



A qualitative study of green human resource management practices and challenges in Bangladesh's leather sector

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ABSTRACT

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Over the past decades, the pressures toward environmental sustainability have increased worldwide. Green Human Resource Management (GHRM) is a new green practice necessary for developing a corporate culture of environmental responsiveness. However, there are challenges in implementing GHRM. This paper aims to define the GHRM practices used in the leather goods industry in Bangladesh and identify perceived impediments to their implementation, addressing the lack of research on GHRM in the Bangladesh context. Eight semi-structured interviews were conducted using the Key Informant Interview (KII) technique with human resource managers from leather goods and footwear companies. The data obtained were analyzed through thematic analysis to identify key themes. The findings indicate that companies manufacturing leather products are making efforts to adopt GHRM practices, yet they face several challenges, such as bureaucratic issues, budget deficiencies, and the absence of green knowledge management within the companies. These findings can be valuable to policymakers and regulatory organizations, helping facilitate the adoption of green HR practices by industry players by addressing these obstacles. By applying the Resource-Based View, the study emphasizes the importance of formulating policies and frameworks that enable strategic resource use to overcome barriers to GHRM. Such measures will support environmental sustainability and promote growth in the leather goods and footwear industry in Bangladesh.

Contribution/Originality: The study augments the existing literature in the field of GHRM by identifying impediments related to the implementation of Green HRM. Moreover, this study uses KII to collect primary data in the leather goods industry, which has not yet been studied using this method.

1. INTRODUCTION

The establishment of a sustainable workplace is a worldwide challenge that is never-ending. Preservation of sustainable workplaces has also been on the rise in developing countries, with some governments establishing the Sustainable Development Goals (SDGs) as part of long-term development plans. Since environmental sustainability is inevitable in organizations and society, modern organizational management focuses on workplace environment optimization (Darwez et al., 2023). Besides the willingness of the company to adopt sustainable practices, continuous pressure from customers, stakeholders, government bodies, and competitors exists. The industry has been burdened by environmental issues (Nomani, Rasel, & Reedoy, 2022). Therefore, the people management policy can be even more promising than the financial ones. Sustainable Human Resource Management (HRM) involves adopting HRM

policies and practices that help achieve financial, social, and ecological goals, encompassing both the internal and external organizational landscape (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016).

Green Human Resource Management (GHRM) is an accepted practice to address environmental degradation currently. It has played a significant role in improving sustainability within organizations (Renwick, Redman, & Maguire, 2013). GHRM uses HRM practices to increase resource use in organizations to promote environmental sustainability (Coelho, Couto, & Ferreira-Oliveira, 2024; Mehta & Mehta, 2017; Ren, Tang, & Jackson, 2018). It helps companies achieve great benefits not only in terms of strengthening brand impressions and solidifying the image among interested parties. The environmental performance of companies is a growing concern among stakeholders, which has forced these companies to change to achieve their environmental goals (Wang, Shi, Chen, & Gursoy, 2019).

Bangladesh is a developing nation where sustainability follows economic growth. The country's national development agenda now includes the Sustainable Development Goals (SDGs), incorporated by the UN Open Working Groups. Of the 17 SDGs, 14, 16, and 17 exhibit moderate alignment (18%) with the Bangladeshi government's Five-Year Plan, but the remaining 14 objectives are conceptually entirely aligned (United Nations, 2018). Sustainability in countries cannot be accelerated without the simultaneous collaboration of private (institutional) and governmental organizations. In response to environmental legislation and societal pressure, the leather industry in Bangladesh desires to integrate the ecological, economic, and social pillars of sustainability into its objectives and strategy. The leather sector in Bangladesh faces challenges due to ecological degradation.

Several studies have been conducted worldwide. Few qualitative research articles address GHRM, including (Leidner, Baden, & Ashleigh, 2019), who conducted interviews to examine GHRM practices in European firms. Tanveer, Yusliza, and Fawehinmi (2024) carried out research in Pakistan and revealed that there were certain obstacles to the adoption of GHRM practices. Nevertheless, the attitudes of senior management towards green innovation, environmental conservation, and eco-friendly operations have not been explored in the context of Bangladesh (Islam et al., 2025). Therefore, this paper will fill this gap by showing GHRM practices and potential barriers in the application of green practices in the leather industry in Bangladesh.

GHRM is a research topic that continues to develop in developed countries, but it has poor awareness in developing countries (Olateju, Aminu, & Danmola, 2020), such as Bangladesh. Poor nations often face numerous economic and social challenges that hinder the widespread adoption of green practices (Kodua et al., 2022). In this connection, there is a need to study the barriers to the application of GHRM principles in sustainable workplaces. Therefore, the main aim of the study is to explore the practices of GHRM and the obstacles to the GHRM practices within the leather goods and footwear sector of Bangladesh.

The study offers valuable insights into how firms can establish a more sustainable and competitive industry by focusing on the relationship between resource capabilities and the adoption of GHRM. As a continuation of the RBV, it demonstrates how firms in the leather industry can leverage their resource strengths to overcome the challenge of adopting GHRM and create a more sustainable, competitive industry. It highlights the urgency of resource management in transforming GHRM practices for long-term value addition.

2. LITERATURE REVIEW

2.1. Resource-Based View as the Underpinned Theory

The resource-based view (RBV) is an approach proposed by Wernerfelt (1984) to study the strategic exploitation of business resources, not just products, to ensure competitiveness in the marketplace. Employing the resource-based view, Yong, Yusliza, Ramayah, and Fawehinmi (2019) asserted that GHRM practices cultivate environmentally motivated employees, hence aiding organizations in achieving business sustainability objectives. Previous studies indicate that an organization employs this perspective to achieve competitive advantage through the strategic utilization of resources (Sharma, Alkatheeri, Jabeen, & Sehwat, 2022).

RBV stresses the leveraging of business strategy and arranging resources for the enhancement of organizational sustainability (Agarwal & Kapoor, 2023). Based on the RBV approach, this study aims to identify the practices of GHRM in enhancing environmental sustainability and potential obstacles in its implementation.

2.2. Green HRM and Barriers to Implementing GHRM

“GHRM” denotes a human resource management strategy that emphasizes the sensible utilization of organizational resources and, more specifically, promotes efforts toward environmental sustainability. In HRM, GHRM is solely responsible for hiring, training, and promoting an environmentally conscious workforce that recognizes, appreciates, and actively supports green goals and projects (Faeni, 2024). GHRM augments the firms for establishing their green image (Wang, Tang, Zhang, Phillips, & Aldawish, 2024).

The practices of GHRM are often hindered by several reasons. One significant barrier to implementing GHRM for employees is the lack of ecological awareness, for which green training and development programs can be utilized to change their abilities, enhance skills, and augment employees’ green values. Insufficient consciousness and engagement in the green approach also present another barrier (Jackson & Seo, 2010).

Both leader and employee demonstrate lower amounts of environmental awareness in terms of applying GHRM practices (Kodua et al., 2022). Whereas Fayyazi, Shahbazmoradi, Afshar, and Shahbazmoradi (2015) revealed that ambiguity of the policy related to GHRM and the absence of the measurement tools of green practices create obstacles in implementing GHRM within the organization. Yuan et al. (2024) conducted a study on a large-scale construction enterprise in China that indicates that the implementation of GHRM contributes to employees' emotional weariness. Table 1 illustrates the challenges associated with implementing GHRM, and Figure 1 shows the conceptual framework of the study.

Table 1. Obstacles associated with implementing GHRM.

Challenges	Reference
Ambiguity in GHRM policy	Agarwal and Kapoor (2023), Kodua et al. (2022), and Fayyazi et al. (2015)
Lack of engagement in green issues	Jackson and Seo (2010) and Tanveer et al. (2024)
Financial pressure	Sapna (2021); Kodua et al. (2022); Tanveer et al. (2024); and Jafri (2012)
Lack of technical knowledge	Wang et al. (2024)
Top management commitment insufficiency	Wang et al. (2024)
Profit orientation	Wang et al. (2024)
The non-green environmental culture of the organization	Labella-Fernández and Martínez-del-Río (2020) and Vahdati and Vahdati (2018)
Digital incapacity of the organization	Labella-Fernández and Martínez-del-Río (2020) and Vahdati and Vahdati (2018)
Different motivations for the environment among workers	Mehta and Mehta (2017) and Kodua et al. (2022)
Lacking in environmental guidance	Tanova and Bayighomog (2022)
Lack of green infrastructure	Farzana (2020)
Challenges in transitioning from traditional HRM to GHRM	Mehta and Mehta (2017)
A lack of knowledge in environmental matters	Fayyazi et al. (2015)

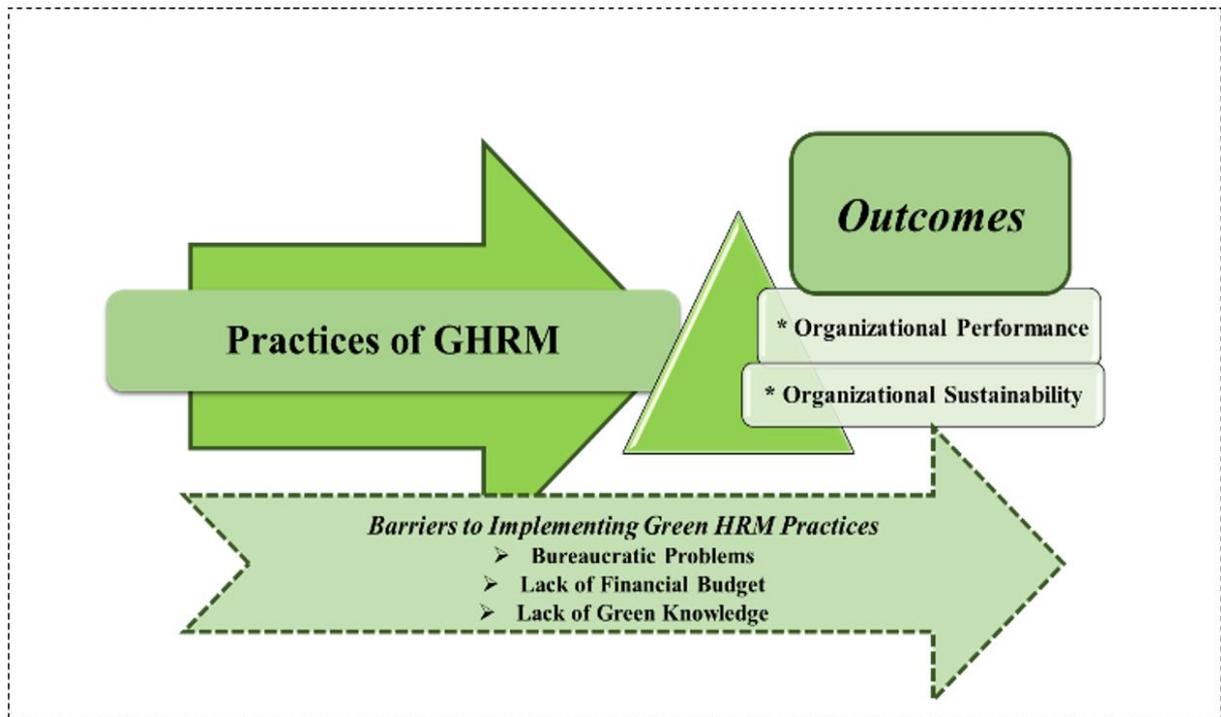


Figure 1. Conceptual framework.

3. METHODOLOGY

This study employs a descriptive research design, utilizing the purposive sampling technique, as it effectively fulfills the objectives and aims, being deemed "information-rich" and illuminative for interpreting the phenomenon of the issue (Creswell, 2007; Lincoln & Guba, 1985). We discovered leather goods firms using a purposive sampling technique, and respondents for the interviews were deliberately recruited through the snowball sampling method (Patton, 2001). Here, large and medium-sized leather goods and footwear firms were selected for the study. Consequently, eight participants were chosen from eight distinct leather goods firms intentionally due to their engagement in green practices and environmental sustainability (Chandra & Sharma, 2018). The purposive sampling technique involves following specific inclusion criteria: 1. The respondent is an HR manager at a leather goods company; 2. Has occupied a strategic position for at least 5 years; 3. Is of any sex, education, experience, age, and 4. is situated in Dhaka, enabling face-to-face interviews. These standards are strategic due to their impact on the leather goods and footwear industries, employee welfare, stakeholders, and society in general. All other qualitative studies on GHRM that focus on semi-structured interviews have usually chosen fewer than 20 employees to interview. The sample chosen by Pham, Tučková, and Jabbour (2019) consists of two hotels. In their research, Leidner et al. (2019) used a total of 15 respondents who represent seven different industries located in Europe, with all having fewer than four enterprises. This study had a small sample size of only experienced people with the necessary knowledge and qualifications to answer the questions. This study utilized the KII approach and was carried out on eight respondents, and the sample size is sufficient compared to other GHRM studies (Haddock-Millar, Sanyal, & Müller-Camen, 2016; Yong et al., 2019). The sample used in qualitative research is usually small because the aim is to conduct a detailed study of the phenomenon or object that is being studied (Khan, Wei, Yue, Nazir, & Zainol, 2021). In this case, the sample size is to be decided according to the data saturation. Saturation is a controversial question and a highly discussed issue in the methodological approach of qualitative research (Sandelowski, 1995); the concept is broadly understood to represent the point of minimizing the risk of the least addition of new and useful information to the research body due to informational redundancy or similarity (Alam, 2021). Cohen, Kahn, and Steeves (2000) defined the concept of data saturation as the point at which nothing new has taken place.

Thematic content analysis is used to analyze qualitative data. The analysis is considered a neutral and reliable method that assists in studying textual sources, permitting the extraction of main insights, identifying new trends, and considering overlooked aspects of existing research trends (Roucham, Lefilef, & Mahmoudi, 2023). The analysis process included categorizing and coding the data collected through interviews to make the process less complex, enhance understanding, and improve interpretation (Braun & Clarke, 2006). According to the relationships between the codes, themes, and subthemes were generated, updated, and categorized before being presented logically (Strauss & Corbin, 1990). The interviews took place from January 2025 until the end of March 2025. The interviews lasted between 40 and 60 minutes. They differed markedly in length, indicating the interviewer's aim to allow the interviewee considerable latitude for expression to attain optimal depth on the subject. It is essential to recognize that all necessary measures were executed to guarantee a secure, accurate, and reliable transcription by employing (i) duplicating the recordings on multiple devices with restricted access for the researcher and (ii) verifying notes taken during the interview (Coelho et al., 2024).

3.1. Data Analysis

3.1.1. Interview Protocol

The interview protocol followed in this study is: introducing the participants, conveying the purpose and process of the interview, explaining the potential results of the study, revealing the ethical stance of the study, obtaining consent for the interview, and seeking permission to record (Haddock-Millar et al., 2016).

3.1.2. Interview Questions

This research is conducted based on two perspectives. The first theme is the practice of GHRM, and the second is barriers to implementing these green practices. Table 2 depicts the protocol of the interview questions, which include the demographic information of respondents, existing green practices within their organization, and barriers to implementing GHRM.

Table 2. Interview questions.

Demographic Information
1. Gender
2. Age
3. Year of Experience
4. Education
5. Designation
Practice of GHRM
1. To what extent does your company practice green recruitment and selection? Please give your opinion.
2. Do you feel that by giving training on sustainable practices, organizational members will get the necessary skills to make all business areas greener?
3. Is adding environmental monitoring to the employees' performance evaluation system and providing them with chances to learn and improve their knowledge necessary to follow green practices? Express your views on this subject.
4. Do monetary prizes and other incentives push employees to increase their green initiatives in the organization?
5. To what extent does your organization follow compliance, and can compliance control green practices?
Barriers to Implement GHRM
1. What types of significant challenges are facing the organization in the implementation of GHRM and people management?
2. Can you outline two or three examples (initiatives) of how the organization is addressing the issues or challenges associated with environmental sustainability?
3. Please give your suggestions on how the leather goods and footwear industry can take green HR initiatives and strategies as a part of ensuring organizational sustainability?

3.2. Demographic Profile of the Respondents

A set of eight persons was interviewed in the current study, with the following socio-professional traits: three females and six males participated (Table 3). The average age ranged from 40 to 49 years, with the youngest respondent under 35 years and the oldest between 50 and 60 years. All participants have a Master's degree. The interview was conducted in person. The semi-structured interviews used a script divided into three sections: the first focused on the demographic characteristics of the interviewee; the second related to GHRM practices by their firms; and the third addressed obstacles faced in implementing GHRM practices within their organization. Data collected from the interviewees was preserved through recordings and concise notes after obtaining their consent.

Table 3. Demographic Profile of Interviewee.

Sl. #	Participant's ID	Position	Organization	Gender	Experience (Years)
1	Int1	HR Manager	Leather goods and footwear firm	Male	15
2	Int2	Senior HR Manager	Leather goods and footwear firm	Male	18
3	Int3	Deputy HR Manager	Leather goods and footwear firm	Male	7
4	Int4	HR Manager	Leather goods and footwear firm	Male	12
5	Int5	HR Manager	Leather goods and footwear firm	Male	10
6	Int6	Deputy Manager	Leather goods and footwear firm	Female	8
7	Int7	HR Manager	Leather goods and footwear firm	Male	11
8	Int8	HR Manager	Leather goods and footwear firm	Female	13

3.3. Validity and Reliability of Data

To improve reliability, Lincoln and Guba (1985) stress the significance of recording the research process. The eight interviews were recorded with prior permission. It ensures that the methods used to collect data are consistent and uniform. For instance, while conducting interviews, all participants receive the same treatment and follow a consistent interview guide (Silverman, 2013). To enable another researcher to replicate the procedures and draw the same conclusions, a thorough record of the data collection and analysis procedures is maintained. To minimize misunderstandings and help participants grasp the context, enough time was spent with them (Lincoln & Guba, 1985). According to the reliability and validity criteria of this research paper and its goals, some of the information sources, such as the official websites of organizations, all available manuals, published documents, reports on sustainability, government certifications, bulletins, and other official publications, are to be used in the document analysis.

4. FINDINGS AND DISCUSSIONS

4.1. Practices of GHRM

4.1.1. Green Recruitment and Selection

GHRM enhances resource efficiency, lessening the intensity of both natural and non-natural resource utilization to preserve resources for future generations (Olateju et al., 2020), minimizing paperwork in the execution of HR functions such as recruiting and selection, training, performance evaluation, maintaining a non-harmful environment, and achieving a competitive edge in employee appointments (Hosain & Rahman, 2016). Interviewee (4) of the study opined that,

“When we recruit for any position before the interview, the incumbent must face an online test. A set of questions is value-based, with one of the values being sustainability. They must answer 4-5 questions to assess the incumbent's understanding of sustainability.”

Regarding green selection criteria, authors contend that organizations ought to recruit candidates with environmental knowledge or skills, demonstrate environmental issues in job descriptions and candidate requirements, or incorporate environmental inquiries during the interview process, thereby narrowing the pool of candidates based on these criteria (Jam & Jamal, 2020). Interviewees 1 and 3 describe that.

“The circulars are not given in the paper..... Now we are planning to manage everything digitally. We are trying to make our office more paperless.”

Individuals are becoming more discerning and assessing the environmental performance of organizations, favoring those that exhibit a positive environmental impact, aligning with both their values and those of the organization.

Interviewee 2 said that “Recently we launched SAP (System Application and Products), a software of ERP..... It can reduce the time and wastage of our leather goods firm.”

Paperless hiring reduces a company's operating costs and develops its economic efficiency in addition to decreasing the exploitation of natural resources. In an effort to draw applicants, more businesses are circulating job descriptions on social networking sites like LinkedIn throughout the hiring process (Wang et al., 2024). Numerous green job circulars are available, which is known as the top location for hiring green workers (Wang et al., 2024). To avoid travel and fuel expenses, the selection process usually involves interviews conducted via online meeting platforms such as Zoom (Nyathi & Kekwaletswe, 2024). Hiring applicants who care about the environment might help the company hire people who are truly dedicated to guarding the environment and thus strengthen the firm's sustainability (Wang et al., 2024). Interviewee 3 shared that,

“We have organizational values, and the core value of our organization is sustainability. Whatever initiative we took must be focused on sustainability.”

On the other hand, interviewee 7 shares that,

“We have specific criteria about environmental preservation. Society is increasingly focused on corporate social responsibility and environmental conservation.”

In implementing sustainability within the organization's culture, employees tend to embrace GHRM practices and contribute to achieving sustainability effects. This shared commitment reinforces the influence of GHRM practices on organizational environmental performance. This interdependence promotes sustainability deliverables and fosters long-term organizational dedication to environmental objectives.

4.1.2. Green Training

Green training is also one of the main approaches to climate change mitigation because it helps facilitate the systematic production of low-carbon products in different enterprises (Yafi, Tehseen, & Haider, 2021). Interviewee 5 showed that,

“For environmental training, we adhere to specific global policies, such as the prohibition of plastic use in the canteen..... We prefer to utilize environmentally friendly products.”

A previous research article suggested that green training helped to make people diverse and versatile by increasing the knowledge, competence, and skills required to be creative, and thus organizational performance improvement (Sheeba & Christopher, 2020). Information and skills are instilled in employees during training, and they are crucial to achieving most organizational goals and objectives, such as enhanced performance (Yafi et al., 2021). Environmental awareness and understanding training programs must be developed because trained individuals can participate in environmentally friendly activities (Yafi et al., 2021). Interviewee 4 shares,

“We have direct training on the aspects of green practice. In every level (compliance officer, LND officer, Industrial Engineer, etc.), we provide environmental training, and we also have Training on the Trainers (ToT).”

The top management has an obligation to provide the resources (financial, human, and technological) required for the implementation and maintenance of GHRM practices. Organizations might not be able to offer employees training, technology, or tools through which they can lead without leadership commitment (Renwick et al., 2013). Top management support means that GHRM is sufficiently funded and provided with the required infrastructure that is critical in ensuring a sustainable outcome.

4.1.3. Green Performance Management and Benefits

Companies may use different pay plans to facilitate skill acquisition and reward staff members to enhance GEP performance. Green incentives can take various forms, including monetary incentives like cash or premiums, non-monetary incentives, and recognition-based incentives such as daily compliments and helpful criticism, among others (AlKahtani et al., 2021). Interviewee 5 shared that,

“It is not always possible to provide incentives at every level. The workers don’t understand the green approach directly. So, we let them know and practice by mentioning not to use too much waste.”

Green compensation is a substantial component of employee engagement and has both direct and indirect incentives. It could include both monetary and non-monetary incentives and measures to motivate staff members to participate in environmental undertakings. Interviewee 4 showed that,

“Our environmental performance is evaluated yearly on the basis of fair competition regarding green practices; the central authority ranked us and provided incentives based on this assessment.”

Offering incentives such as salary, rewards, stipends, prizes, grants, or promotions can attract motivated individuals to achieve their job objectives, thereby enhancing employee performance. This includes a connection between efficiency and employee satisfaction with the benefits provided by the organization (Vargas-Hernández, 2023).

4.1.4. Green Compliance

Green code of conduct and compliance are required as they are essential for environmental sustainability. Compliance pertains to the degree to which organizations and individuals adhere to the norms, rules, guidelines, processes, and regulations set forth by the organization and regulatory bodies. Interviewee 6 found that,

“If you see the tables of employees of this office, you will not find any plastic bottles. Instead of it, we prefer to use glass, and we encourage every person to avoid plastic.”

Whereas interviewee 4 shared,

“We adhere completely to the requirements of the regulatory bodies..... We obtained DIFE accreditation following their inspection.”

Kassinis and Vafeas (2006) illustrated that governmental laws and compliance significantly hinder or reduce the influx of resources into an organization due to inadequate environmental awareness. Employees demonstrate enhanced environmental compliance when given clear directives and a detailed identification of the organization's sustainability policies and waste management protocols. Interviewee 5 shared,

“As you know, leather itself is a natural product, it is recyclable, and it is sustainable. So, when we do the campaign, we focus on the environmental concern.”

The financial burden of environmental damage inflicted by companies surpasses the costs related to compliance implementation (Tu, Lu, & Wang, 2024). Some organizations consider corporate social responsibility as part of a green approach. Green human resource development is recognized as a component of sustainable human resource development, which emphasizes corporate social responsibility. Interviewee 5 opposes this view in a slightly different way.

“We don’t mix up the two things, the social responsibility and environmental consciousness. Our CSR is not loud, and we don’t expose the CSR activities in front of others. It’s one of our values.”

Another interviewee 6 shared that,

“The drinking water for all the staff is tested by ICDDRDB every year. In the factory, we provide breakfast, lunch, and evening snacks.”

It is important to acknowledge that car sharing is a common practice among employees.

“We have a car-sharing platform.” (Interviewee 1, 2, 4, 6, 7, 8).

There is increasing concern regarding the utilization of sustainable products within companies, encompassing not only the welcome kit, which includes items such as reusable cups, water bottles, and lunch boxes, as noted by Interviewees 2, 3, 4, 6, but also in everyday operations using recycled materials. Moreover, there exists an inclination toward fair business and the circular economy. Hybrid work is the most frequently employed method of utilizing digital technology, even though it is restricted to organizations that are unable to implement it due to their operations. There has been a rise in the use of e-learning models for training.

The future of GHRM poses several difficulties that warrant consideration. At a wider angle, there is a necessity for the ongoing advancement of processes, shaped by global inclinations and guiding frameworks.

4.2. Impediments to Implementing GHRM

4.2.1. Bureaucratic Problems

The primary obstacle for HR experts is understanding the potential and significance of GHRM in transforming their organizations into environmentally sustainable entities (Al Mamun, 2019). Effective Green HR practices have not yet been implemented in organizations in Bangladesh (Al Mamun, 2019). The government should integrate GHRM practices into Bangladesh's labor law and promote organizations that implement GHRM (Al Mamun, 2019). Interviewee 1 depicts that,

“We try to execute the green policies within the organization and try to fulfill all the compliances. But in Bangladesh, sometimes, it is a bureaucratic problem to get the compliance certificate appropriately.....unethical practice to some extent becomes the norm.”

4.2.2. Lack of Budget

The primary difficulty for HR professionals is to comprehend the extent and connotation of GHRM in converting their organizations into environmentally sustainable entities (Chowdhury, Sanjuq, & Asaduzzaman, 2017). Interviewee 6 revealed that,

“The examination is not always possible to conduct online because it can increase the costs of system maintenance; therefore, we may continue to employ the offline examination procedure.”

Interviewees 1, 4, and 5 stated that the insufficiency of funds is an obstacle to executing GHRM practices. Financial resource insufficiency is another problem (Sapna, 2021; Wang et al., 2024). Most respondents from leather products enterprises indicated that financial support is the paramount prerequisite for implementing GHRM, a finding consistent in both the Indian automobile sector (Kodua et al., 2022) and Ghanaian firms (Jafri, 2012). Transitioning to technologies necessitates investments in fixed assets and human resources (Opel, Meyer, & Hockerts, 2023).

4.2.3. Lack of Green Knowledge Management

Another challenge of GHRM is empowerment, which comprises knowledge, recognition, and financing; empowerment is necessary to facilitate the freedom to execute tasks and foster innovation. Ultimately, the HR department needed to enhance its capabilities and assemble its teams. The transition from traditional HR practices to GHRM or sustainable practices was made easier by the development of competencies. All eight interviewees concurred on the need for awareness and understanding of GHRM practices. They also articulated the challenges in coordinating and persuading the highest authorities about the matter of environmental sustainability (Tanveer et al., 2024). A compassionate culture and proper learning environment headed towards new processes, which can create positivity in organizational operations. Interviewee 8 shared that.

“The main problem related to the implementation of green practices is the lack of green knowledge among employees. It should be done from both parties, from the employee and employer perspectives. Only the green training could not bring the hundred percent results.”

The deficiency in environmental information results from inadequate organizational resources with expertise in managing ecological sustainability (Hasan & Rahmi, 2021). Interviewee 7 said that,

“Our organization tries to enhance green knowledge by arranging continuous workshops and training for the employees. But the problem that we encounter is employees’ willingness to learn and practice.”

5. CONCLUSION

This study underscores the significance of prioritizing GHRM and identifies the challenges associated with it, which influence the individuals comprising the human capital of organizations and directly facilitate measures that confirm the efficiency of the corporate environmental policy (Coelho et al., 2024). The themes emerged from the interviews, demonstrating GHRM practices in leather goods firms in Bangladesh. The purpose of green practices is to advance toward achieving environmental sustainability.

This study indicates that HR plays a significant role in greening an organization's operations, achieved by integrating environmental goals into human resource management processes (Haddock-Millar et al., 2016). An elaborated plan for GHRM enactment is essential in the Bangladeshi context, where informal practices are common and controlled procedures are not welcomed. Leather goods companies need to develop detailed, culturally aligned GHRM strategies that consider the values and work culture of the local labor force. This involves gaining preliminary buy-in and ensuring high involvement of top management throughout the implementation process (Sulistiawan, Herachwati, & Khansa, 2025).

The interviews revealed that the organizational culture is vital in setting and implementing GHRM practices. A cooperative culture and a learning environment focused on new procedures add positivity to organizational operations. The challenges, such as bureaucratic problems, a lack of budget, insufficient green knowledge among employees, and a non-green organizational culture (Kodua et al., 2022), are encountered during the implementation of GHRM in Bangladesh.

To overcome the problems, the respective authority of leather goods and footwear firms should take necessary steps to remove organizational bureaucratic issues, enhance the green knowledge of employees through green training, sanction sufficient budgets, as it is an investment for the future, and last but not least, the environmental direction from the government and private regulatory bodies is a much-needed approach.

The study's theoretical and managerial implications are inspiring. This study is conceptually supported by the resource-based view premise, which posits that the implementation of GHRM practices has transformed employees into valuable, irreplaceable resources dedicated to promoting the company's environmental sustainability efforts. It also has socioeconomic implications, given the significant interest in ecological issues, especially among civil society, which exerts considerable pressure on organizations that base their sustainable strategies on environmental concerns.

The future research can be conducted by concentrating on comparative longitudinal research, which can be implemented to improve knowledge of diverse industry settings and areas. Future studies may employ a quantitative methodology to evaluate the proposition of alignment established in this paper.

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Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

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