

Report On
Green Recruitment and Selection Practice on Employee Performance
of Afsar Group Bangladesh

Submitted By

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**An Internship report submitted to the BRAC Business School in partial fulfillment of
the requirements for the degree of Masters of Business Administration**

MBA Program
BRAC Business School
Brac University
25th June 2023

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Declaration

It is at this moment declared that.

1. The submitted internship report is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted or submitted for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Dr Syed Far Abid Hossain
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BRAC University
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Subject: Regarding Submission of Internship Report

Dear Sir,

This is my pleasure to display my internship report on the topic '**Green Recruitment and Selection Practice on Employee Performance of Afsar Group Bangladesh**', which I was appointed by your direction and was included in BUS 699. I am thankful for your guidance and instruction.

Your insightful suggestions, counsel, and assistance have made it easier for me to produce the report. I've completed the research completely and done my best to make this report as thorough and educational as possible. Nonetheless, various restrictions may have resulted in certain errors, for which I accept your apologies.

We appreciate your thoughtful consideration. Working with you has always been a joy for me. I have faith that the report will fulfil expectations.

Sincerely yours,

Fatima Tahshin
ID: 21164066
BRAC Business School
BRAC University
Date: 25th June 2023

Non-Disclosure Agreement

BRAC and the signatory student at BRAC University have agreed to this agreement. Reflecting on my internship experience, I was granted access to sensitive data, documents, and other information about the organization's numerous business processes. I want to clarify that I will not include any information in my internship report that might compromise the Company's ideals or reputation if it becomes public knowledge.

Acknowledgement

I now had the fortune to get ongoing assistance from several people during this whole internship period, which priceless counsel and encouraging thoughts helped me through this challenging and crucial phase of my undergraduate career. Bringing this report to a close wouldn't be feasible without these individuals since no phrases can adequately explain how grateful I am because of everyone.

I would like to begin by conveying my appreciation to Almighty Allah for furnishing me with the solidity to go through all the struggles I came across just now. Next, I would like to thank everyone at Afsar Group Bangladesh, the professional members and employees were quite kind to me. People supported me while I learned, and I will always carry their priceless advice with me professionally. They went above and above to help me as I learned; I will always appreciate that. I received a lot of assistance from my experienced competitors in completing the report properly.

I express my sincere gratitude to Syed Far Abid Hossain, my internship advisor, Sir. He has been a continual source of guidance and inspiration for me, and with the timely completion of my report, he has helped me close up the last chapter of my post-graduate studies. Last but not least, I would like to convey my appreciation to BRAC University, where I spent the last 2 years of my valuable years. I can now only conclude by saying that the information I have gained there can help me succeed even more professionally. I will always be thankful to all of these kind supporters who have already inspired me to prepare for the profession I will be doing in real life.

Executive Summary

As the requirement of the internship (BUS699), I joined Afser Group Bangladesh as an intern, which is a mandatory part of the MBA program. I have worked there in the human resource department for three months. After completing my internship, I prepared the report titled "Green Recruitment and Selection Practice on Employee Performance of Afsar Group Bangladesh". The report is divided into five chapters. In Chapter 1, I have described the overview of my internship learnings. In Chapter 2, I stated in detail the overview of the organization. Later in Chapter 3, I shared about the green recruitment & selection process and how the organization follow it. In addition, in this chapter, I added some analysis. Besides, I have added recommendations from my experience. Besides the survey form has been appended in the appendix of this report.

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Chapter 1: Overview of Internship

1.1 Information on Student

Myself, Fatima Tahshin. I began my post-graduate studies at BRAC University under BRAC Business School and my Student ID is 21164066.

1.2 Internship Information

1.2.1 The time, the name of the business, the division, and the place

The time, the business name, the title of the division or department, and the address. I was allowed to fulfil a requirement for Brac Business School by serving as an intern at Afsar Group Bangladesh for three months. Ltd. My internship lasted three months, from 1st January 2023 to 31st May 2023. The option of an internship in their Dhaka office was also offered. As an intern, I work in the HR division.

The internship Duration: 1st of January 2023 to 31st March 2023.

Name of the Company: Afsar Group Bangladesh

Department: HR Department

Place: Mohakhali DOHS, Road- 29, House- 392.

1.2.2 Internship Company Supervisor's Information

As an intern, I had the duty of assisting Md. Shahjahan, Manager, HR & Admin. I had the good fortune to learn useful HR information from him. Throughout my internship, he has consistently offered his support. Additionally, he offered me a lot of guidance on approaching professional practice and applying business in the real world. I also learned more about formal dealings with clients in the corporate world.

1.2.3 Scope of the Job During Internship

The practical experience I gained as a student from the Afsar Group Bangladesh is a wonderful journey in that Company. I was quite fortunate to land a position with their business. The main objective of Afsar Bangladesh is to sell various things. I worked in a variety of departments under their leadership to gain experience. I spent most of my time in HR. For a while, I had the chance to work in the sales and marketing sector, where I helped investigate issues with equipment maintenance at numerous power plants. In addition, one of my duties at work was to speak with corporate clients on behalf of the customer care department. In all, I worked during my internship for three months.

1.3 Outcomes of the Internship

1.3.1 My Contribution To Internship

My work in Afsar Group Bangladesh is listed below. I got along well with the workers. I effectively fostered communication with new hires and established staff. I agreed to assist them whenever they needed it, giving them clear responses to their inquiries and solutions to their problems. In addition, I maintained solid relationships with the Company's owners and employees. Throughout my internship, I maintained a pleasant and professional work environment for both employers and employees.

1.3.2 Benefits from the Internship

I first wanted to finish the internship course since it was a prerequisite for my post-graduate degree. However, after I began gaining practical experience, I discovered that I fell in love with both my job and the Company's environment. Overall, it was an intimidating experience, but I felt confident

applying what I had learned in the classroom to actual circumstances. The other employees and my supervisor were kind enough to help them through the difficult situations that commonly arise while working with clients by guiding me through all the actual occurrences. When I first made the decision to work and when I first joined the firm, I did my best to keep an eye on my coworkers. These incredibly benefited me in handling uncomfortable and tough circumstances with the customers and communicating openly with them. Throughout this period, I also received a great deal of collaboration. When working for a large firm, respecting each team member is essential since the Company cannot effectively finish any job without efficient teamwork. Learning how to work with people and put their ideas into action was a fantastic learning experience that I will be able to use in the future. The actual event definitely strengthened my conviction. Since I felt confident in my ability to manage business issues, I was inspired to put in more effort. This experience, not just myself I think, will motivate all students. This improves a person's qualifications on their résumé, which goes without saying.

1.3.3 Difficulties faced during the internship

I had a number of difficulties when I was an intern. I had no previous work experience, so understanding how things worked took me a while. Second, the employee often used specialised software, such as employee salary disbursement, to perform most of the tasks. An intern without training may suffer because the program isn't universal and requires specific knowledge to function. Since some supervisors were unwilling to divulge any information, conducting a full inquiry was difficult. The HR department, which also includes the following departments:

- Employee talent management
- Compensation Management
- Training and Development

- Recruitment & Selection
- Payroll Department

I wasn't able to take part in all of the activities because of time constraints. These are the difficulties I run through during my internship.

1.3.4 Recommendations

After working there for 14 weeks, I've learned something absolutely very inspiring about Afser Group Bangladesh. On the other hand, I want to share with them something I have learned from my observations over the last three months that could persuade them to change their minds.

Here are some recommendations from my viewpoint:

- Although the firm does offer an internship program, it is poorly organized. The Company must make the most of its interns while spending as little money as possible.
- The biggest difficulty is managing your time. We need enough time to handle clients, attend meetings, acquire new skills and approaches, and develop our negotiating abilities as novices or newbies. If we don't have enough time and attention from our seniors, we won't be able to study well for a fair period. As a result, I think the three-month window has to be expanded.
- They are required to provide lunch and transportation for their intern.

Chapter 2: Overview of the Organization

2.1 Introduction

2.1.1 The Origins of the Report

This report was produced as a component of the academic report for the MBA program at BRAC University. The main goal of the internship is to provide students with practical business experience while easing them into corporate culture. The following are some of the goals of the study:

- To make a connection between a problem from daily life and a subject covered in an MBA program.
- In order to meet the requirements for the MBA program.
- To get experience in a genuine company setting.
- To better comprehend the responsibilities of the position.

2.1.2 Objectives

- To pinpoint the root causes of effective employee performance management.
- Analyzing all of the Company's HRM practices.
- Evaluating the organization's contribution to developing a more environmentally conscious and effective workplace.

2.1.3 Methodology

This information was compiled using both primary and secondary sources.

Primary data: While working with Afser Group, I accessed some solid, concrete data. To get a full view, I also polled the employees.

Secondary data: In addition to main sources, this report also includes secondary data that I largely gleaned from the Company's website.

2.1.4 Scope of the study

This portion of the report provides an overview of the Company's departments, management structure, and role in performance management.

2.1.5 Limitations of the Study

Since a lot of the information at Afser Group BD is kept secretively, it was difficult for me to collect all the information I needed from the management. When I began writing my report, I became aware of the following limitations:

A time period

The workday at AIBL is constrained by time. I only had three months to collect all the data, which was insufficient for such a large undertaking. Due to time constraints, I was unable to provide a more in-depth report.

Lack of Information

Another issue is a lack of knowledge; data may be presented sensitively. The Company's annual report is typically elusive, and frequently insufficient information may be found on websites and vlogs. The respondent's unwillingness to reveal personal information. They had the impression that they were leaking private material without permission.

Restrictive Policy

The firm has rigorous guidelines for revealing sensitive information. Therefore, I was unable to obtain sufficient information for the study.

Security Issue

A lack of data essential for the inquiry sparked the study. Due to security concerns and other corporate duties, the firm representative cannot provide all information. The covert Corporation is hesitant to provide further details due to a number of significant responsibilities and current operations. Consequently, make as many decisions based on information readily accessible to the public and a limited number of formal, informal, and informal meetings.

Insufficient expertise

Being new, I had no professional experience. Therefore, it took me some time to come to a realistic realization of the situation.

2.1.6 Significance of the study

An overview of the Company and its role in the sector, as well as general information, the performance management system, departmental progress, and working progress, were the major topics I focused on. Therefore, completing this phase of the research was crucial for gathering data. But I tried my best to organize and systematize the entire report so that others might understand it.

2.2 Overview of the Company

The AFSER GROUP (AG) is an amalgamation of many commercial businesses. The success of this business inspired us to start additional ones to realize our ambition. With the support of the dynamic leadership of its Board of Directors, this group thrived into a blossoming commercial organization while adapting to the changing environment. This organization has acquired the greatest level of competency in the nation's business sector thanks to their sincere, loyal, honest, and effective business practices. Since its establishment in 1994, Afser Group Bangladesh has

established itself as a market leader in Bangladesh in the industries of real estate, building, textiles, imports, sporting goods, and corporate services. Eight businesses are currently part of its portfolio: White Window Ltd., Sports Line Ltd., Afser Group Medical Tourism Ltd., Afser Real Estate & Construction (AREAC) Limited, Fanout Enterprise, MSS Tex & Marketing, Shopin Trade, and ARMAC Services Ltd. Each Company is headquartered in Dhaka's Mohakhali DOHS.

2.2.1 Sister Concern of Afser Group Bangladesh

Corporate Services

A group of businesses working together makes up AFSER GROUP (AG). We've made the decision to enter adjacent sectors as a result of the Company's performance. This firm was able to adapt to the times and grow into a flourishing business with the help of its vivacious Board of Directors. This firm has become the leader in its industry across the country due to their strong management and ethical, committed business practices.

Real Estate and Construction

Since 1994, Afser Group Bangladesh's subsidiary Afser Real Estate And Construction (AREAC) Limited has been involved in the real estate sector. The client of honour might choose between a business complex, a multistory structure, a site purchase, or project development. This Company has a strong basis, and its staff members mix cutting-edge methods with extensive sector knowledge.

Fanout Enterprise

This business, which started operating in 1989, initially focused on the importation of a small number of sporting items. It currently manages all imports for the business.

MSS Text & Marketing

Since its establishment in 2007, MSS Text & Marketing has focused on finding and creating apparel and associated items. Currently, Canada, the UK, Germany, and Bangladesh are home to MSS Text & Marketing offices. For any product category, MSS Text & Marketing provides full value-added sourcing. Products utilized in the apparel, fabric, accessory, home furnishings, and hospitality industries are included in this category. Our employees have received considerable training to provide our customers with services that meet the highest sourcing and quality control standards.

Shopping Trade

Since it was established in 1989, Shopping Trade has developed into one of the most well-known brands in the sector. It's a recognized construction company managed by knowledgeable architects and engineers. One of the nation's specialities is the ability to construct high buildings out of steel. This Company has a strong basis, and its staff mix cutting-edge methods with extensive sector knowledge.

Sports Line Limited

The firm, founded in 1990, started by distributing imported athletic items before branching out to produce football boots and other sports gear. One of the top suppliers of athletic products is Sports Line Limited.

As a result, Sports Line Limited was the top importer of track and field gear and the top supplier of sporting goods to the armed forces in 1997–1998. Sports Line Limited specializes in the marketing of renowned sports brands and businesses from around the globe, including those from Japan (Asics, Yonex, and Mikasa), Korea (Kika and Pro-specs), the United States (Springco),

Germany (Benz), Hong Kong (Zoggs), Vietnam (Hi-tec), Sweden (Nordic), Thailand (Yokee and Pan), Australia (Kookaburra), and the United States (Golf accessories).

2.2.2 Departments of the Afsar Group Bangladesh

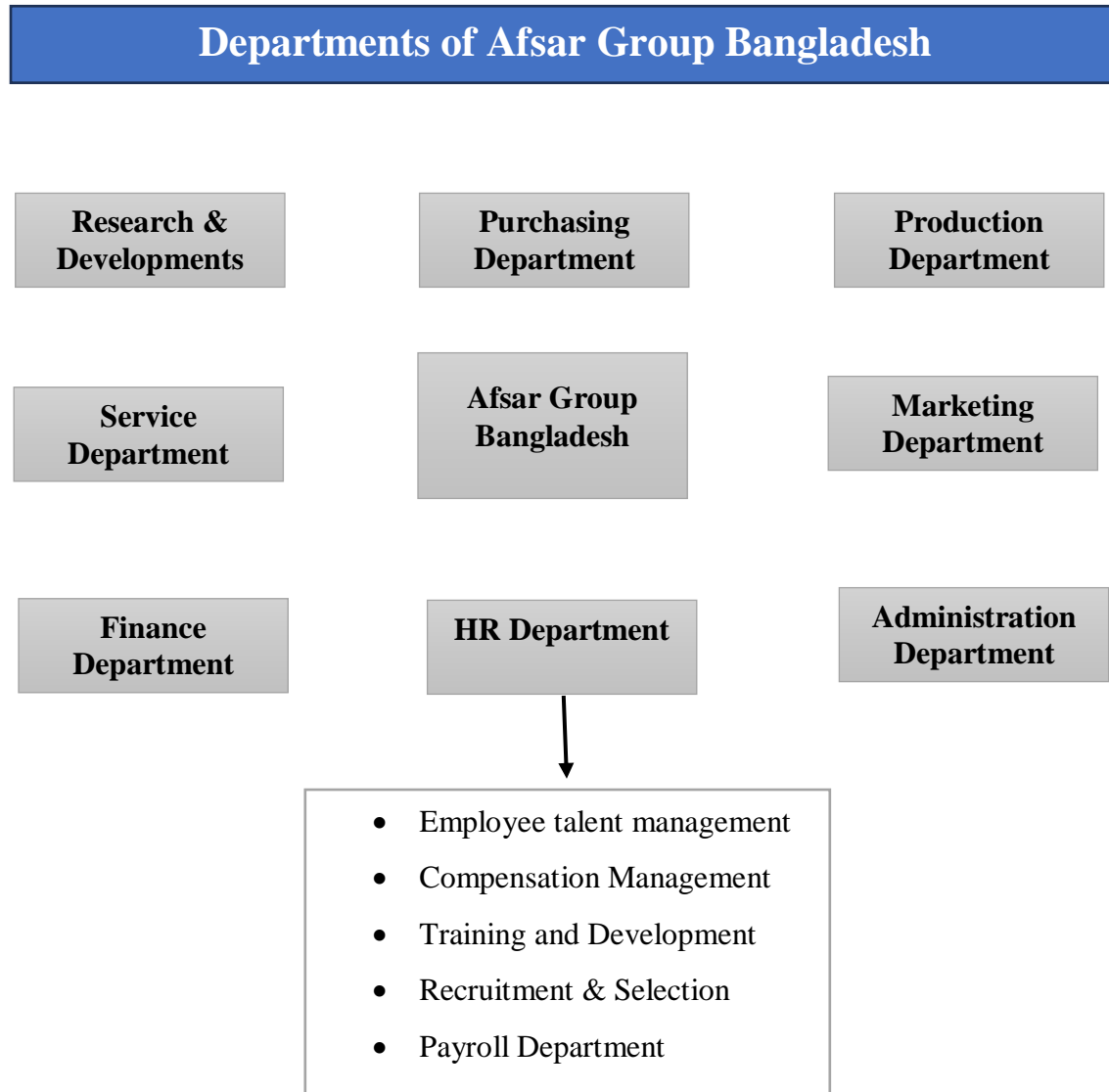


Figure 1: Department of the Afsar Group Bangladesh

2.3 Management Practices of Afser Group Bangladesh

The Afser Group Bangladesh's management practices are continuously top-notch. Under the code of conduct, the governing board promised all employees an equal opportunity to advance. The sub-departments of human resource management include payroll and benefits, training and development, compensation and benefits, etc. Each sector within the department must complete a certain set of goals.

Both internal and external employment channels are accessible. All facets of the recruiting procedure fall within the purview of the HR management team. The Company is dedicated to giving people from all backgrounds equal job possibilities when hiring from outside. All suitably eligible individuals are invited to an interview, and the Company extends job offers to the best performances.

The department in charge of setting and implementing regulations that guarantee all workers are treated equally with regard to their pay, bonuses, and other perks is known as the compensation and payroll department.

The management is knowledgeable about every facet of the business operations and is up to speed on them. The management does this by holding regular meetings with the staff, frequently at the corporate headquarters, to provide the managerial staff with a comprehensive update on all

company activities and by continuing to provide their employees with specialized training. Even recruits receive the training necessary to excel in their positions.

2.4 Marketing Practices of Afser Group Bangladesh

2.4.1 Types of Businesses

The Corporation started its marketing operations as expected and received a license from the government of Bangladesh by the provisions of the Companies Act 1991, enabling it to carry out the following business types:

- Apparel,
- Fabric,
- Fashion accessories,
- Home Textiles, and
- Other goods related to the fashion and hospitality sectors.

2.4.2 Different types of advertising

Afser Group Bangladesh use advertising for their marketing purposes. These are:

- Online Marketing.
- Influencer Marketing.
- Newsjacking Marketing.
- Branding.
- Sponsoring Events.
- Social Media.

- Product Placements.

2.5 Industry and Competitive Analysis of Afser Group Bangladesh

2.5.1 SWOT Analysis of Afser Group Bangladesh

Any company wanting to understand its strengths, weaknesses, threats, and opportunities should do a SWOT analysis. Examining a concern's strengths and shortcomings is necessary to evaluate its internal competency and aptitude. The opportunities and risks associated with the external environmental repercussions are outside the organisation's control. Here is a SWOT analysis of Afser Group Bangladesh:

	Beneficial	Harmful
Internal	<p>Strength</p> <ol style="list-style-type: none"> 1) Properties and infrastructure owned by the business. 2) A workforce that is both knowledgeable and proactive. 3) A precise stock. 4) Regulation and oversight procedures. 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1) Shortage of skilled labourers. 2) Insufficient input from lower-level employees towards policy formulation. 3) Not interested in customer input.
External	<p>Opportunities</p> <ol style="list-style-type: none"> 1. International trading link. 2. Manufacturing sector diversification. 3. Bringing in vivacious recent college grades. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Competitor effectiveness. 2. Market, legal, and regulatory obstructions. 3. The pandemic situation of Covid-19.

Table 1: SWOT Analysis of Afsar Group Bangladesh

2.5.2 Porter's Five Factors Uses in Afsar Group Bangladesh

The Company uses Porter's five factors to assess a company's strength and expose its standing in the market. These are:

Competitive Rivalry

Since hardly many businesses can produce goods of the same high calibre, competition in this sector is often low to moderate. However, many businesses are consistently enhancing their competitive position in this sector.

Threat of New Entrants

Since hardly many businesses can produce goods of the same high calibre, competition in this sector is often low to moderate. However, many businesses are consistently enhancing their competitive position in this sector.

Threat of Substitute

Due to the ongoing appearance of new materials and goods that are challenging to produce in Bangladesh, there is a considerable danger of replacement.

Bargaining Power of Supplier

The supplier has significant negotiation power if clients are allowed to select the source. In this case, Afsar Group would only buy from them if doing so would be in the best interests of its clients. When there isn't a designated supplier, fewer alternatives may be available in terms of quality, but the suppliers' negotiating strength is still quite low. Afsar Group is still in a somewhat solid position as a result.

Bargaining Power of Buyer

The buyer Afser Group has minimal negotiating strength. Bangladesh's economy is primarily dependent on exports. Hence local companies should put the satisfaction of their customers first. A thorough acquisition of all orders benefits both organizations and the law jointly. As a result, the buyer has much negotiating power compared to Afser Group and the other companies.

When looking at the market and its overall rivals, Afser Group is still in a very steady middle ground.

2.6 Summary

I've already talked about Afser Group Bangladesh's management practices, marketing strategies, and industry and competitive analyses; everything they do is of the finest grade. When I was working for the top group of companies in Bangladesh, I had the wonderful opportunity to study outside the box; as a result, if interns came here to learn anything, it would be tremendously useful for their future.

2.7 Recommendation

- Afser Group Company has some weaknesses, such as a shortage of skilled labourers and insufficient input from lower-level employees towards policy formulation. If the Company follow Porter's five factors, it can increase its strengths.
- By following Porter's factors company can minimize threats to the Company.

**Chapter 3: Green Recruitment and Selection Practice on
Employee Performance of Afsar Group Bangladesh**

3.1 Introduction

It has taken centuries for several governments, non-governmental organizations, and ordinary people to work to safeguard the planet's natural resources. Recent years have seen an increase in the importance of environmental issues and sustainable development in developed and developing nations. The need for companies to use "green practices" is a direct outcome of the growing environmental consciousness and the creation of international standards for environmental management. Globally innovative firms are becoming increasingly aware of the necessity of green management initiatives. The long-term environmental performance of organizations may be enhanced by learning about and implementing green HRM practices. Green HRM techniques are more effective tools for encouraging environmentally sustainable corporate practices and operations. "Green Human Resource Management" refers to initiatives to put HRM policies that encourage the efficient and responsible use of all resources available in the Company and society.

Despite strongly emphasising economic development, industrialization has significantly harmed the environment globally. It also affects how the planet's environment is doing right now. Numerous well-known environmental problems, such as acid rain, global warming, climate change, ozone depletion, and the rise of persistent organic pollutants, can all be linked to human activities. The Bangladeshi effort Afser cannot refute this.

Research is one of the best ways to learn, understand, and find a solution. Even though much research has been done, there is still a shortage of relevant literature. This necessitates further research on Green HRM to get information that will help improve the field. In order to bridge this

information gap, this study looked at the relationship between the performance of the region's processing industries and environmentally conscious employment practices, using Afser Bangladesh as an example.

Green recruitment and selection (GRS), a crucial component of GHRM practices, has recently attracted much attention. Green business methods are increasingly widely used in daily operations, and green human resource management is spreading. The "green HRM" field is a recent development in organizational study. These include a process model, a research agenda, and an extensive reference to the breadth and scope of the evolving literature.

Even though Green HRM is becoming increasingly important, research shows that a standardized process framework for the industry has not yet been developed. Even if most HRM research dates back to the 1990s, it's vital to remember that businesses started using green HRM strategies as early as the 1980s. Given that Green HRM is a relatively new area of study within the wider field of management, specifically within the discipline of Human Resource Management, this gap in the literature must be filled.

Green Recruitment and Selection, which considers personality traits including green consciousness, conscientiousness, and agreeability to accomplish corporate environmental objectives, is built on candidates' understanding of the environment. The average recent graduate looking for a job is changing. They are not only young, open to opportunities, self-assured, and friendly, but also deeply knowledgeable about today's most important political, social, and

environmental issues. The green recruitment process works in tandem with companies to find top performers' talents, skills, expertise, and abilities and oversee the process from start to finish to ensure its continuing relevance in the future. Businesses are pressured to improve their operational and environmental performance by recruiting eco-friendly people. Therefore, we examined the potential use of green recruitment and selection and if it affects the pool of qualified candidates. The researchers also wanted to understand how hiring and selection practices with a green bias influenced corporate outcomes (Pham D. D. & Paillé, 2020).

3.1.1 Green Recruitment and Selection Practice

The hiring procedure for new personnel is viewed as a doorway into the business. By doing this, a business may enlarge the pool of qualified candidates to select new hires. According to Kiruthigaa and Viswanathan (Aranganathan Posarajan, 2018), green recruiting is a low-impact, paperless hiring process. The Global Talent Pool, online application forms, and email are all accepted ways of application. From this vantage point, companies are trying to hire the greatest candidates while reducing their environmental impact. Diana (2016) claims that removing the requirement to physically distribute employment adverts reduces pollution and helps save trees. Automation may help procedures like mailing, storing, monitoring, filing, and reporting save energy.

Direct cost savings result from the removal of resumes, advertising, and induction paperwork. Companies should employ green strategies to choose the most suitable candidates after employing green methods to attract employment possibilities. Green selection procedures may be as paperless as practical, forgoing more antiquated techniques in favour of more contemporary ones like

behavioural observation, interviews, and presentations. Additionally, people with a higher understanding of environmental concerns and a willingness to maintain the workplace's natural environs may be given preference. According to this, any test used to gauge a candidate's potential for success should be designed to give preference to those who have demonstrated an interest in and comprehension of environmental preservation. To locate and hire talented candidates who are also excellent stewards of the environment to fill available jobs at a firm, a method known as "green recruitment and selection" is used. Candidates are judged based on various criteria, such as their ability and interest in environmental conservation. Recruitment and selection are critical steps in integrating green initiatives into hiring decisions. This makes it easier to hire personnel who are committed to and qualified to carry out green initiatives.

Additionally, this would make it easier for employers to foster a green workplace culture and train new workers on ecologically friendly procedures. The AMO hypothesis (AMO standing for "Ability," "Motivation," and "Opportunity") supports this theory. The idea holds that three things affect productivity: a worker's skill level, their degree of motivation, and the opportunities accessible to them. Businesses must seek people who can fulfil their core duties and obligations and responsibly preserve and safeguard the environment since the idea argues that potentiality is one of the three factors hindering employee performance (Karina Van De Voorde & Susanne Beijer, 2015).

3.1.2 Green job analysis and design

Job analysis is gathering data on the competencies an employee must have to complete a certain role. Decisions on the roles, responsibilities, resources, human resource needs, and working relationships within an organization are decided ahead of time in job creation. Job analysis and design provide job descriptions as one outcome. A job description is a formal document that

outlines the expectations for an employee in a certain role. It should include the essential duties of the job as well as any qualifications the employer has for the position.

From this vantage point, businesses may use job analysis and design to specifically or formally require environmentally friendly work practices and ensure that staff members have the knowledge of environmental issues essential to complete their tasks effectively and efficiently. In several firms, it has been noted that every job has at least one responsibility for environmental protection and that these responsibilities are highlighted whenever feasible. This makes it easier for companies to ensure environmentally responsible behaviour and keep their employees accountable.

3.1.3 Green performance management

Organizational effectiveness may be enhanced via the performance development of people and teams through performance management. Every business must carry out some sort of corporate environmental management, and in doing so, it must work toward certain environmental objectives or conform to certain standards in this area. Businesses may implement green performance management by setting green objectives for people and teams and monitoring their progress toward these targets. The green job analysis and design process may facilitate green performance management by providing clear job descriptions for workers. De (Bhandari et al., 1997) (Bhandari et al., 1997) (Bhandari et al., 1997) Shwal (2015) argues that "green" objectives should be included in the primary performance areas of performance management systems (KPA). This may be used to develop green performance standards and Green behaviour indicators to evaluate the effectiveness of management and individual workers. Therefore, green performance management

is the process through which a company sets green objectives for people and teams, monitors their progress toward those objectives over time, and employs a variety of management techniques to ensure that they are met. As performance management as a human resource management strategy is intended to do, green performance management is a technique for enhancing the effectiveness of people, teams, and entire organizations in their pursuit of environmentally friendly goals. Three types of human resource approaches aim to improve employee performance: those that increase employees' talents, motivate them to work more, and provide them more opportunities. As a result, green performance management is a key element of AMO theory.

3.1.4 Difference between Green Recruitment and Traditional Recruitment

"Green Recruitment" describes a method that does away with paper during the hiring process. While traditional recruitment does not consider the environment, it involves publishing newspaper advertising or other methods. Green recruiting is more effective than traditional hiring methods. Businesses could save money by utilizing green hiring techniques.

3.1.5 Contribution of Green HRM practice to the employee performance

Increased productivity

Businesses nowadays are continually looking for methods to implement environmentally friendly practices. Numerous studies have demonstrated that environmentally conscious professionals outperform their peers regarding productivity, from their dietary choices to volunteer activity. It's a terrific technique to enhance workplace morale and resolve difficulties relating to morale. The conservation of the environment is important to employees outside their work for the organization. As a result, the crew as a whole experience an improvement in health and happiness.

Contributes to cost savings for the Company

Employees who support and engage in such initiatives are less likely to become sick. Lower rates of presenteeism and absenteeism will result from their enhanced productivity at work. As a result, the organization's healthcare expenses are decreased. Additionally, green HRM helps cut costs without sacrificing quality.

Higher Employee Retention

Using eco-friendly HR practices may raise a company's employee retention rate. Some employees could feel more devoted if a firm practices social and environmental responsibility. It shows that the Company values its employees beyond monetary remuneration and strengthens employee ties to the Company's guiding ideals. Generation Z becomes increasingly ecologically sensitive as they prepare to join the workforce. Businesses are working hard to embrace environmentally friendly practices to attract skilled candidates.

Improved Employee Morale

Wellness programs may raise awareness of environmental and sustainability issues and encourage physical activity, good eating, and balanced lifestyles. Green HRM establishes regulations promoting resource efficiency for environmental concerns to raise morale and boost work satisfaction (Tariq Iqbal Khan, 2022).

3.1.6 Green Recruitment and Selection Practice on Employee Performance of Afsar Group Bangladesh

Afsar Group has always relied on time-tested procedures for employing new employees. The percentage of long-term employees in the firm is now 16.7%. The traditional hiring process was

used for all employees. Digital formats are progressively being used for everything. The Afser Group team concurred, acknowledging they might have done better with their hiring initiative.

The international community is knowledgeable about ethical hiring and selection procedures. That is why Afser Group is attempting to use this tactic as well. Even if they can't accept it, they are trying to come near to it.

For the past five years, they have been doing this. They also receive praise for the quality of their staff's work. As a result, there have been improvements in productivity and worker retention.

3.1.7 Limitations of Green Recruitment System

- There is a huge gap between the Current need for HR and the Future need for HR.
- Green HR procedures and practices should be implemented inside the firm's internal environment in Bangladesh, as they are sadly lacking in the local business there.
- The number of banks implementing green recruitment and selection practices is increasing, although still relatively low.

3.1.8 How to Overcome Green Recruitment Limitations

- Select people who are devoted to environmental sustainability on a personal level.
- Encourage candidates to prepare their application materials in an ecologically friendly manner.
- When conducting an interview, ask questions about the environment to determine whether an applicant's beliefs align with those of the businesses.
- Consider the environmental problems brought up during the interview when you make your decision to ensure the applicant is sensitive and shares your viewpoint.
- Every work responsibility should have environmental duties and requirements.

- Estimate how many and what kind of workers will be required to carry out corporate environmental management operations.
- Choose approaches to satisfy the anticipated demand for environmental work.
- Consider using a candidate's interests and environmental concerns as a selection criterion.
- Verify a candidate's past to look into their upbringing or surroundings.
- To determine a candidate's potential and inherent green capabilities, look at the honours and awards they have received.
- Determine the applicants' pro-environmental views and ideals by observing their conduct.
- Use LinkedIn and online job boards as outside resources to find applicants. Sort resumes using an application tracking system to find the individuals who are the greatest fit for the Company.

3.2 Research Methodology

The primary and secondary data collection techniques include interviews, surveys, questionnaires, case studies, observation, journaling, and experimental designs. The chapter outlines the stages required in data analysis and how the outcomes are presented. Questionnaires systematically collect data by asking respondents about the important questions and viewpoints that need to be examined in a research endeavour. They are widely employed to acquire data on facts or opinions. They employ various techniques, including closed questions with a yes-or-no choice and a ranking of worth or relevance. While questionnaires are excellent for acquiring factual material, they are less helpful for researchers looking into the why or how of events. Furthermore, it is hard to judge the extent to which subjectivity has contaminated the expression of ideas.

This report focused on exploratory research. The purpose of exploratory research is to collect preliminary data to help define the problem and formulate hypotheses. It is necessary to do qualitative research. These surveys usually have a small sample size of 30 participants. A structured questionnaire typically contains closed questions (i.e., questions with a predetermined response).

Data Sources:

- **Primary Sources:** Structured Questionnaire Survey on employees of Afser Group
- **Secondary Sources:** The secondary sources are as follows-
 - Annual report of Afser Group Bangladesh
 - Official website of Afser Group Bangladesh
 - Publicly published document
 - Relevant books, newspapers, journals and so on

Sample Size: We got a sample from the head office (Mohakhali DOHS, Dhaka). The information has been gathered from 30 individuals representing lower, medium, and upper management.

Sampling Technique: Sampling is using a subset of the population to represent the complete population. A non-probability sampling strategy was utilized for this inquiry. Non-probability sampling procedures cannot be used to extrapolate the sample's general population.

Data Collection Instrument: A structured questionnaire was created and utilized as the study's survey instrument. The majority of the questions were closed-ended.

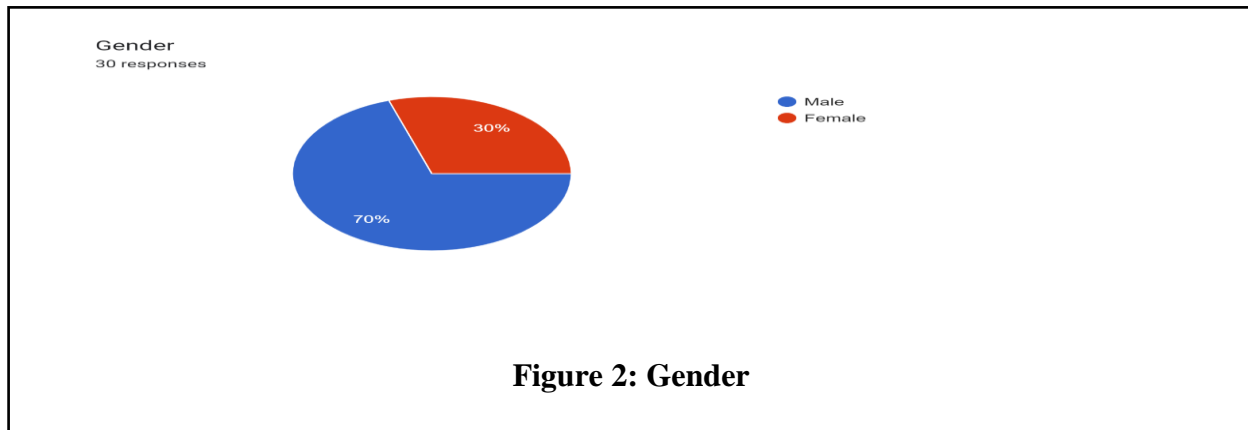
Data Processing Method: The collected data was processed using Google Forms and Microsoft Excel, and consistency was checked using a computer and appropriate topic expertise. Manual procedures were also used to gather responses from survey questionnaires.

3.3 Findings and Data Analysis

3.3.1 Data Analysis

We assigned a code (a number) to each possible response to each question before data analysis; after receiving statistical output, we analyzed the data based on the allocated code.

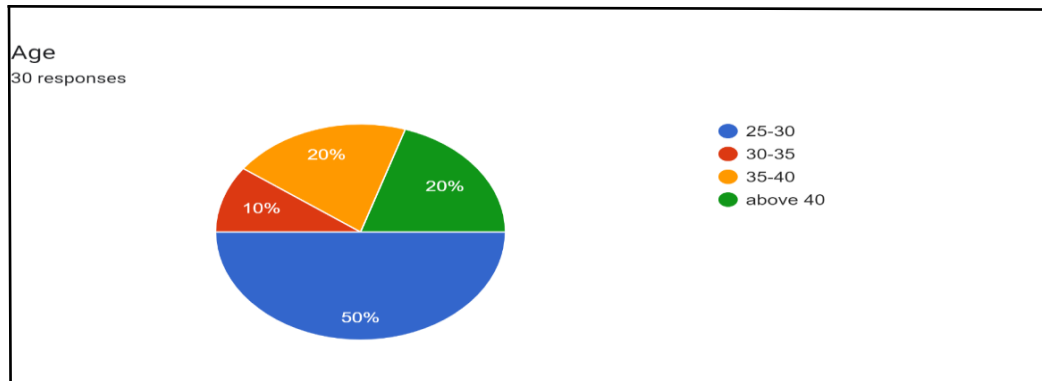
Demographic nature of the sample:



Interpretation: We surveyed 30 individuals who are associated with Afser Group employees.

Within this group of 30, 30% were female and 70% were male.

Age



Interpretation: During this survey, we focused on four age groups: 25-30, 30-35, 35-40, and over

Figure 3: Age

40. Most consumers are between the ages of 25 and 30, which is 50%.

How long have you worked with Afser Group Bangladesh?

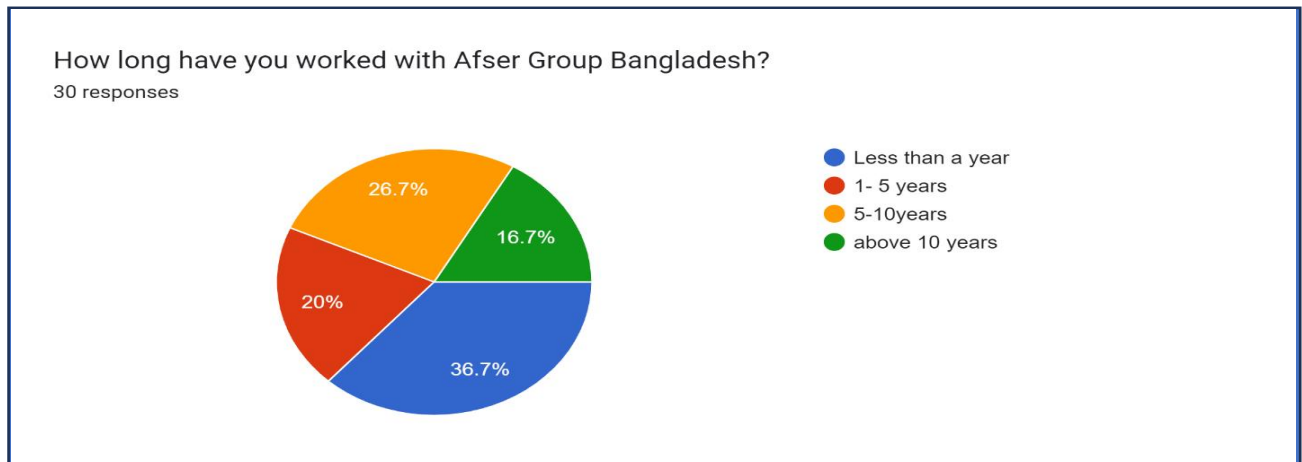


Figure 4: Working tenure with Afser Group

Interpretation: From the graphical representations, we discovered that 36.7 % of individuals associated with Afser Group are Less than a year old. 20% have known Afser Group in the previous

1-5 years, 26.7% percent have been customers or clients for 5-10 years, and the remaining 16.7% have been a part of Afser Group for over 10 years.

1. Involvement in green recruitment and hiring practices:

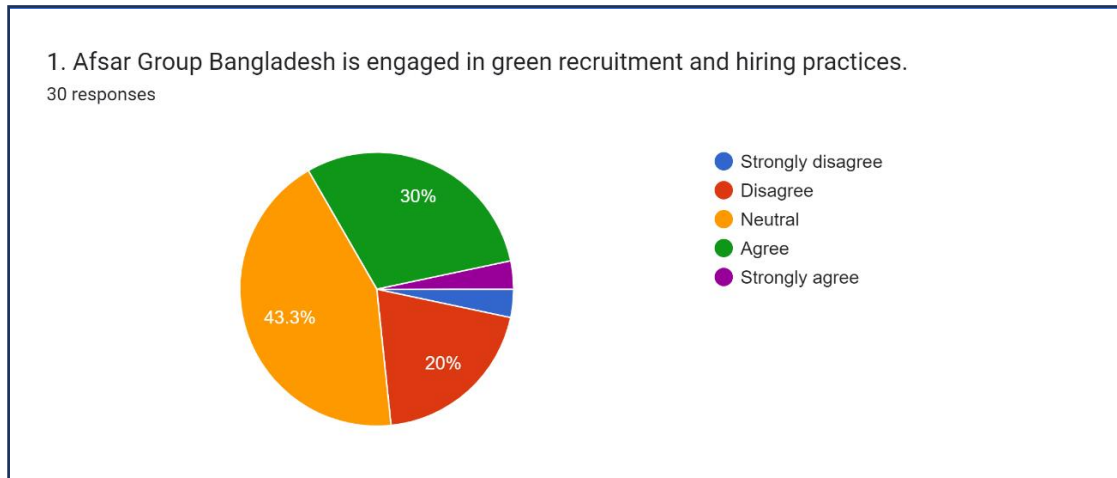


Figure 5: Involvement in green recruitment and hiring practices

Interpretation: According to the poll, 30% of employees agreed with the assertion about engagement in green recruitment and hiring practices. In this situation, though, 43.3% of respondents were neutral. In addition, 3.3% strongly agreed with this statement.

2. Effective process for identifying and selecting sustainable job candidates:

2. The company has an effective process for identifying and selecting sustainable job candidates.
30 responses

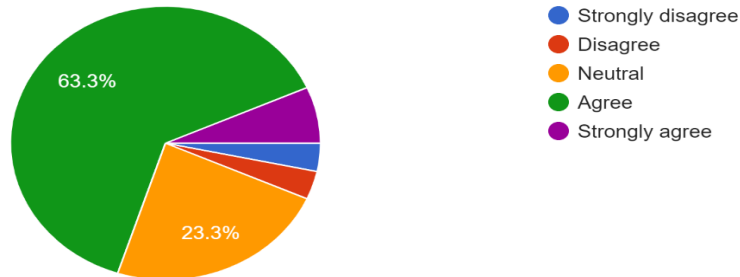


Figure 6: Effective process for identifying and selecting sustainable job candidates

Interpretation: According to the results of this chart, 63.3% believed and agreed that Afser Group has an effective process for identifying and selecting sustainable job candidates. This was disagreed upon by 3.3% of those polled. However, 23.3% of those polled were neutral, whereas 6.7% strongly agreed with this assertion.

4.Sustainable initiatives and practices in Afser Group:

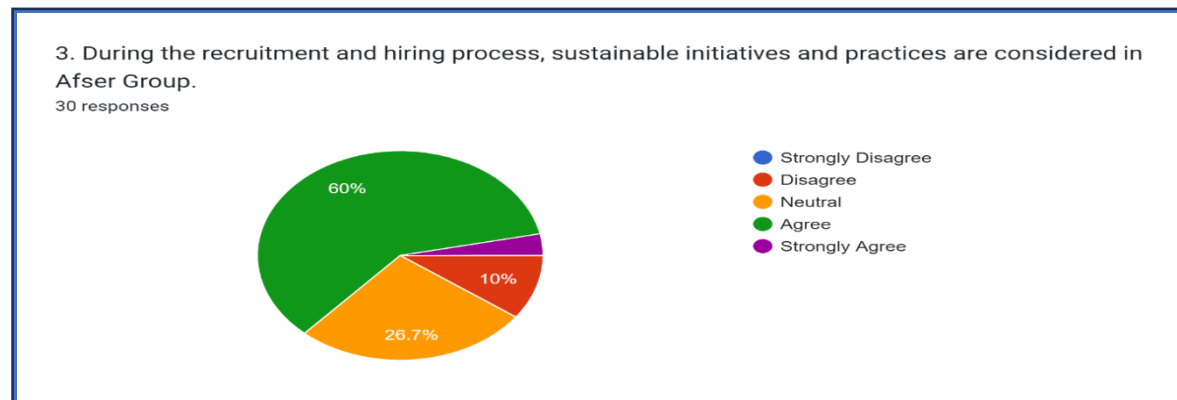


Figure 7: Potential candidates' environmental work experience and commitment to sustainability

Interpretation: From that Chart, we can say that 60% of the people believe that **Afser Group** can consider sustainability during recruitment and hiring process. Also, around 26.7% of individuals think neutral about it.

4. Potential candidates' environmental work experience and commitment to sustainability:

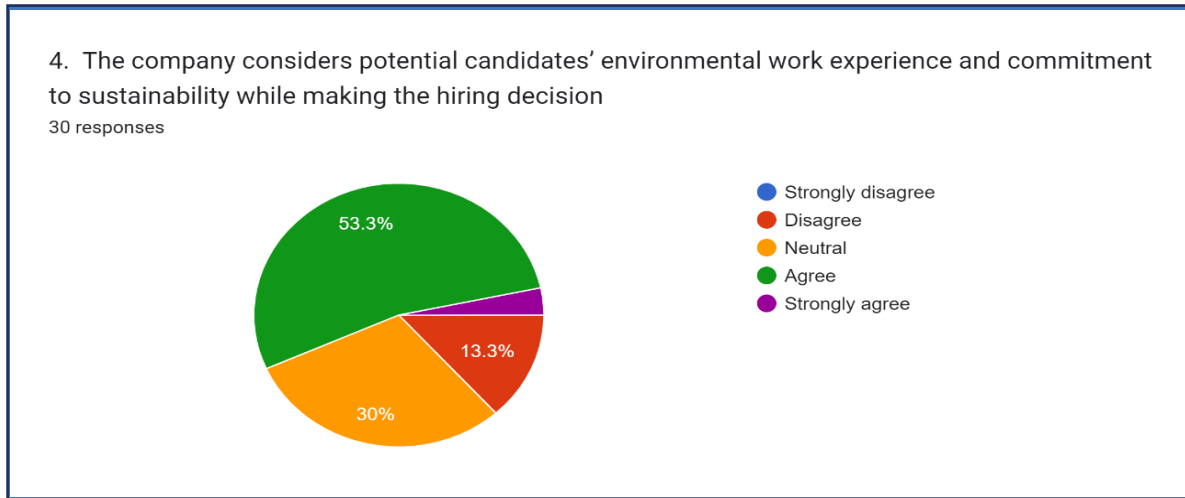


Figure 8: Potential candidates' environmental work experience and commitment to sustainability

Interpretation: According to the table and graphical representation, 53.3% of consumers agreed that Afser Group company considers potential candidates' environmental work experience and commitment to sustainability while hiring. This was strongly agreed with by 3.3% of reviewers 30% of people are neutral, respectively. In this case, 13.3% opposed it also.

5. Understanding of environmental sustainability:

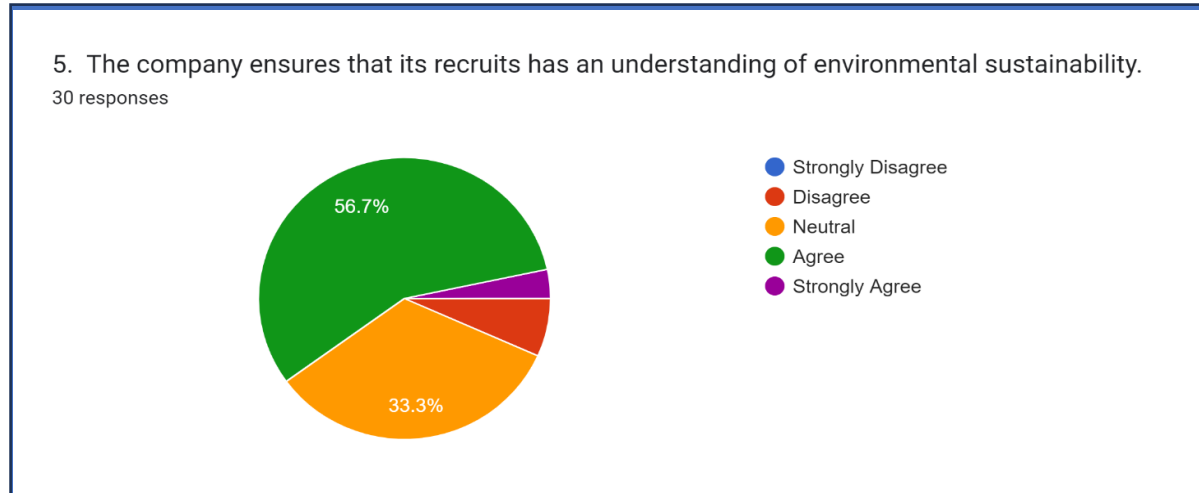


Figure 9: Understanding of environmental sustainability

Interpretation: In the graphical representation, 56.7 per cent of employees agreed with Afser Group's overall recruitment process. This was strongly agreed with by 3.3% of individuals. 33.3 per cent of people are neutral, and 6.7% disagree.

6. Interview session for discussing sustainable HR practices:

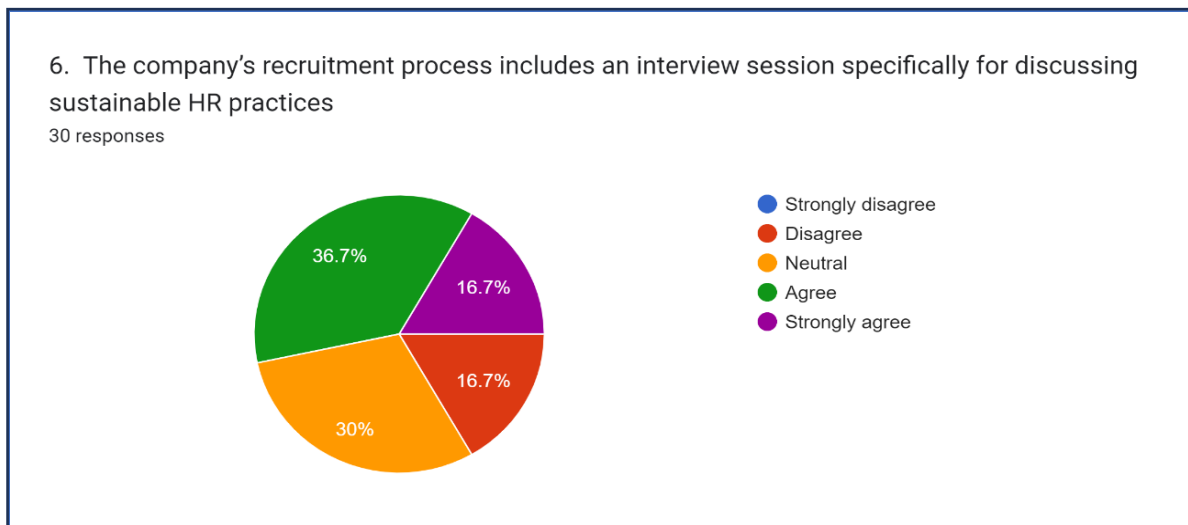


Figure 10: Interview session for discussing sustainable HR

Interpretation: In the above graph, 36.7 per cent of employees agreed that the recruitment process includes an interview session specifically for discussing sustainable HR practices. In contrast with this situation, 16.7% disagreed though 30% of respondents were neutral. In addition, 0% strongly disagreed with this statement.

7. Green initiatives or policies aligned with recruitment and hiring:

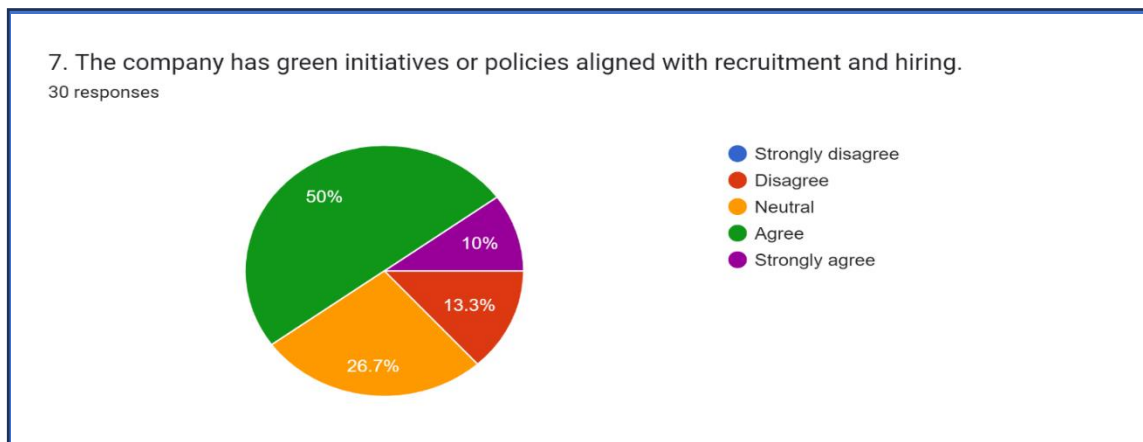


Figure 11: Green initiatives or policies aligned with recruitment

Interpretation: From the chart, we can say that 50% of the people believe Afser Group has green initiatives or policies aligned with recruitment and hiring. Also, around 26.7% of individuals of think neutral about it.

8. Measurement of success by recruiting environmentally-minded professionals:

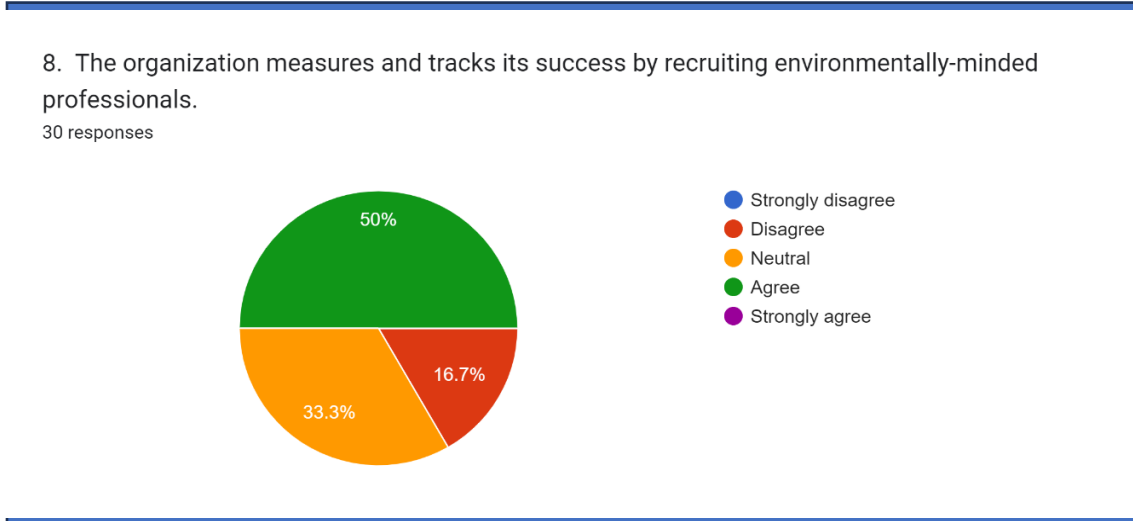


Figure 12: Measurement of success by recruiting environmentally-minded professional practices

Interpretation: According to the results of this chart, 50% believed and agreed that the organization measures and tracks its success by recruiting environmentally-minded professionals. This was disagreed upon by 16.7% of those polled. However, 33.3% of those polled were neutral, whereas 0% strongly agreed with this assertion.

9. Potential environment risks associated with new hires:

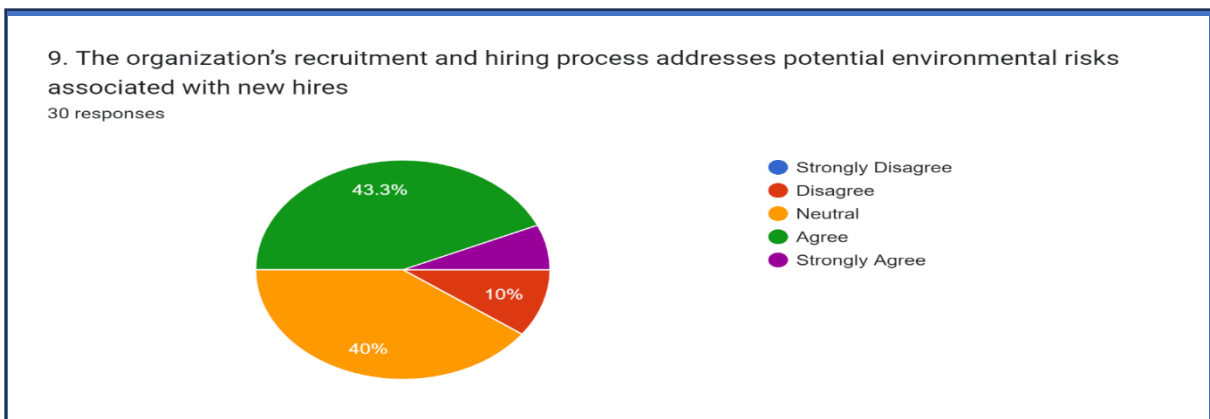


Figure 13: Potential environmental risks associated with new hires

Interpretation: 43.3% of employees agreed that the organization’s recruitment and hiring process addresses potential environmental risks associated with new hires. And 10% of respondents agreed, while 40% remained neutral.

10. Incentives for employees who are committed to environmental sustainability:

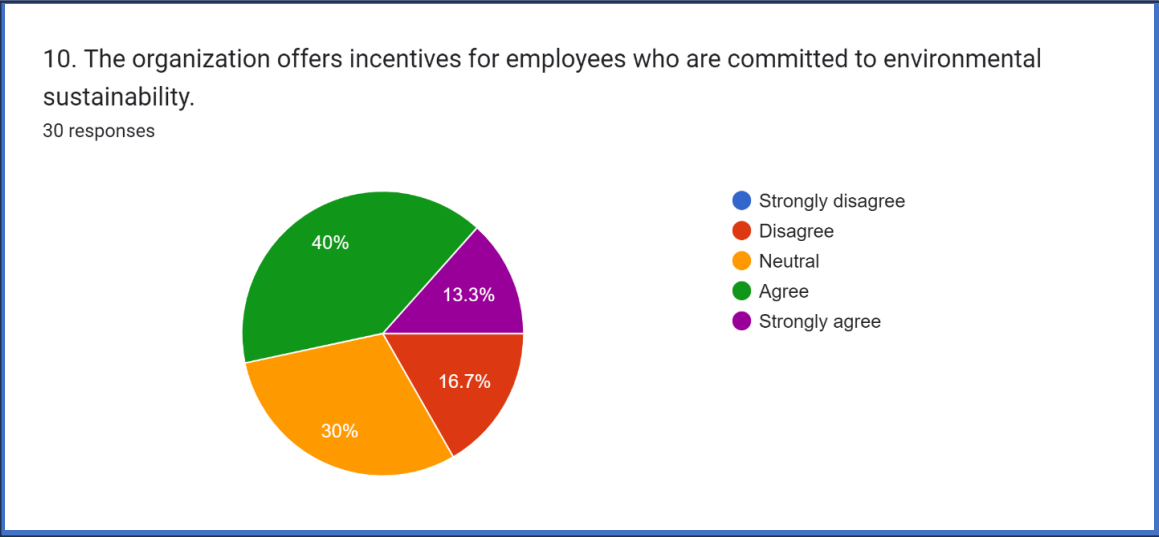


Figure 14: Incentives for employees who are committed to environmental sustainability

Interpretation: The organization offers incentives for employees committed to environmental sustainability. 13.3% strongly agreed, and 30 per cent a neutral reaction, proving the above statement right.

3.3.2 Major Findings

- ❖ Most employees are between the ages of 25 and 30, which is 50%. Because Afser Group believe in young ideas. They give more chances to the fresher. It also helps to find more sustainable job candidates.
- ❖ According to the review, we now know that Afser Group is trying to adopt the Green Recruitment process.
- ❖ The Company considers potential candidates' environmental work experience and commitment to sustainability while hiring- 53.3% of employees agree with the statement.
- ❖ During the recruitment and hiring, sustainable initiatives and practices are considered in Afser Group.

3.4 Summary and Conclusion

3.4.1 Summary

I've pinpointed a few crucial areas for the Company to flourish in my role as an intern here at Afser Group. For this reason, I suggest the following:

- To begin, Green HRM training programs must be created and made accessible to management and non-managerial staff of various businesses.
- < UNK > Businesses wishing to increase production while adhering to legal and ethical standards should employ environmentally friendly hiring practices, especially in the processing sectors.
- To ensure the agenda's effective implementation, organizations should work to formally codify green hiring and selection practices in rules for future reference.

3.4.2 Conclusion

Human resource management (HRM), which is "green", uses employees to accomplish corporate objectives to benefit the environment. Researchers and HR professionals need to devote more time and energy to developing the subject of green HRM. There is, admittedly, a substantial literature deficit in the area, necessitating more efforts in the field. Organizations may reap benefits in CSR, business success, and environmental sustainability when they adopt green HRM practices. Companies open to and capable of implementing Green HRM will likely see an increase in consumers, shareholders, and legal and ethical compliance.

Afser Group has implemented green recruiting and selection processes, which may be seen in the Company's job postings and evaluation of applicants. During my internship, I saw that companies with green recruiting and selection procedures were more likely to receive competitive applications. The Afser Group is doing all its power to implement Green HRM policies.

Appendix

Survey Questionnaire on “Green Recruitment and Selection Practice on Employee Performance of Afsar Group Bangladesh”

Kindly fill out the questionnaire as completely as possible. This has been developed solely to complete my Internship Report, MBA Program at BRAC University. This data will not be made public in any way. Thank you so much for your support and co-operation.

A. Gender: (i) Male (ii) Female

B. Age: (i) 25-30 (ii) 30-35 (iii) 35- 40 (iv) above 40

C. How long have you been with Afsar Group as their employees?

(i) Less than a year (ii) 1-3 years (iii) 4-6 years (iv) above 6 years

Please specify how much you agree or disagree with the statement. To express the amount of your agreement and disagreement, choose a number between 1 and 5.

SL	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Afsar Group Bangladesh is engaged in green recruitment and hiring practices.	1	2	3	4	5
2	The Company has an effective process for identifying and selecting sustainable job candidates.	1	2	3	4	5
3	During the recruitment and hiring, sustainable initiatives and practices are considered in Afsar Group.	1	2	3	4	5
4	The Company considers potential candidates' environmental work experience and commitment to	1	2	3	4	5

	sustainability while making the hiring decision					
5	The Company ensures that its recruits have an understanding of environmental sustainability.	1	2	3	4	5
6	The Company's recruitment process includes an interview session specifically for discussing sustainable HR practices	1	2	3	4	5
7	The Company has green initiatives or policies aligned with recruitment and hiring.	1	2	3	4	5
8	The organization measures and tracks its success by recruiting environmentally-minded professionals.	1	2	3	4	5
9	The organization's recruitment and hiring process addresses potential environmental risks associated with new hires	1	2	3	4	5
10	The organization offers incentives for employees who are committed to environmental sustainability.	1	2	3	4	5

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