste and support better use of all natural materials. HRM plays a key role in aligning staff values with the company's green goals. Green HRM is used to create policies that help protect nature and reduce harm. The goal is to build a culture where sustainability is part of everyday business life. As part of this plan, the company introduced the “3Rs” system. These stand for Resource, Reuse, and Recycle—key ideas behind the Go Green movement. Crown Cement uses these ideas to guide its HR and environmental practices.

This case study covers the company’s journey from 1994 until the year 2023. Over the years, its operations developed in three key HR stages. The first stage is called the Oversight Consultant (OC) phase, focusing on early HR planning. The second phase is called the Project Implementation Unit (PIU), which supported rapid project growth. The final stage is the Functional and Structural Review, sometimes called Rightsizing. Each of these stages focused on improving how people, systems, and structures work. These phases helped shape the company's current approach to green HR policies. The company now links its success with environmental goals and green management tools. This shift in focus helps explain the company’s long-term sustainability and efficiency outcomes. These organisational changes also guide HR’s role in leading green workplace strategies.

4.1 Background of Crown Cement PLC

Crown Cement started its business on 31st December 1994 in Bangladesh. It began with a strong promise to deliver high-quality cement

products. Its products gained trust both in the local and international markets. The first cement production unit could only produce 60 metric tons per day. As demand increased, the company expanded by adding more production units over time. In 2002, the second unit added 800 metric tons to daily capacity. By 2017, five total units raised daily output to 11,000 metric tons. This means the yearly production reached about 3.3 million metric tons. Crown Cement currently has 1,246 permanent staff and 136 temporary workers across all sites.

The factory is located at West Muktarpur, Munshiganj beside the Dhaleswari River. It has road and river access, supporting easier supply and transportation systems. The Dhaka-Munshiganj highway links it with many other parts of the country. The company's head office is at Delta Life Tower, Gulshan-2, Dhaka. This office handles central operations, finance, HR, and executive-level decisions. Together, the factory and office support Crown Cement's national and international goals. The company's success depends on smart planning, strong logistics, and green thinking. As a result, it plays a key role in the country's industrial and environmental development.

4.2 Key Achievements and Corporate History

Crown Cement has always worked to increase productivity and efficiency in every area. Its goal is to deliver excellent service while also building a sustainable business future. The company believes success depends on meeting both customer needs and green responsibilities. It uses green practices in hiring, training, and workplace policy development. Over the years, it has gained many awards and improved its market position. The company is known for high-quality products and its eco-friendly work environment. In 2023, Crown Cement reported new green goals and achievements in HR. These changes show its progress toward becoming a fully sustainable organisation. Table 1 (not shown here) highlights major events in the company's history Cement PLC, (2023).

Table 1. Corporate History and Achievements of Crown Cement PLC

Year(s)	Achievements
2023 – 2019	<ul style="list-style-type: none"> • Launched the 6th production unit with a capacity of 8,000 mt/day • Started operation of Bangladesh’s first Cement Terminal at Kazirhaat, Aminpur, Bera, Pabna • Received ICMAB Best Corporate Award – 2021 • Received ICMAB Best Corporate Award – 2020 • Received ICMAB Best Corporate Award – 2019 • Received ICMAB Best Corporate Award – 2018
2017	<ul style="list-style-type: none"> • Launched the 5th production unit with a capacity of 5,200 mt/day • Produced the 3rd Mother Vessel <i>Crown Vision</i> • Implemented SAP enterprise resource planning system • Received Export Trophy (Bronze) for the year 2013–2014
2016	<ul style="list-style-type: none"> • Received ICMAB Best Corporate Award
2015	<ul style="list-style-type: none"> • Produced the 2nd Mother Vessel <i>Crown Victory</i> for transporting raw materials
2014	<ul style="list-style-type: none"> • Received ICMAB Best Corporate Award
2012	<ul style="list-style-type: none"> • Produced the 1st Mother Vessel <i>Crown Voyager</i> for transporting raw materials
2011	<ul style="list-style-type: none"> • Listed on Dhaka Stock Exchange Ltd. (DSE) and Chittagong Stock Exchange Ltd. (CSE)
2010	<ul style="list-style-type: none"> • Received Export Trophy (Gold) for the year 2009–2010
2009	<ul style="list-style-type: none"> • Received Export Trophy (Gold) for the year 2008–2009
1994	<ul style="list-style-type: none"> • Incorporated as a Public Limited Company

4.3 Company Mission and Vision

Crown Cement PLC has a clear mission that focuses on innovation and customer satisfaction. The company wants to produce top-quality cement under the trusted "Crown Cement" brand. It aims to meet customer needs through advanced products and strong services every day. The company values its stakeholders, including customers, workers, and investors, in all decisions. It works hard to create value for everyone involved in its business process. The company also has a bold vision for the future of Bangladesh. Its goal is to support the country's growth through strong industrial expansion. Crown Cement hopes to build a better future by strengthening the nation's foundation. It believes in contributing to development while promoting sustainability and community responsibility.

4.4 SWOT Analysis of Crown Cement PLC

A SWOT analysis helps identify the company's strengths, weaknesses, opportunities, and threats. This analysis gives a full picture of what supports and challenges Crown Cement PLC. One major strength is its strong market presence in Bangladesh's cement industry. It is the fourth best-selling cement brand, showing wide consumer trust and brand power. The company also uses its resources well, with 89% capacity utilisation each year. Its yearly growth of 8.45% reflects efficient operations and growing product demand.

However, the company still faces some internal weaknesses that limit its progress. It ranks seventh in total production capacity among cement companies in Bangladesh. Its yearly output is 3.30 million metric tons, lower than some competitors. The largest competitor produces 6.05 million metric tons each year. Crown Cement also depends heavily on imported raw materials for its production. This makes the company vulnerable to global price and currency changes, increasing costs.

The company has many growth opportunities in a fast-developing cement market. Bangladesh's government plans to boost national infrastructure and industry in coming years. Crown Cement, being a local company, can benefit from these future projects. Higher demand for local production can support its long-term business expansion goals.

However, some external threats can affect the company's profit and progress. Gas price increases, like the recent 88% hike, raise energy costs sharply. Also, rising import costs and exchange rate shifts can hurt financial performance badly. These risks need strong planning and green strategies to protect the company's future.

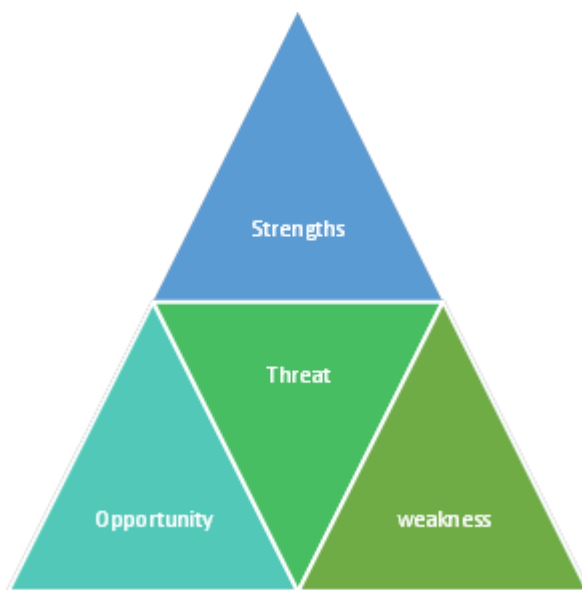


Figure 1. SWOT Analysis of the company.

4.5 Green HRM practices at Crown Cement PLC

Crown Cement PLC is a top cement company in Bangladesh with green business goals. It uses Green Human Resource Management (GHRM) practices to support environmental care and performance. These GHRM actions aim to build a high-performing, eco-friendly culture inside the

organisation. The company focuses on protecting nature and reducing harm caused by human actions. The idea comes from the global green movement to protect the earth. Crown Cement uses GHRM in hiring, training, rewards, and development to support sustainability. These policies reduce carbon emissions and help meet national green goals. GHRM also ensures HR practices match environmental objectives for better workplace outcomes. In this way, the HR team becomes a key part of the green vision.

Green HRM at Crown Cement covers all stages of employee-related activities. It starts from hiring and ends with rewards and workplace responsibilities. The purpose is to reduce waste and improve awareness among workers at every level. Crown Cement believes that HR must support climate safety and long-term responsibility. The green practices include training, digital systems, reward programs, and energy-saving policies. All these activities help create a workplace that respects nature and protects resources. These steps also help employees feel proud and motivated to protect the planet. In this way, GHRM builds a strong green foundation inside the company. These practices continue to grow as part of Crown Cement's sustainability efforts.

4.5.1 Green Human Resource Policies

Green HRM policies aim to combine business goals with green workplace behaviour and culture. S. Ahmad (2015a) explain that these policies include eco-friendly hiring, rewards, training, and staff performance management. Each policy supports an important step toward improving sustainability in operations. The policies are not just rules; they are tools for shaping employee behaviour. Green HRM also builds strong employee commitment to sustainability and social responsibility. These policies support environmental goals while building a more productive work environment. Crown Cement uses these policies to create better systems across HR areas. All actions are linked to business strategies that

support green growth and values. These policies build trust between leaders, staff, and the planet.

4.5.2 Sourcing and Acquiring Green Talent

Crown Cement focuses on hiring workers with strong environmental values and awareness. These values are included in the company's employee competency model and hiring system. F. Ahmad et al. (2023) suggest that staff sharing green knowledge can help the workplace go greener. Crown Cement uses green HRM to create space for sharing eco-friendly ideas. This builds a learning culture around environmental care in daily company life. Candidates are assessed on their commitment to green goals during hiring. Job descriptions include environmental duties like health, safety, and waste reporting tasks. Crown Cement also trains new workers to understand and meet green targets. These steps help ensure that staff values match the company's green mission. Hiring the right people is the first step toward building a green organisation.

4.5.3 Green recruitment and selection

Green recruitment means hiring people using eco-friendly tools and platforms to reduce waste. Crown Cement uses its website and digital channels to post job openings regularly. Applicants apply online, avoiding paper-based systems that harm the environment. This paperless system also allows smooth communication and document sharing online. Digital onboarding includes offer letters, ID proofs, and signed documents in soft format. The company's use of digital hiring reduces printing, copying, and paper storage costs. These methods help the company attract green-minded workers with a strong commitment. The process also improves the brand image as an environmentally responsible organisation. Job postings clearly state the company's green goals and work culture expectations.

Many candidates are attracted to companies that show environmental care in job listings. People are more likely to join firms that support

green missions and eco-values. In some cases, green companies may attract talent even with slightly lower pay. Adjei-Bamfo et al. (2020a) explain that green roles often include responsibilities in safety and environment. These include tasks like hazard tracking, waste reporting, and sustainability planning at the site. Job descriptions also ask for awareness of environmental risks and safety regulations. Crown Cement includes "green awareness" as a preferred trait in hiring decisions. This ensures the new hires can support eco goals from the start. These methods build a stronger and greener workforce across the company.

4.5.4 Green Performance and Reward Management

Crown Cement uses green performance reviews to track staff progress on sustainability goals. Managers and employees set green targets together during the review process. These targets are related to energy saving, recycling, and reducing pollution at work. Departments also measure their performance based on ecological risk and green responsibilities. Adjei-Bamfo et al. (2020b) noted that green indicators improve workplace awareness and goal setting. Green communication must reach every department to keep staff informed and aligned. All teams must know their role in meeting the organisation's sustainability targets. Regular feedback is given to improve staff engagement with green goals. This keeps green practices visible and valued in the workplace.

Employees who meet green goals are rewarded with certificates, bonuses, or public recognition. These rewards can be monetary or non-monetary, based on environmental results achieved. Bonuses may also be linked to targets like reducing waste or lowering energy use. Carbon emission standards are part of evaluation criteria for senior leaders. Employees can also earn rewards for completing green training sessions or campaigns. Certificates are given to staff who finish eco-training and help drive change. These rewards create motivation and make workers feel proud of their contributions. GHRM uses incentives to make green

goals more exciting and achievable. All these efforts help build a motivated and eco-aware workforce at Crown Cement.

4.6 Green office Initiatives at Crown Cement PLC

Crown Cement has introduced many green initiatives as part of its HR strategy. These efforts are aligned with its goal to reduce environmental damage in operations. The company has launched a paperless office system using a Data Management System (DMS). DMS turns official records into digital documents to cut down on paper usage. Staff now send and receive files through online systems rather than paper. Paper printing, copying, and storing are now reduced across departments. This saves paper, energy, time, and other office resources daily. Crown Cement believes these changes protect nature and increase daily productivity. This step also supports Bangladesh's national agenda for digital workplace transformation.

Reducing energy usage is another major step taken by the HR department. The company promotes energy-saving habits like switching off lights and electronics after use. Employees are trained to use natural light, fans, and solar energy wherever possible. Crown Cement has introduced solar-powered lighting in parts of its factory and office. This helps cut energy bills and supports the national renewable energy targets. Energy Star-rated bulbs are used across the workplace to save more electricity. These small actions help reduce the company's carbon footprint each year. Crown Cement also tracks carbon emissions using its e-HR platform. This helps staff stay informed and responsible for their energy use at work.

Crown Cement also promotes recycling as part of its green HR efforts. The company teaches employees to recycle paper, plastic, and electronic waste responsibly. Offices now have clearly marked bins for different waste materials. Recycling reduces the need for raw materials and protects natural resources. This helps cut down on landfill waste and

pollution from office activities. Recycled materials are used in office products and packaging whenever possible. These recycling programs also help cut costs and build cleaner work environments. The HR team manages recycling awareness and monitors office waste systems. These programs make recycling part of daily life for everyone at Crown Cement.

Green HR also includes changes in staff travel and transportation habits. Employees are encouraged to share rides or use public transport for work. The company promotes carpooling and reduces the number of private vehicles used. This step lowers fuel use and traffic-related emissions across the business. Virtual meetings and video calls also reduce the need for frequent travel. These policies cut costs while saving fuel and protecting air quality. E-HR systems now track the environmental impact of travel per department. Green work habits are now included in HR training and employee handbooks. These actions show how HR helps support the company's environmental mission every day.

4.7 Economic Impact of Green HRM on Crown Cement PLC

Green HRM has a positive effect on company revenue, employee engagement, and workplace health. It increases employee motivation by giving clear roles in sustainability practices. Engaged staff work harder, stay longer, and produce better results in the company. Green policies reduce costs by lowering waste and improving energy efficiency. These steps help the company meet both financial and environmental goals at once. Crown Cement's green efforts have improved brand value and customer loyalty in recent years. The annual report for 2022–2023 shows major financial improvement due to green policies. Revenue grew by 14% in the last quarter of 2023, reaching Tk 815 crore. The company's net profit rose by 121%, totalling Tk 36 crore in that quarter.

These results show that green HRM improves both environmental care and economic performance. It builds trust with customers, workers, and

investors through responsible practices. Strong green culture also protects the company from future risks like regulations or resource shortages. By using GHRM, Crown Cement is prepared for market changes and global environmental demands. The company saves costs, improves staff performance, and attracts green-minded investors. These outcomes prove that green HRM is not only ethical but also financially smart. Crown Cement continues to lead in both industry excellence and eco-responsibility. The success of GHRM at Crown Cement is a clear example for others to follow.

5 FINDINGS AND ANALYSIS

This chapter shows the main findings based on the interviews and thematic analysis. Four interviews were conducted with HR professionals at Crown Cement PLC in 2023. The goal was to understand how Green HRM is being practiced daily. This includes how the company uses hiring, training, and rewards to support green goals. The analysis identified patterns and repeated ideas from all interview responses. These responses were grouped into different themes to help explain GHRM clearly. Each theme presents how Crown Cement uses HR to support sustainability at work. These findings help understand how GHRM helps reach the company's green and social goals. All themes are based on real statements and supported by company practices and policies.

5.1 Main Findings on Green HRM from Interview Themes

The interview data was combined with HR documents and national policy papers for analysis. The findings focus on how Crown Cement supports renewable energy and sustainability through HR. Five themes were identified from the responses of the HR professionals interviewed. These themes are: eco-friendly hiring, green employee development, green-based performance rewards, green culture promotion, and barriers to implementation. Each theme helps explain how human resource activities support environmental policies and employee behaviour. These themes also reflect the level of support that exists within the company's green goals. The feedback from HR managers reveals progress and areas for improvement in GHRM work. Together, these themes explain how green thinking fits into Crown Cement's human resource plans. The findings also help link company actions to global sustainability and local CSR objectives.

5.1.1 Sustainable Hiring and Green Candidate Selection

The first theme identified is related to hiring and selection of new employees. Interviewee 1 and Interviewee 2 said hiring now includes green awareness and experience. Crown Cement uses job posts that mention sustainability and environmental project knowledge. Some candidates are selected based on their past green project work or eco-values. Green skills like waste reduction, energy use, and compliance knowledge are preferred. The company includes environmental values in the job descriptions for better fit. It also updates selection questions to check a candidate's concern for eco-practices. Crown Cement believes green candidates will support long-term sustainability in the company. Interviewees confirmed that environmental values are now part of the company's hiring goals. This helps create a workforce that understands the company's green vision and values.

Green recruitment also builds the company's image as a responsible, forward-thinking employer. Job seekers who care about the planet are more likely to apply. The hiring system also looks for traits that help support safe workplace practices. These traits include safety, waste control, and awareness of climate change impacts. HR documents support that digital hiring reduces paper waste and improves efficiency. Applicants now submit digital documents like resumes, certificates, and job acceptance forms. This step reduces printing, copying, and time spent on paper document management. As a result, hiring is faster and more aligned with sustainability objectives. The data shows Crown Cement's hiring process supports its green goals and brand mission.

5.1.2 Environmentally Focused Learning and Development

The second theme deals with how the company trains staff to meet green goals. Interviewees confirmed that training on green topics is done quarterly for most departments. These sessions include energy savings, paperless work, and eco-project involvement. Training is given to all new hires and to staff in key sustainability roles. These efforts help

staff gain confidence and awareness of their role in green practices. According to Interviewee 3, the training is inclusive and open to all workers. The sessions create a sense of shared responsibility toward reducing environmental harm. Many workers feel more motivated after training because they understand the company's green promise. These sessions also explain how small actions can support bigger company targets. This helps build a culture where employees feel proud to protect nature.

Although the training is regular, it faces some challenges in terms of resources and planning. Interviewees said the company lacks enough tools to run advanced case-based training. Crown Cement needs to include more real-life examples to improve learning outcomes. Currently, the green content in training is broad but not always linked to each role. Some departments have not yet received in-depth training specific to their job tasks. There is also a need for refresher sessions for long-term employees. Interviewees suggested using short videos or success stories to spread awareness faster. Despite the challenges, the training programs help build green knowledge across departments. This helps employees stay aware of their impact and makes GHRM easier to apply.

5.1.3 Environmental Goals in Performance and Reward Systems

This theme focuses on how Crown Cement measures and rewards green employee behaviour. Interviewee 4 confirmed the company uses performance review systems based on green outcomes. Employees earn points based on energy savings and lower paper usage in tasks. Workers who meet green goals receive bonus marks during performance appraisals. Rewards include certificates, cash incentives, and team awards after training completion. These rewards are used in the "paperless office" project and solar light campaigns. According to the HR system, five points are given for achieving key green targets. This encourages employees to focus more on energy saving and office waste reduction. Those who complete eco-training successfully may also get promotion

opportunities. Crown Cement uses these rewards to make green work more attractive and valuable.

These reward systems make sustainability a personal goal for each employee. Staff become more aware of how their work affects the planet and office operations. Rewards help boost employee motivation and reduce resistance to eco-friendly changes. Recognition makes green projects feel like a shared success across departments. The HR department keeps updating its metrics to stay aligned with new policies. Interviewees said the reward system is fair and supports consistent green effort. It also shows that Crown Cement values people who help protect the planet. These green rewards help connect business results with responsible employee behaviour. This builds a workplace where people work smarter and greener together.

5.1.4 Building and Communicating a Green Organisational Culture

Crown Cement uses performance appraisal systems that integrate environmental KPIs (Key Performance Indicators) in areas including energy efficiency measurements, emissions reductions, and adherence to the environmental policy. Interviewee 4 mentioned that, company's Performance evaluation includes metrics for energy savings and cost reduction will get 5 marks. Moreover, recognition includes certificates and monetary incentives, especially in the paperless project who received training successfully.

Additionally, interviewee 4 mentioned, the company will give the chance to get promotion as well the candidate, who can perform best. The fourth theme is about how green culture is shared across Crown Cement. Interviewee 2 said the company hosts eco-workshops, newsletters, and staff campaigns regularly. These sessions help spread green values through internal communication and social responsibility projects. Employees are encouraged to join tree-planting events and office energy-saving projects. Regular updates are sent by email or notice boards to

keep everyone involved. Interviewees confirmed that employees are also given space to lead their own green ideas. Staff-led projects like DRMS (Document Reduction Management System) help save paper and time. The goal of DRMS is to reduce waste, save costs, and increase efficiency. Interviewee 3 said DRMS is now part of the company's daily routines. These projects make staff feel part of the company's climate commitment.

Communication is key to making GHRM work across all levels of the organisation. Staff meetings include green topics and updates on sustainability plans and goals. Newsletters often share success stories, reminders, and performance on green projects. Managers use these tools to show how each team is helping the company's green path. This process builds trust, responsibility, and shared action among staff. These messages help employees feel more connected to the company's mission and vision. Green messaging also helps attract new eco-conscious job applicants to the company. Interviewees confirmed that internal communication has improved since GHRM actions were introduced. This proves that strong communication builds lasting green habits in the workplace.

5.1.5 GHRM Challenges, Staff Feedback, and Participation

The final theme discusses problems, feedback, and how employees join green actions. Interviewee 4 said one problem is staff not attending training due to workload. This happens even when training is planned and available in their department. Some workers skip sessions because of deadlines or lack of motivation. This makes it harder to spread GHRM values across every area of the company. Interviewees said training sessions must be shorter and easier to attend during work hours. Interviewee 2 suggested that awareness is more important than tools or rules. Staff must first understand the benefit of GHRM before being asked to follow it. Communication, posters, or short meetings can

improve awareness and participation. These simple steps help connect daily work with bigger green ideas and goals.

Suggestions from Interviewee 4 include offering extra support for staff with green project roles. Volunteers can be recognised more often in newsletters or meetings. Staff feedback should be collected and used to shape green planning and rewards. Interviewees also said that team-based campaigns increase participation and enjoyment. Examples include green contests, office decoration with recycled materials, and small prize systems. These helps build excitement and group efforts around sustainability values. Staff are more likely to join if they see real support from leaders. HR teams should track results and thank staff for small green improvements. In this way, employee suggestions and action become part of the green culture.

5.2 Linking Research Results with Theoretical Concepts

This part of the chapter connects the research results with earlier theories and ideas. The theories used were explained in Chapter Two of this thesis. These theories were based on Green Human Resource Management (GHRM) as defined by Renwick et al. (2013c). The GHRM framework includes four major areas: green hiring, green training, green performance reviews, and green rewards. These areas aim to support workplace sustainability and improve employee behaviour. The purpose of this section is to compare real actions at Crown Cement with those theories. This comparison helps identify what works and where gaps still remain. It also helps understand how the company uses green HR to reach its goals. Crown Cement's green efforts can be better understood by examining these theories again.

The study shows that Crown Cement is developing green awareness in HR slowly but steadily. There is clear evidence of training sessions focused on energy, waste, and eco-values. This result supports Renwick (2023), who saw training as key to change. Quarterly workshops at

Crown Cement have helped shape employee attitudes and work actions. The link between theory and practice here is quite strong in the case of training. However, the company does not apply all green values in its hiring processes yet. Job descriptions are not always updated with clear green requirements or responsibilities. Hiring managers support green values but do not follow a fixed selection framework. This shows that the company agrees with the theory but cannot fully apply it yet.

The gap in recruitment also reflects problems found in other developing countries. Many firms lack systems to include sustainability in job requirements clearly. This confirms findings in earlier studies about weak green recruitment in developing markets. It also shows that Crown Cement's GHRM journey is shaped by national context. Local laws, job skills, and business goals affect what green practices are followed. Some parts of the theory work well at Crown Cement, while others do not. For example, green appraisals are still weak or missing in formal reviews. Managers want to support green performance but face technical and time challenges.

This shows a clear difference between theory and practice in green performance reviews. While training is structured, green rewards and evaluations are still informal. These gaps show where theory needs adjustment for Bangladesh's cement industry. Even good theories may not fit every sector or country without changes. The theoretical model must be flexible to support real workplace constraints. Company size, workforce skills, and leadership goals must be considered during GHRM design. This study shows that while theory gives a useful guide, it is not enough alone. Practical GHRM success depends on leadership support, culture, and market conditions. Crown Cement's experience proves that context matters in applying green HR ideas.

5.3 Practical Actions and Industry Applications

The second part of this chapter discusses the practical meaning of the results. These findings offer important lessons for HR leaders, policy makers, and green experts. The results show that HR systems must better support sustainability goals from the start. This includes making green training part of onboarding and early work instructions. At Crown Cement, this could help explain why environmental care is part of daily work. If this is done clearly, it can help build stronger values across the company. Employees need to hear green goals during hiring, meetings, and performance talks. This message helps connect them with bigger goals like waste reduction or energy savings. These small changes support stronger, more consistent green behaviour across the workplace.

Environmental training must be clear, local, and easy to apply in everyday work. Many workers understand the big idea but struggle to apply it in real jobs. Crown Cement should include more local examples in training to improve understanding. This includes talking about how energy is saved at the factory or in offices. The company can also show how recycled materials help reduce costs over time. These stories help workers feel proud and involved in the green journey. Training should be adjusted to match job type, skill level, and local education. Using photos, videos, or group tasks can help teach green practices more clearly. Learning should feel useful and personal, not just rules or theory.

Crown Cement can also share its green progress with the public more often. This supports transparency and builds trust with both staff and community members. For example, Crown can show how it reduced paper waste through its DRMS project. It can also share targets for carbon emissions, water use, or recycling rates. Dashboards, emails, or posters can help workers see their department's green impact. This makes people feel connected and proud of their contributions to sustainability. Siripipatthanakul et al. (2023) found that green alignment improves

employee loyalty and workplace motivation. Simple messages like “You saved 200 pages this month” can encourage long-term changes. Clear internal communication is one of the most useful tools in green HR success.

Government support can also help improve GHRM efforts at companies like Crown Cement. For example, tax rebates or funding programs can reward firms with green HR systems. If these programs are explained clearly, HR can link rewards to green actions. Policy makers can help by making laws that support workplace sustainability systems. These laws must be simple, fair, and linked to practical steps like green hiring. Policy makers must also help explain international standards like ISO 14001 or GRI. Crown Cement can use these tools to build strong green systems and supplier partnerships. S. Ahmad (2015b) suggest that green standards improve brand trust and industry reputation. This trust is very important for growing business and attracting green investors in Bangladesh.

Crown Cement must also consider the needs and culture of its local workers. Some global practices may not work if they ignore local habits or beliefs. For example, some workers may need support to understand the purpose of green tasks. Others may need help to read or apply green manuals in Bengali language. HR teams must adjust learning tools to fit worker education and job role. Local examples, simple instructions, and visual training can improve learning for factory teams. Partnering with universities or green NGOs can also help improve knowledge and support. These groups can help offer workshops, community campaigns, or student partnerships. These partnerships bring fresh ideas and increase trust in company values and actions.

Community-based work is also key to Crown Cement’s long-term green success. Some local people may worry about health or pollution from cement production. Community campaigns can help show that the company is listening and acting responsibly. HR can plan volunteer days,

school talks, or clean-up drives near factory areas. These actions build social trust and reduce resistance to company green efforts. Many successful projects in other countries started with open talks and early action. Crown Cement should consider these ideas to increase its green leadership and social trust. Engaging local voices will help shape better policies and stronger green commitment over time. People feel more positive about a company when they see care and respect for the area.

Finally, Crown Cement must ensure that all green data is real and can be trusted. Reports about energy use, CO₂ savings, or recycling must be based on facts. Third-party audits can help check if data is true and matches public claims. This protects the company from being accused of greenwashing or false advertising. Tools like GRI or SASB help firms follow global rules on green data sharing. These rules make reports more accurate, useful, and trusted by all stakeholders. Following these tools also helps the company prepare for future green laws and investor checks. Clean, honest green data will help Crown Cement grow both locally and globally. It builds brand power, staff trust, and stronger investor relationships over time.

Table 2. NVivo-Themed Results from Interview Transcript Analysis

Theme	Description	Files Coded	References Coded
Barriers	Problems faced when trying to apply Green HRM ideas in the company.	2	2
Lack of Training Resources	Not enough time, money, or materials to support	1	1

	green HR learning and delivery.		
Conceptual Understanding	Level of knowledge and clarity about what Green HRM means and involves.	3	3
Improvements	Suggestions and recommendations to improve or grow green HR actions and policies.	2	4
Employee Engagement	How much staff are involved in and support green activities or sustainability efforts.	2	3
Organisational Culture & Values	Focus on green ideas in the company's work culture and HR activities.	3	3
Performance Rewards Management	Using rewards or promotions to encourage green behaviour at work.	1	2
Professional Background	Job role, title, and experience of HR professionals	4	4

	interviewed in the study.		
Recruitment Considerations	Inclusion of green values or eco-friendly criteria in hiring and job descriptions.	2	3
HR Policies	Rules and written guidelines that help reduce environmental damage through HR practices.	1	2
Training & Development	Programs that train employees about environmental care and sustainability practices.	1	2

This table shows the themes found in interview data from NVivo software. Each theme reflects a topic discussed by HR professionals during interviews at Crown Cement. "Barriers" identifies problems that stop the full use of green HR practices. A key barrier is the lack of resources for training and development programs. The theme "Conceptual Understanding" shows how well staff understand green HR ideas and meaning. "Improvements" includes ideas and suggestions to improve Crown Cement's green HR strategy. "Employee Engagement" highlights how much staff take part in green actions. "Organizational Culture and Values" shows how green thinking fits into the company's values. "Performance Rewards Management" shows if green behaviour is linked to

rewards or promotion. These results help us understand what works well and where change is needed.

The theme "Professional Background" records the experience and job role of HR interviewees. This gives context to other answers about knowledge or training efforts. "Recruitment Considerations" covers how hiring links to green values or climate goals. Some posts include green criteria, but most do not follow a set policy yet. The theme "HR Policies" checks if written rules support energy saving or paperless projects. Only one clear policy was found that helps reduce environmental damage from HR work. "Training and Development" includes programs that teach staff about green actions or green values. These are important to make sure employees learn how to support sustainability goals. The table also counts how many times each theme appeared in transcripts and sources. This shows which topics were more important or common across different interviews.

The data in this table provides a roadmap for Crown Cement's HR leaders. It shows which areas need more support and which areas are strong already. Employee awareness, support from leaders, and clear goals will help make progress. Crown Cement can focus on training, rewards, and job posts that mention green work. This will help the company build a green team and reduce waste long term. Also, the results show that ideas like fairness, teamwork, and open communication are essential. These values support a strong culture that cares for people and the planet. HR managers should use these themes when planning green changes or setting team goals. This ensures that everyone understands their role in supporting Crown Cement's green future.

6 DISCUSSION

This chapter brings together the main findings, theories, and research process insights. It revisits the original research questions and critically evaluates the answers found. It also looks back at the topic selection, data collection, and ethical considerations. Finally, it reflects on what was achieved and what can improve future research and business practice.

6.1 Research Questions: What Learned from the study and Why It Matters

This study focused on green human resource practices in the renewable energy industry. Crown Cement PLC was selected to show how these practices are used locally in Bangladesh. Three research questions guided the analysis and shaped the structure of the study.

The first question asked what green HR practices organisations are currently adopting. The findings show that firms like Crown Cement are slowly adopting green training. These sessions teach staff about energy use, pollution control, and eco-friendly actions. Tomer & Rana (2020) confirm that such efforts help align workers with environmental goals. These programs raise awareness and build skills around workplace sustainability topics.

Another practice gaining attention is green recruitment and selection processes. Many firms are adding environmental criteria to hiring and onboarding systems. This includes putting green goals in job descriptions and assessments. While these steps show promise, implementation is still inconsistent and lacks standard procedures. It is often seen in larger firms but less in smaller ones.

Green performance management is also being tested across several firms. A few companies use green KPIs to judge employee success.

These include energy savings, waste reduction, and resource use tracking. Still, very few firms link these efforts with formal performance rewards. The lack of financial incentives reduces motivation to perform greener tasks. Only some sustainability reports mentioned consistent green rewards or recognitions.

Moreover, some companies are trying to build stronger links with communities and NGOs. These partnerships help firms boost legitimacy in the environmental field. González-Benito & González-Benito (2006) explain how shared ownership improves sustainability outcomes. Environmental systems like ISO 14001 are also used to formalise green HR strategies. Still, this is more often a compliance tactic than a core business plan.

The second research question asked how deeply green HR is embedded in policy. The analysis showed that GHRM is still not a regular part of HR planning. Most companies talk about green values in policy documents. However, they do not include green duties in job ads or reviews. CSR strategies are usually separate from core HR structures and systems.

GHRM remains an optional activity rather than a policy-based priority. It is mostly limited to training workshops or awareness sessions held once or twice yearly. These steps do not change the overall HR lifecycle or planning approach. Many companies are in the early stages of planning green HR changes. The current use of sustainability metrics in appraisal or talent management is rare.

Some firms apply green HR strategies to meet external audit needs. Environmental audits and certifications push managers to act more sustainably. However, these actions often happen only to avoid penalties or gain market benefits. Most HR teams still use traditional ways to manage recruitment, reward, and performance.

Also, there are barriers linked to workplace culture and lack of awareness. Many direct supervisors still think green efforts reduce output and

raise costs. The perception that green practices are expensive creates resistance at the leadership level. Without clear policies, front-line managers are unsure about their role in green strategies.

The third question asked what blocks the adoption of GHRM in firms. The biggest challenge is the low awareness among staff and HR leaders. There is a need to explain how green practices link to firm goals. Another issue is lack of funding for green initiatives or training sessions. Financial limits delay or cancel sustainable projects, even when support exists.

Also, people are often unwilling to change their regular tasks and routines. Long-standing work habits are hard to break unless proper incentives are offered. Interview data suggested firms need better planning and clearer long-term goals. A few managers said that linking rewards to green actions could increase participation. Training and public commitment to green plans can help overcome resistance.

6.2 Looking Back: Topic Value, Research Design, and Ethics

The purpose of this study was to explore how GHRM supports sustainability goals in companies. Crown Cement PLC was chosen for its strong local presence and early green initiatives. It provided a strong case to explore how environmental and HR strategies interact. The study tried to show how firms can align human capital with climate action plans.

The topic matters because global industries face pressure to reduce carbon emissions. Firms are expected to reduce environmental damage without losing profit or growth speed. GHRM helps businesses meet these demands by engaging employees in green actions. It links everyday HR processes with broader environmental planning and culture change.

A qualitative design was used to gather deep and diverse data for the research. Organisational documents and sustainability reports were

reviewed to identify patterns and policy direction. Semi-structured interviews were conducted with HR managers and department heads. This gave real-world insights into how strategies are planned and applied.

Multiple sources were used to check data accuracy and avoid personal bias. This approach helped create a complete view of green HR in action. Still, there were limits related to data access, internal policies, and document availability. Firms were cautious about sharing internal reports or detailed practices due to confidentiality concerns.

To address this issue, purposive sampling was used to select cases offering maximum insight. Interviews were professionally anonymised to protect participant identity and encourage openness. These steps increased trust and allowed for deeper conversations with stakeholders. Also, the study followed strict ethical rules throughout the research process.

Informed consent was obtained from every person before interviews were conducted. The consent form explained the study purpose and the right to leave any time. No names or personal data were recorded in the final research. This ensured both privacy and honesty in the feedback shared by respondents.

Data was analysed carefully to avoid false claims or over-generalisation. Responses were compared against secondary research and reports for cross-validation. No financial interest or conflict of interest affected the findings. The research followed university ethics protocols and respected academic norms.

6.3 Reflecting on the Learning and Practical Outcomes

This research added useful knowledge about GHRM in emerging markets like Bangladesh. It also produced suggestions that Crown Cement PLC and similar firms can apply. These include building clear HR policies

around green hiring, performance, and rewards. Linking green practices with incentives can increase commitment across the firm.

Another insight was that training alone is not enough to build a green culture. Sustainability needs to be part of job design, leadership models, and career growth. When employees see that green behaviour is rewarded, they act more responsibly. When they feel ignored, their motivation to act sustainably is reduced.

This study also showed that many green plans are triggered by outside forces. Firms act due to customer demand, legal rules, or audits—not from internal motivation. This means that sustainable strategies often fail to last or spread across departments. To fix this, companies must shift green planning from external compliance to internal goals.

Also, collaboration across departments is needed to support green HR adoption. HR, operations, finance, and compliance teams must work together. Managers must treat GHRM as a shared responsibility, not a single-department project. This will help build long-term sustainability rather than short-term activity.

The research showed how local firms can learn from global GHRM practices. Benchmarking against ISO 14001 or partnering with green NGOs can support transformation. Crown Cement can also hold regular training, set green goals, and reward achievement. This will help shift the organisation from awareness to action.

Finally, the research process taught the value of listening directly to practitioners. The interviews revealed how theory differs from what happens in practice. Some managers wanted to change but faced system barriers or leadership limits. Others lacked tools or data to monitor green progress effectively.

These real-world constraints remind researchers that good policy needs more than good intention. Support, education, incentives, and leadership are all needed to embed change. GHRM must become part of

strategic HR planning and not a one-time activity. This shift is needed to make HR a true driver of sustainability success.

6.4 Linking Findings with Organisational Goals and Strategic Improvement

This study provided some useful answers about GHRM in Crown Cement PLC. Based on the findings, several steps can help the company improve green HR integration. First, Crown Cement should create formal GHRM policies in all HR documents. These policies should include environmental duties in job roles and performance reviews. Each department must have goals related to environmental performance indicators and expected achievements. These changes will help link green targets with everyday job activities and outcomes. The training system should also be updated with role-specific content and goals. Different employee levels need training that matches their daily work responsibilities. This change can help embed green thinking across all areas of the company.

Another key recommendation is introducing proper incentives for green behaviour and performance. For example, bonuses could be given for ideas that help reduce energy waste. Employees who support recycling or pollution control should get formal rewards or recognition. Promotions could also consider how much someone contributed to sustainability improvements. These rewards help connect green action with career progress and personal benefits. Without motivation or reward, green behaviours often stay limited or ignored. Structured systems for recognising sustainable behaviour are still missing in many organisations. Crown Cement can lead by creating a strong, visible rewards system that inspires all staff.

Leadership communication is also very important for success in GHRM plans. Crown Cement should create updates through internal channels like newsletters or visual dashboards. These can show how much energy was saved or waste reduced last month. Employees can feel proud when

they see these results linked to their own efforts. While company-wide recognition may not always be possible, small wins still matter. These visuals and updates will help people understand the big picture of green success. This context can help boost motivation and show how every action fits into larger goals. It will also make the sustainability journey more visible and transparent.

Crown Cement should also build partnerships with outside organisations for better results. Working with local universities can help improve employee training and research opportunities. Environmental NGOs can guide the firm on better green strategies and social engagement. Government agencies can share compliance updates and offer support for eco-certifications. These relationships help Crown Cement stay updated and well-connected to environmental progress. Collaboration will also add credibility and reduce the risk of greenwashing accusations. External audits or internal checks should happen regularly to evaluate the real outcomes of GHRM. These audits will help spot issues early and support consistent improvement.

Inclusion is also key to strong and long-lasting GHRM systems in any organisation. Employees should have a voice in suggesting or reviewing green activities and systems. A feedback platform or open suggestion box can collect their ideas and concerns. Both individual and group inputs should be welcomed and reviewed seriously by managers. This bottom-up engagement will increase innovation and staff commitment to sustainability goals. Employees must feel heard if the green values are to become deeply rooted. This inclusive approach builds trust and helps find new solutions from within the workforce. When employees participate, they feel ownership over change and take more responsibility.

If these steps are taken, Crown Cement will benefit in many important ways. The company will have a better chance of meeting environmental standards and market expectations. It will also become more attractive to employees who care about the environment. A strong green

reputation can improve relationships with customers, investors, and community partners. In a changing business world, this kind of strategy creates a clear competitive advantage. Firms that fail to change may fall behind and lose trust or business opportunities. Therefore, these GHRM improvements are not just for image but for survival and growth. Crown Cement has an opportunity to lead the way and set a strong example.

6.5 New Questions and Future Study Directions from Research Observations

Although the research answered the main questions, it also created some new ones. These questions could help future researchers learn more about the deep impact of GHRM. One important new question is how employees at different levels see green HR policies. This research focused more on documents and manager-level viewpoints within Crown Cement. But future research should ask workers about their views and reactions to GHRM. This can be done using interviews or surveys across departments and job roles. For example, do factory workers value green training, or see it as extra work? Do they feel motivated to adopt green behaviour, or just follow orders passively? Knowing how people respond emotionally and mentally is essential to long-term success.

Another big question is about greenwashing inside HR strategies and sustainability reports. Some firms talk about green goals but fail to support actions with training or resources. For example, they may add words like "green" in mission statements but do not follow up. Employees may feel confused or distrustful if words and actions do not match. This gap can harm morale, reduce motivation, and lower belief in the company's values. Future studies should examine how GHRM impacts employee trust and job satisfaction over time. Anjum et al. (2022) also suggest testing how this mismatch affects team culture and engagement. Without strong follow-through, green strategies become weak and meaningless symbols.

Another area of study could focus on younger workers and their green expectations. Younger employees are often more engaged with environmental issues in personal and professional life. They may want to work for companies that reflect their beliefs and lifestyle choices. Future research could ask if green values help attract or keep younger staff members. Are they more likely to take green actions if rewarded or supported in doing so? Does GHRM increase their loyalty and productivity more than older staff? These findings could help companies shape policies that meet modern workforce needs and behaviours. Understanding generational values will support better HR decisions in fast-changing industries.

There is also a need to study GHRM across different cultural or national contexts. This study only looked at Crown Cement in the context of Bangladesh's business environment. However, green HR practices may work differently in other countries with different laws and values. Educational levels, awareness, or government pressure also change the way GHRM works. A strategy that works in Bangladesh may not succeed in the UK or India. Comparative research between countries would show what parts of GHRM are universal or adaptable. Multinational companies will benefit from this insight as they work across different cultural settings. Understanding local vs. global GHRM success will improve planning for cross-border companies.

Another gap in research is the cost and benefit analysis of GHRM efforts. This project mainly focused on policies, documents, and current practices without financial outcomes. Future studies should explore if green HR efforts help save money or raise profit levels. For example, do GHRM practices lower energy bills, reduce turnover, or improve brand image? Do they help attract better talent or avoid fines from regulators? The business case for GHRM is still not strong in many firms. But if clear financial benefits are shown, more leaders may be willing to invest in change. Proving value through numbers will help build stronger support for green reforms.

The final suggestion is to research cases where GHRM failed or brought weak results. Some companies try GHRM strategies but stop when they don't work well. Future researchers should explore why such failures happen and what can be improved. Maybe there was poor communication, lack of leadership support, or resistance from employees. Knowing these factors will help other companies avoid similar mistakes in the future. Worker values, market trends, and technology are all changing very fast. Therefore, HR strategies must keep evolving to match the changing world. GHRM must stay flexible, focused, and aligned with both business and environmental demands.

7 CONCLUSION AND RECOMMENDATIONS

This study focused on how Green Human Resource Management (GHRM) is applied at Crown Cement PLC. It explored how GHRM connects to sustainability goals and environmental practices in the organisation. Through documents, reports, interviews, and existing literature, useful insights were discovered about green initiatives. The findings show GHRM is slowly growing in importance within Crown Cement's HR activities. Practices like green training and recruitment are already helping the company become more environmentally responsible. These actions help build an eco-friendly work culture that aligns with the company's sustainability targets. Agarwal & Jain (2022) also show how such practices strengthen environmental responsibility in daily work. While progress is visible, the full integration of GHRM into HR strategy still needs improvement.

The study found several gaps in the current application of GHRM at Crown Cement. Many HR activities do not yet include environmental goals or indicators. Guiyao et al. (2017) noted some green initiatives exist, but they are not applied consistently across all departments. This inconsistency makes it difficult to measure success and track improvements over time. Communication about sustainability goals is also not always clear or regular within the organisation. Employee engagement in environmental actions is low because there are no strong incentives. These issues must be solved if the company wants to become a green leader in the industry. With focused effort and strong leadership, GHRM can support both environmental and business goals. A clear strategy with employee involvement is essential for long-term success in sustainable management.

The literature supports the idea that green HRM improves both employee and customer satisfaction. Green actions like reducing waste or saving energy also improve brand value and loyalty. These practices can help attract premium customers and improve the company's reputation in

the market. When employees see their efforts linked to bigger goals, they feel more motivated at work. This motivation leads to higher productivity, better teamwork, and stronger commitment to company goals. Green HRM also creates a more positive and supportive workplace culture across all departments. Employees who feel proud of their company's green mission are more likely to stay longer. In the long term, these changes can lead to business growth, higher profits, and industry leadership. For Crown Cement, this is a major opportunity to grow while protecting the environment.

To successfully adopt GHRM, the first step is changing the HR strategy. The company must align HR policies with green values and long-term environmental goals. These values should be clearly stated in the mission, vision, and strategic documents. Crown Cement should also hire employees who care about the environment and want to help. Job descriptions and interviews should include questions about sustainability awareness and green actions. Green training must be provided regularly, focusing on energy use, waste control, and eco-friendly habits. These training sessions should be updated based on new knowledge, goals, and employee feedback. All employees, from senior managers to new staff, should attend these sessions equally. Everyone must feel responsible and informed about their role in the green journey.

Performance systems should include environmental goals to encourage accountability and green actions. Managers must measure how staff contribute to the company's sustainability goals throughout the year. Rewards, promotions, or recognition should be given for successful green behaviours and project ideas. Leadership must also show full support by joining green projects and sharing updates regularly. A strong green leader inspires staff and helps build a culture of shared environmental responsibility. Employees should have platforms to suggest ideas, join committees, or lead green events. These opportunities build ownership, improve teamwork, and spread green values across

departments. Regular newsletters, posters, or dashboards can also remind staff about green progress and next steps.

Finally, the company must monitor the success of its green HR practices. Regular evaluations should be done to check which activities work and which need changes. These reviews will help track results, measure improvement, and avoid greenwashing or weak commitments. Tools like surveys, feedback forms, and audits will help improve transparency and trust. By doing this, Crown Cement can build a strong green identity and improve its industry reputation. With time, the firm will see better staff performance, lower costs, and higher public support. GHRM is not just about saving nature—it is also about building a smarter business. These recommendations will help Crown Cement become a green leader and set a good example for others.

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APPENDIX

HR Survey Interview Questions for GHRM Project

1. Can you briefly describe your role and responsibilities in the organization?
2. How long have you been working in HR?
3. Are you familiar with the concept of Green HRM? If yes, how would you define it?
4. How important do you think environmental sustainability is to your organization's HR practices?
5. Does your organization consider environmental values during recruitment?
6. Are job descriptions or postings tailored to attract candidates with green values or environmental awareness?
7. Do you offer any training related to environmental practices or sustainability to employees?
8. How frequently are such green training programs conducted?
9. Are environmental goals or behaviors considered in employee performance evaluations?
10. Do you reward or recognize employees for sustainable or eco-friendly behavior?
11. Are there any specific HR policies aimed at reducing environmental impact (e.g., paperless offices, remote work)?
12. How does your company's culture support environmental responsibility?

13. What are the biggest challenges in implementing GHRM practices?
14. What suggestions do you have for improving green HR initiatives in your organization?
15. Are employees encouraged to participate in green initiatives or sustainability programs?