

The Dissertation On
GREEN HUMAN RESOURCE MANAGEMENT:
THE CASE OF CENTRAL MEDICAL STORES DEPOT (CMSD)

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A Dissertation submitted to the Department of BRAC Institute of Governance and
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Masters in Procurement and Supply Management

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Declaration

It is hereby declared that

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

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Ethics Statement

This report I completed for my Master's degree at BRAC University while employed at Central Medical Stores Depot (CMSD) is presented with great pleasure.

The report is a summary of all I learned and experienced during my job in the purchase department of Central Medical Stores Depot (CMSD). This is a terrific opportunity for me to get experience. Before starting this dissertation, I was visiting archives, reviewing, scholarly literature and preliminary research to find question and topic and take lots of notes. I hope you find this report to be helpful and reliable.

Abstract

The growing studies that focused on the topic of Green Human Resource Management (GHRM) with Green Supply Chain Management (GSCM) has necessitate the writing of this study. Recently, academics and practitioners have increasingly paying attention to environmental management system and policies to improve sustainable performance through adopting environmental management system (EMS) in two major functions in the firm such as Human Resource (HR) and Supply Chain (SC) section. The integration between these practices can help the organizations to achieve Green Corporate culture and enhancement their sustainable performance in order to balance the Environmental, Economic and Social performance. The research finding will be specifically imperative for Government Supply Chain Organizations with the aim of improving sustainability.

Keywords

Sustainability Performance, Green Human Resource Management, Green Supply Chain Management, Environmental Management System, etc.

Acknowledgement

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List of Acronyms

ADB	Asian Development Bank
EMAS	Eco-Management and Audit Scheme
GHG	Greenhouse Gas
HLCM	High Level Committee on Management
IISD	International Institute of Sustainable Development
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
IT	Information Technology
KPI	Key Performance Indicators
LTA	Long-term agreement
MDGs	Millennium Development Goal
RECS	Renewable Energy Certificate System
SCC	Supplier Code of Conduct
SP	Sustainable Procurement
SPP	Sustainable Public Procurement
TBL	Triple Bottom Line
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
WLC	Whole-life costing
EGB	Employee Green Behavior
GTI	Green Training and Development

Chapter – 1 : Engagement in the Organization

I was appointed as a Store Keeper by an office order of the Director General of Health Services under Ministry of Health and Family Welfare on 31.10.2004 and simultaneously transferred to Central Medical Stores Depot (CMSD), Tejgaon, Dhaka - 1208. In view of this order, I joined Central Medical Stores Depot (CMSD), Tejgaon, Dhaka -1208 as Store Keeper on 31.10.2004. Central Medical Stores Depot (CMSD)'s authority accepted my joining letter and posted me in-charge of a store.

1.1 Attachment as a Store Keeper in Stores & Distribution Department:

Central Medical Stores Depot (CMSD)'s store is the largest in Bangladesh's health sector and supplies goods to various health institutions in the country from here. It has a total of 13 warehouses for storing various medical equipment's, non-medical equipment's, chemicals, surgical instruments and lifesaving medicines at that time. We store and supply the goods (equipment's and medicines) in various health institutes which received by the survey committee and properly maintained as per the laid down procedure. We always verification of the stock and ensure accuracy of stock also maintain the neat and tidiness of store house.

1.2 Attachment as an assistant to receiving the goods in the Receiving Department:

After 4 years as a duty of store keeping, I was directed to assist the Survey Committee by an office order. At first we check the materials thoroughly for quality, quantity, specification condition, condition etc. for provisionally received. We have taken necessary action to dispose of goods (if defective) as per contract. Subject to all being in order, the products are finally accepted by the survey committee which is constituted by the Ministry and then the acceptance report being generated and preserved all the documents.

1.3 Attachment as a Procurement In-charge in Procurement Department:

After 3 years as a duty in receiving department, I was directed to join as an In-charge in Procurement Department by an office order. Central Medical Stores Depot (CMSD) is the largest procurement sector for Health Department of

Bangladesh Government. I was very interested in pursuing a career as a procurement officer. Our procurement department purchase of all the goods and services as per PPA 2006 & PPR 2008 in light of demanding various line directors. During purchase of high-tech equipment (i.e. CT Scan Machine, MRI Machine, Cobalt 60 Machine, Linear Accelerator Machine, Oxygen Plant, etc.), I am keeping in my mind that, there is no impact on the environment i.e. radiation exposure. Mainly I set the environmental functions (such standard is ISO 14001) and setting out the criteria for an environmental management system (EMS) at the stage of preparing of the tender documents.

1.4 Attachment as an In-charge in Accounts and Audit Department:

From last 03 years (i.e. 2020) I was directed to join as an In-charge in Audit and Accounts Department by an office order. This branch is a little bit different and complex other than. Basically, working in this department, I was able to easily understand where the weaknesses of our organization. At the end of every financial year, the audit process was completed by the Civil Audit Department or Foreign Aided Project Audit Directorate (FAPAD) and several objections were noticed. Specially, these objections are purchases and payment related. In the light of these audit objections by the Civil Audit Department or Foreign Aided Project Audit Directorate (FAPAD), now I am working on the various weaknesses of this organization.

Chapter – 2 : Organization Part

2.1 Overview, Functions, Operations and Strategic Inspection:

After the partition of the country on 1947 Central Medical Stores Depot (CMSD) was shifted from Calcutta to Narayanganj and subsequently on 1972, 30, Shaheed Tajuddin Ahmed Sarani, Tejgaon, Dhaka was established. Central Medical Stores Depot (CMSD) is an important institute under The Ministry of Health and Family Welfare, Government of the People's Republic of Bangladesh. This Agency is working of procurement, storage, supply, distribute and after-sales service provider of life-saving drugs and equipment's for the people's by using public fund. It is a kind of Government service organization. It has one regional office in Chittagong port for clearing the goods.

At present, due to the massive work and wide area, this organization is in the process of being the Directorate General to increased official status. It will be named Department of Health Supplies (DHS) and apart from Dhaka and Chittagong, branches will also be created in Rajshahi, Sylhet and Khulna.

One of the essential Central Medical Stores Depot (CMSD)'s Considerations is the protection of the environment, which is highly seated in all of its strategies for development. The approaches for the preservation of the environment involve the complete duration from planning, procuring, storages and distribution to end user, usage and support of other related services to disposal by using modern technology and consistently diminishes the amount of wastage created in the process. as a socially mindful organization, Central Medical Stores Depot (CMSD) as well works towards educating and improving the awareness of representatives and people ingeneral about the environmental behavior and its importance. The Central Medical Stores Depot (CMSD) management considers that an organization which operates in an environmental way gets a crucial advantage. The primary purpose of the CMSD is to increase visibility of medicines availability information at all levels of the system to inform supply chain management decisions, including forecasting, procurement, and distribution of medicines. Central Medical Stores Depot (CMSD)'s Scope of work:

2.1.1 Procurement of medical equipment (MSR) for health care and ensuring proper warehousing and supply.

2.1.2 Equipment (MSR) for health care goods carefully (temperature

maintain) clearing from Dhaka airport/Chittagong sea port/ Mongla sea port/Benaplo port, ect.

2.1.3 Assisting in the repair and maintenance of medical equipment in hospitals of various levels.

2.1.4 Ensuring effective measures for skill development of manpower related to warehouse and supply management.

2.1.5 Providing assistance in formulating various policies, rules and strategies related to store.

2.2 Vision and Mission of the organization:

Vision of the organization is **“Good Health and Well-being”**, now and in future, through reduction of the communicable and non-communicable disease burden.

Mission of the organization is **“Good Health and Well-being** (reduction of maternal mortality; ending all preventable deaths under five years of age; fight communicable diseases like COVID 19; ensure reduction of mortality from non-communicable diseases and promote mental health; prevent and treat substance abuse; reduce road injuries and deaths; grant universal access to sexual and reproductive care, family planning and education; achieve universal health coverage; and reduce illnesses and deaths from hazardous chemicals and pollution)” by procure and distribute of good quality machineries/products based on demand.

2.3 Values and principals :

The organization operates on the principle of the following orientations:

1. All staffs are actively involved in the Central Medical Stores Depot (CMSD)’s policies are the premise for consistent improvement setting goals in all key areas.
2. Satisfaction of different Line Directors, End users institutes and other services providers is CMSD’s primary consideration. With high-quality products and pro-environmental project execution Central Medical Stores Depot (CMSD) acquires customers’ trust.
3. All staffs continually improve their work-related and other knowledge and experience.
4. Vision of Central Medical Stores Depot (CMSD) is always concerned with social welfare.

5. Central Medical Stores Depot (CMSD)'s focus is on the continual diminishment of environmental contamination with accentuation on preventive activity. This implies finding quality, innovative, aesthetic and environmental and efficient arrangements from planning, designing and project execution.

6. Central Medical Stores Depot (CMSD) strives to establish correct, fair and environmentally responsible relations with various types of stakeholders.

Noted that this organizations policy-making is done through bureaucracy. With the purpose to effectively seek achieving its vision and mission, Central Medical Stores Depot (CMSD)'s strategic plan 2017-2023 defines the following basic strategic policies (Central Medical Stores Depot (CMSD):

- i. Improve skill of all the employee through efficient tools of KPI (Key Performance Indicator);
- ii. Increase the amount Of sourcing activities with lower costs, diminishing the labor expenses in the value of the principle operations, enhance the economies of scale and reduce the complexness of the services; An essential part of Central Medical Stores Depot (CMSD)'s Vision, mission and strategies are the principles supported and monitored continuously through Central Medical Stores Depot (CMSD)'s operations: honesty, openness, loyalty, creativity, and ambition.

2.4 Organization Responsibility:

The Central Medical Stores Depot (CMSD) is the vital establishment of the Ministry of Health and Family Welfare of the Government of Bangladesh. It is a specialized procurement agency responsible for the procurement, storage, distribution, establishment, and maintenance of life-saving drugs and medical supplies. A total of 202 personnel have been approved. Among them, the Central Medical Stores Depot (CMSD) in Dhaka has 181 positions, and the Port Clearance Branch in Chattogram has 21 positions. CMSD purchase various medical equipment and life-saving drugs for various institute throughout the year. They have increased their skills and gradually building its capacity. The annual achievement of CMSD for procurement of good and others services from 2007 to 2023 presented in below:

Achievement in the Financial Year July 2008 - June 2023

Figure in lac Tk.

Year	RPA (GOB)	GOB (Development)	GOB (Revenue)	Total
2008-2009	12653.53	0.00	1548.95	14202.48
2009-2010	21301.28	0.00	2705.31	24006.59
2010-2011	7782.20	0.00	2241.26	10023.46
2011-2012	18722.93	0.00	4232.47	22955.40
2012-2013	30154.54	3145.19	10351.67	43651.40
	90614.48	3145.19	21079.66	114839.33
2013-2014	24094.79	2437.02	4679.45	31211.26
2014-2015	26152.58	2061.21	4584.67	32798.46
2015-2016	31526.27	3699.47	10281.13	45506.87
2016-2017	2333.01	114.91	14202.75	16650.67
2017-2018	53600.91	8364.90	27108.45	89074.26
	137707.56	16677.51	60856.45	215241.52
2018-2019	47033.63	9382.28	30894.01	87309.92
2019-2020	2164.58	2223.76	8575.00	12963.34
2020-2021	37869.87	33748.98	54308.37	125927.22
2021-2022	20994.43	7374.08	22721.29	51089.80
2022-2023	14584.21	4359.91	1390.62	20334.74
	122646.72	57089.01	117889.29	297625.02
Grand Total	350968.76	76911.71	199825.40	627705.87

2.5 Departments of the CMSD:

There are total 07 main departments in Central Medical Stores Depot (CMSD) under Directorate General of Health Services, Health Services Division, Ministry of Health Welfare. The departments are:

- a) Administration Department;
- b) Procurement Department;
- c) Stores & Distribution Department;
- d) Clearing & Forwarding Department;
- e) Audit & Accounts Department;
- f) Maintainers Department; and
- g) IT Department.

2.6 Inventory system of the CMSD:

Central Medical Stores Depot (CMSD)'s is mostly manual recordkeeping system but now they are started to automated recordkeeping system. Moreover, internal store verification is done twice a year through the formation of various committees. They Verify quantities received against challan and note any discrepancies. The CMSD has inadequate storage racks to manage its stored goods. Of the CMSD's 80,000 square feet of storage, only 16,000 square feet of the total area have storage racks. These racks are primitive and in poor condition. In many areas, product is stacked, without racking, and cartons have fallen on the floor.

2.7 Stakeholders of the CMSD :

Every year CMSD spends 30% of the budget allocated to the health sector in light of the needs of various organizations. The major stakeholders are Ministry of Health and Family Welfare (MOHFW), Directorate General of Health Services, Central Medical Stores Depot (CMSD), National Tuberculosis Program (NTP) and other national level health programs, like National Nutrition Services (NNS), District Reserve Stores (DRS), EPI, Community Base Health Care (CBHC), National Level Hospitals to Community Clinics and various types of suppliers etc.

Chapter 3. Project Part

3.1 Introduction :

With the imminent threat of climate change on hand and everyday cost of deteriorating habitability on the other, Bangladesh is one of the most environmentally vulnerable States. The Environment Conservation Rules are laid out under the Act, outlining the standards for air, water and other components of the environment. Environmental management interpreted by Rodriguez as “sum of practice simple implemented by a particular society with the purpose to protect the environment” Appeared to be a powerful arrangement to for controlling the phenomena that could destroy mankind. The term eco- friendly or environmentally friendly is also widespread nowadays, relating to laws, activities, products, services etc., theatre having, minimal, reduced or not having negative impact on eco-systems and the environment. Environment performance is the relationship between the organization and the environment. In broad terms, environmental performance indicate simple implementing practices that enable protecting of the environment factors - soil, air, water, eco-systems.

3.2 Background:

Central Medical Stores Depot (CMSD) plays an important role in fulfilling all the basic healthcare needs of the general population of the country. The main object of Central Medical Stores Depot (CMSD) is to work for the “Good Health and Well-being” of the people of the country. This includes: reducing infections and non-infections mortality such as maternal mortality; fighting against infectious disease like COVID-19, non-communicable disease and working to reduce illness and death cause by hazardous chemicals and pollution. As it is essential to work in an environmentally sustainable manner for the future generation. The environmental impact of these healthcare services must be considered, focusing on reducing the waste of electricity and water, minimizing the use of plastic and paper, planting trees and preserving natural resources etc.

3.3 Problem Statement:

Currently the development world is innovation new technologies, but since we lack skill worker to adapt to them, we are unable to effectively protect the environment from pollution and conserved natural resources. In this situation, it is now imperative to urgently adopt environmentally friendly policies and create awareness among employee.

3.4 Object of the Study:

Organization have a moral and legal responsibility to protect the environment. HR (Admin) departments are in a unique position to:

- Shape behaviors through policy.
- Educate employees on environmental issues.
- Ensure legal compliance and promote sustainability.

By integrating environmental goals into green human resource (GHR) practices, business not only contribute to a healthier planet but also build a positive brand image, improve employee satisfaction and often reduce operational costs in the long run.

3.5 Scope and Significance:

One of the essential Central Medical Stores Depot (CMSD)'s Considerations is the protection of the environment, which is highly seated in all of its strategies for development. The approaches for the preservation of the environment involve the complete duration from planning, procuring, storages and distribution to end user, usage and support of other related services to disposal by using modern technology and consistently diminishes the amount of wastage created in the process. as a socially mindful organization, Central Medical Stores Depot (CMSD) as well works towards educating and improving the awareness of representatives and people ingeneral about the environmental behavior and its importance. The Central Medical Stores Depot (CMSD) management considers that an organization which operates in an environmental way gets a crucial advantage. The primary purpose of the CMSD is to increase visibility of medicines availability information at all levels of the system to inform supply chain management decisions, including forecasting, procurement, and distribution of medicines. Central Medical Stores Depot (CMSD)'s Scope of work:

- i. Procurement of medical equipment (MSR) for health care and ensuring proper warehousing and supply.
- ii. Equipment (MSR) for health care goods carefully (temperature maintain) clearing from Dhaka airport/Chittagong sea port/ Mongla sea port/Benaplo port, etc.
- iii. Assisting in the repair and maintenance of medical equipment in hospitals of various levels.

- iv. Ensuring effective measures for skill development of manpower related to warehouse and supply management.
- v. Providing assistance in formulating various policies, rules and strategies related to store.

3.6 Limitation of the study:

Noted that this organization is a Government organization and here policy-making is done through bureaucracy. Willingly no decision can be taken here. Even the head of the organization (i.e. Director) cannot take immediate decisions. As it takes a more time to get a decision, as well many rules and regulations to follow here. But note that, I have gained a lot of working knowledge by this organization. I am eternally grateful to the authority for gaining knowledge by support and opportunities of working in various departments from the period of 2004 to till. When performing the responsibilities, I made multiple errors, and adequate instruction and constructive criticisms from my fellow managers assisted me in identifying my flaws and improving me. Thereafter, I learnt about a variety of work cultures that we can't learn about through textbooks. Working in such an organization without any prior experience had its own challenges and eventually overcame these challenges. The exposure of an actual workplace atmosphere and functioning of a large organization was the most crucial learning opportunity for me.

Chapter 4. Literature review

This section presents a literature review to analyze the factors used to evaluate the performance of Central Medical Stores Depot (CMSD). Through this review, the research framework and various activity-based propositions have been developed based on previous studies. At the end of this chapter, a summary of the fundamental concepts related to CMSD's eco-friendly policies and operational practices is provided.

Previous research shows that numerous articles and journals have been published on Green Human Resource Management (GHRM) in competitive environments. In today's context, the implementation of Green HRM policies and practices is essential to reduce harmful environmental impacts through the use of eco-friendly technologies and processes.

In the health sectors, CMSD is currently facing international competition, managing a diverse workforce and adapting Green HRM practices to modern technologies. CMSD's success will increase further if it is adopting more dynamic, environmentally sustainable and technology-driven Green Human Resource Management policies. The Environment Conservation Rules are laid out under the Act, outlining the standards other air water and other components of the environment. The term eco- friendly or environmentally friendly is also widespread nowadays, relating to laws, activities, products, services etc., theatre having, minimal, reduced or not having negative impact on eco-systems and the environment (Webdter,2006).

Awareness of environmental issues and stakeholder expectations has led organizations to be concerned about the impact of their products, storing, processes and installation, functioning and ensure of service up to life-time on the natural environment. About Eco-Friendly Organizational Culture, Carrol and Shabana (2010) state that, the associations are accountable to the community for more than profiting and working in a pro- environmental way that is considered as one of those duties. When the management wants to establish ecological values in the organization, the best approach is through changing of the organizational culture (Fernandes et al., 2003). Regarding Characteristics of Employee's Green Behavior, Norton et al. (2015) proposed a model for employee's green behavior. The model, which is explained below, is presented in Figure.

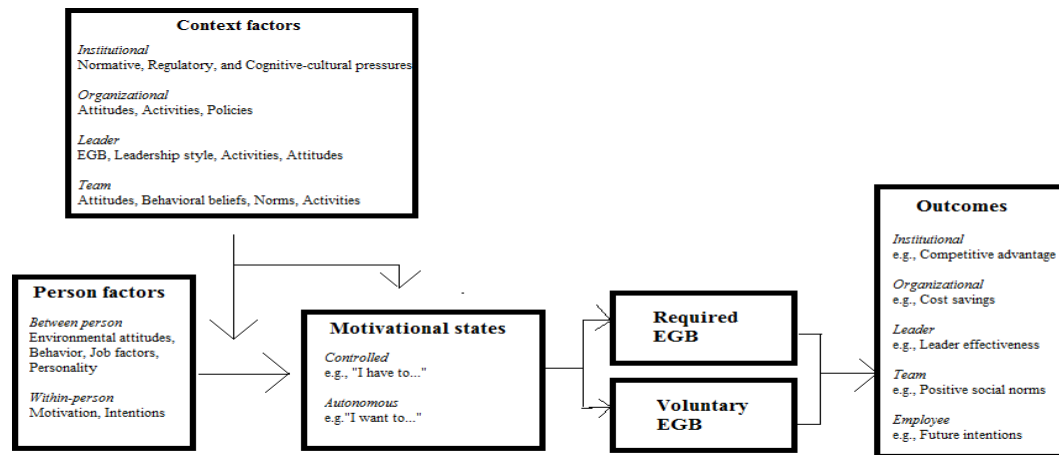


Figure: Model for Employee Green Behavior

Source : Norton et al, Employee Green Behaviour: A theoretical framework, multilevel review and future research agenda, 2015,p.104.

First the model is founded on the viewpoint that performance is the function of a person and their environment. More Particularly, inside this perspective, the conduct is a consequence the conduct is a consequence of a person's ability and general eagerness to perform, along with other influence which are not controlled by a person.

Second, the job performance includes required and voluntary activities. By utilizing an approach based on job performance, Norton et al. conceptualizes work's green behavior as a particular kind of work performance that corresponds with environmental sustainability, different from the environmental conduct which just happens to be implemented in the work surroundings. Basic to their methodology is evaluation for the significance of the factors which are not controlled by the individual, but nevertheless influence the conduct, especially in connections where the person has decreased authority over its own activities, for example, in the working environment.

Third, behavior is a result of a feeling that the individual is willing to participate in the conduct. Self-motivations related with pro-social conduct approve to encourage positive performance. The required and intentional (voluntary) worker's green behavior may differ according to the motivational states that go before execution.

Lastly, they state that a multilayered methodology is essential for gaining knowledge on

environmental management in the organizational contexts. Consequently, the components associated with employee's green behavior are divided into institutional, organizational, leader, team and representative levels of analysis.

This comparison may consider the source of raw materials, production, manufacturing, packaging, distribution, potential for reuse and recycling, operation, maintenance, or disposal of the product.

These may include:

- Energy-efficient and greenhouse friendly products;
- Products that are water efficient and reduce water use;
- Less toxic products to reduce health effects;
- Products using less packaging or with a provision for packaging take-back;
- Products that use fewer resources or in other ways create reduced environmental impacts throughout their life cycle;
- Products made from recycled materials, such as recycled road construction materials; and
- Recycled green organics and recycled plastic products.

Environmental factors include natural resource use and water scarcity, emission to air, climate change and biodiversity over the whole "Procurement cycle".

CMSD an initial step can be taken by ensuring that procurement of various goods is conducted adhering to environmental principles. A green strategy empowers decision making and change activities that enhance the surroundings. Establishing a clear vision and procedure at last inspire individuals to improve their choices thus adjusting them with the organization's needs to deliver products and services in the worldwide commercial center. Indeed, unlike other strategies of the organization, green strategies influence choices that are made over the whole enterprise, including business techniques, working methods, association procedures, data procedures, applications methodologies, innovation techniques, and supporting foundations.

Chapter – 5: Research Methodology

5.1 Research philosophy and approach:

This case study provides an in depth analysis of Central Medical Stores Depot's human resource relationship. Here addresses the method of analysis used in the study and offers a general framework for the research like description of research design, investigate, survey, data collection procedures & data analysis techniques during the conduct of the study. **The case study research as a methodological and qualitative method used in this dissertation (Green Human Resource Management of Central Medical Stores Depot) paper.** Essentially, this method is suitable to this study because it aims to define the current condition of practical analysis as it is used in real-life demand of the proposed structure. Designed is generally based on research question for an interview.

5.2 Research design:

The qualitative research design utilized in this study is qualitative method. Data for this study were primary and the structured questionnaire aimed at the impact of Central Medical Store Depot's human resource management. The study is aimed at exploring major challenges facing the organization; vision and mission of this organization, strategic plan and goals; supply chain management and environmentally effect. The adoption of green practices and values aims to improve the quality of life for both Organization and employees as it applies to different levels of management, operation and services and forms part of a long-term strategy. Essentially, the qualitative method is suitable to this study because its aims to define the current condition of practical analysis as it is used in actual practice and real life demand of the proposed structure. Here provide insight into the problem and solved ideas.

5.3 Research Objectives:

The main purpose behind this thesis is to extend our understanding of how the concept of green management can be positioned as part of the human resource function. The motivation is to highlight the importance of building sustainable eco-friendly and to gain knowledge of the outcomes after adopting Green human resource management in the organizations.

The objectives are:

Theoretical:

1. To study how human resource policies and practices could improve the environmental performance of the organizations;
2. To study specific human resource, policies and practices that is concerned with environmental issues;
3. To changing attitudes and behaviors related to environmental issues in the workplace, as a result of human resource environmental approaches.

Empirical:

1. To investigate the green and sustainable practices which in the central Medical Stores Depot (CMSD) Under Health Services Division, Ministry of Health & Family welfare, Bangladesh secretary operate.
2. To research how Central Medical Stores Depot (CMSD)'s human resource management encourages green development.

This research is to help organizations reduce their carbon footprint by encouraging the adoption of eco-friendly Human Resource initiatives.

These specific initiatives mentioned as examples including:

Greater efficiency, Lower Cost, Electronic filing, Car sharing, Resource recycling, Recruitment and training (presumably focused on environmental awareness/practices), Energy-efficient office/store space & Avoiding unhealthiness and disease caused by contamination.

The latter part of the text also introduces a related concept, mentioning that the study will include “an idea of how CMSD will ensure that the purchase of various products complies with environmental policies”. This suggests the research will also address green procurement practices, possibly using “CMSD” as a case study or example organization/framework.

In essence, the research aims to establish a link between adopting Green HRM practices and achieving environmental sustainability (reduced carbon footprint, avoided contamination) and organizational benefits (efficiency, lower cost).

5.4 Population and sampling:

Considering the objective of this study is to explore the beneficence of creating KPI reports of stores & distributions department, it can be said that it is an evaluative study where most of the data is collected from the organization itself which means the research is based on primary data. I have also conducted some officers who work in this office to get insights on the topic.

Furthermore, a number of articles, research papers, documents, and statistics have been reviewed as secondary sources in order to perform the research. This study is solely a qualitative study based on the data gathering methodologies indicated above to provide thorough insight on the KPI reports impact on organization progress.

The study is Central Medical Stores Depot interviews with representatives of human resource in Central Medical Stores Depot (CMSD) carried out in June 2024. The Interviews were conducted with employees in different approaches. This allowed the participants to consider well thought-out and detailed answers.

Lit of the Participants

01. Director (Joint Secretary)
02. Deputy Director (CMSD)
03. Deputy Director (Procurement and Clearance)
04. Deputy Secretary (Co-ordination)
05. Assistant Director (Administration)
06. Assistant Director (Stores & Distribution)
07. Biomedical Engineer

5.5 Data Collection Method:

In this research the data was collected by interviews and secondary data analysis. It is a great way to collect qualitative data.

The research questions are:

1. Which Green human resource practices Central Medical Stores Depot (CMSD) implements for sustainable?
2. How Green practices increase the success of Central Medical Stores Depot (CMSD)?

5.6 Instrument design and validation:

In this research instrument is interviews. Here emphasis the personal and personal responses of the interviewees to gather more information. For the purpose of researching green human resource management, the research could involve interviewing participants in green human resource management to discover and analyze the human resource practices in environmental management and their views on the motivations, commitments and opinions regarding the mass initiatives, as well as their eagerness to be included. For that purpose, to analyze the green behavior of Central Medical Stores Depot (CMSD), a qualitative study which consists of interviews was performed. The main benefit of in-depth interviews is that through them the researcher can gain information that is more detailed compared to the information obtained via different data collection method, such as surveys. Interviews are of value when detailed information is needed about an individual's ideas and conducts or when exploring new issues. Interviews, also, typically provide for more focused discussion and follow-up questions, so this methodology was found to be most suitable for conducting the empirical part.

A short description of the goals of this study was emailed to the participants, after which they were asked to share their thoughts on green human resource management during an in-depth interview. The interview questions were then e-mailed to the participants.

The questions (given in the appendix) were chosen according to the analysis of the organizations background, with the purpose of verifying the accuracy of the provided information about the Central Medical Stores Depot (CMSD)'s green practices and to obtain further clarifications for a more

profound analysis of the Central Medical Stores Depot (CMSD)'s experience in the process of implementing green HRM actions and processes, as in addition to investigate their perspectives for the future.

The research questions have been designed for gaining qualitative overview of the usage of dynamic abilities of the organization's human resource management process. A total of 2 research topics with 9 questions were comprised, with a focus on key research areas that will determine the main outcomes of whole process. Therefore, the research questions are used as guidelines, providing direction for the interviews and allowing the respondents to present the most comprehensive overview of the green practices.

The interviews began with an extensive discussion of the current strategic challenges both at national and international level; and, current and future environmental management activities. The interviews then consider the particular areas analyzed in the theoretical part, including the role of the different engaging employees in organization.

5.7 DATA ANALYSIS OF GREEN HUMAN RESOURCE MANAGEMENT IN CMSD:

The empirical part introduces the green HRM and the process of integrating the green in the strategy process of Central Medical Stores Depot (CMSD) and examines the challenges the corporation has in implementing and communicating green practices to the employees. The research questions are:

- 1. Which Green human resource practices Central Medical Stores Depot (CMSD) implements?**
- 2. How Green practices increase the success of procurement and stores management in Central Medical Stores Depot (CMSD)?**

With the purpose of answering the research questions, first a Central Medical Stores Depot (CMSD) description and history are given and then a review of Central Medical Stores Depot (CMSD) internal documents regarding green human resource management strategies and practices are performed. Lastly, an interview process with seven Central Medical Stores Depot (CMSD) officials is presented, thus providing a better overview of the green practices and processes the office executes.

5.7.1 Central Medical Stores Depot (CMSD)'s human resource Strategy:

One of the essential Central Medical Stores Depot (CMSD)'s considerations is the protection of the environment, which is highly seated in all of its strategies for development. The approaches for the preservation of the environment involve the complete duration from planning, procuring, storages and distribution to end user, usage and support of other related services to disposal by using modern technology and consistently diminishes the amount of wastage created in the process. As a socially mindful organization, Central Medical Stores Depot (CMSD) as well works towards educating and improving the awareness of representatives and people in general about the environmental behavior and its importance. The Central Medical Stores Depot (CMSD) management considers that an organization which operates in an environmental way gets a crucial advantage.

The organization operates on the principle of the following orientations:

1. All staffs are actively involved in the Central Medical Stores Depot (CMSD)'s policies are the premise for consistent improvement setting goals in all key areas.

2. Satisfaction of different Line Directors, End-users institutes and other services providers is CMSD's primary consideration. With high-quality products and pro-environmental project execution Central Medical Stores Depot (CMSD) acquires customers' trust.
3. All staffs continually improve their work-related and other knowledge and experience.
4. Vision of Central Medical Stores Depot (CMSD) is always concerned with social welfare.
5. Central Medical Stores Depot (CMSD)'s focus is on the continual diminishment of environmental contamination with accentuation on preventive activity. This implies finding quality, innovative, aesthetic and environmental and efficient arrangements from planning, project execution
6. Central Medical Stores Depot (CMSD) strives to establish correct, fair and environmentally responsible relations with various types of stakeholders.

Noted that this organizations policy-making is done through bureaucracy. With the purpose to effectively seek achieving its vision and mission, Central Medical Stores Depot (CMSD)'s strategic plan 2017-2023 defines the following basic strategic policies (Central Medical Stores Depot (CMSD):

- i. Improve skill of all the employee through efficient tools of KPI (Key Performance Indicator);
- ii. Increase the amount of sourcing activities with lower costs, diminishing the labor expenses in the value of the principle operations, enhance the economies of scale and reduce the complexness of the services; An essential part of Central Medical Stores Depot (CMSD)'s vision, mission and strategies are the principles supported and monitored continuously through Central Medical Stores Depot (CMSD)'s operations: honesty, openness, loyalty, creativity, and ambition.

CMSD purchase various medical equipment and life-saving drugs for various institute throughout the year. They have increased their skills and gradually building its capacity. The annual achievement of CMSD for procurement of good and others services from 2007 to 2023 presented in below:

Achievement in the Financial Year July 2008 - June 2023

(Figure in lac Tk.)

Year	RPA (GOB)	GOB (Development)	GOB (Revenue)	Total
2008-2009	12653.53	0.00	1548.95	14202.48
2009-2010	21301.28	0.00	2705.31	24006.59
2010-2011	7782.20	0.00	2241.26	10023.46
2011-2012	18722.93	0.00	4232.47	22955.40
2012-2013	30154.54	3145.19	10351.67	43651.40
	90614.48	3145.19	21079.66	114839.33
2013-2014	24094.79	2437.02	4679.45	31211.26
2014-2015	26152.58	2061.21	4584.67	32798.46
2015-2016	31526.27	3699.47	10281.13	45506.87
2016-2017	2333.01	114.91	14202.75	16650.67
2017-2018	53600.91	8364.90	27108.45	89074.26
	137707.56	16677.51	60856.45	215241.52
2018-2019	47033.63	9382.28	30894.01	87309.92
2019-2020	2164.58	2223.76	8575.00	12963.34
2020-2021	37869.87	33748.98	54308.37	125927.22
2021-2022	20994.43	7374.08	22721.29	51089.80
2022-2023	14584.21	4359.91	1390.62	20334.74
	122646.72	57089.01	117889.29	297625.02
Grand Total	350968.76	76911.71	199825.40	627705.87

5.7.2 Environmental protection and green practices of Central Medical Stores Depot (CMSD)'s:

Every year CMSD spends 30% of the budget allocated to the health sector in light of the needs of various organizations. At one time, CMSD would start the procurement process as soon as it received demand from various line directors or users. The strategic goal for Central Medical Stores Depot (CMSD) is to be properly using the budget with save the environment. They concern for the uses of Ecology, Energy, and Services. CMSD strives to comprehend the various stakeholder's requirements and expectations. Regarding this, CMSD concentrates on the issues that enhance the

competitive advantage of its services, by efficient which demands continual monitoring in order to satisfy user expectations: In evaluating the environmental effects monitoring incorporate all changes to the surroundings, favorable or not, resulting partly or completely from the practices, appliances, and services, Central Medical Stores Depot (CMSD) considers.

5.7.3 Analysis through various models:

Analysis through various models are below:

5.7.3.1 SWOT analysis framework with CMSD:

SWOT analysis is a framework for identifying and analyzing an organization's strengths, weaknesses, opportunities and threats. SWOT analysis is should use at the start of a strategic planning process. The framework is considered a powerful support for decision-making because it enables an organization to uncover opportunities for success that were previously unarticulated. It also highlights threats before they become overly burdensome. It can also help individuals plot a career path that maximizes their strengths and alert them to threats that could thwart success. Some information of CMSD through SWAT analysis is Presented below:

Strengths	Weaknesses
❖ Sourcing quality products, good suppliers and maintaining long-lasting relationships with them as well as existing suppliers.	❖ Lack of training about financial management, environment, green procurement and audit etc.
❖ Obtain goods, materials, and services at the best prices.	❖ No verification of required manpower and infrastructure against product by the purchaser before purchase.
❖ Strong inventory management system.	❖ Not releasing medical equipment from the port on time due to lack of necessary funding.
❖ Proper delivery and maintenance of the product at the end-user hospitals till the warranty period.	❖ Insufficient stores space.
❖ Good relationship with all take holders.	

Opportunities ❖ An opportunity to purchase quality products and life-saving medicines and provide better services for the patients across the country. ❖ Motivation about Importance of sustainable and eco-friendly organisation, and to gain knowledge. ❖ Leadership in cost to achieve quality at the lowest possible price.	Threats: ❖ Not able to perform the task properly due to lack of sufficient manpower. ❖ Damage the goods during packing, storage, loading, transportation and unloading. ❖ High pressure from political level.
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5.7.3.2 Kraljic portfolio purchasing model and CMSD:

The Kraljic matrix is a tool that businesses may use to determine the best possible suppliers for products and services and improve the efficiency of the purchasing process. A key part of supply chain management is segmenting the vendor base and items should be mapped against two key dimensions: risk and profit or getting services through the four stages (Leverage, Strategic, Noncritical and Bottleneck). Risk relates to the likelihood for an unexpected event in the supply chains to disrupt operations. Here the information regarding various activities, problems and their solutions of CMSD through Kraljic matrix is presented below.

High	<u>Leverage items</u>	<u>Strategic items</u>
	As a procuring agency CMSD, under the Ministry of Health procures some lifesaving medicines and goods for various hospitals and institutes in the country every year based on demand and fund allocation. These medicines are very essential for hospitals and institutes and without them patient care is not possible. Lifesaving medicine, Oxygen cylinder, Operation equipment's, CT Scan Machine, MRI Machine, X-ray Machine etc. are leveraged items for CMSD as most services can be provided through procurement and supply. Noted that, Most of the time CMSD has taken initiative to repair the broken or inactive expensive machines of the respective hospitals to avoid wastage of public funds.	In view of the demand of various hospitals authority, CMSD has to procure some products whose manufacturer is maximum one or two. Even due to some existing construction work/equipment/accessories of previous machines or technical persons of the hospital, goods have to be procured from specific manufacturers. Goods must be procured through collaboration and long-term relationship with such manufacturers. Such products are those of Cobalt 60 machine, Linear Accelerator Machine which is high risk and high services impact items that's called strategic items.
Low		

<u>Noncritical items</u> CMSD receive some budget and demands from various line directors for procure some items (gauge, band-aids, syringe etc.) which are less important. and In light of the demand open tenders are invited by CMSD. If these items are not collected for any reason, there will be no special effect on health sector. Unlike these items, as the risk and impact are low, they are called non- critical items.	<u>Bottleneck items</u> These bottleneck items are not critical items but the risk is high if these goods are not procured. For example, vitamin A capsules or deworming programs for children are carried out simultaneously across the country. In the programme, there are some items which are not very important like banners, festoon leaflets etc. even though these are not critical items, but it can cancel the entire program, so they are called bottleneck items.	
Low	Risk	High

5.7.4 Qualitative Interview Questions:

i). What are the main strategic issues or challenges facing this organization?

Director of this organization stated that, this organization are purchase all kind of medical equipment and lifesaving drugs for various organizations in light of demands of the health services division. Good purchasing (i.e. Green Procurement) is very important for an organization. If this procurement process is not done by efficiently and effectively, there is a financial loss to the government, on the other hand, this medicine or equipment has to be trouble for a long time.

Since its inauguration, CMSD has been successfully carried out procurement, storage, distribution and maintenance of various goods. Some of the issues or challenges we face for environmental and human resource managements development. Here that we mentioned the challenges are as follows:

- a) We complete whole the procurement process within that the financial year in lite of demands by various Line Directors. But unfortunately most of the times we get

demand for goods from various Line Director around the end of the financial year i.e. in February or March. Then we prepare the procurement plan consisting near about 100 to 120 packages, invitation for tender, tender evaluation meeting held and getting approval (as per financial power) sequentially then the contract was signed within June for supply the goods, works or services. it is not sufficient time for a green procurement or achievement of sustainable procurement. The whole process has to be completed in a very squished time as a result we cannot achieved the sustainable procurement i.e. integrates specifications, requirements and criteria that are compatible with the protection of the environment and society as a whole.

- b) Our massive problem is the medical equipment's and medicines are stored in warehouse for a long time. Delivery of this equipment's to the user end (Hospital's/institute's) are delayed due to late getting the distribution list from the Line Directors. As the equipment's are stored in warehouse for a long time, we are depriving maximum and effective utilization from this. In this regards, Central Medical Stores Depot (CMSD) adapted a strategy for gaining highest benefit from using the equipment's. We are taking the initiative to send the goods directly to the user end from manufacturing plant without storing in the CMSD's warehouse.

ii). Can you two or three examples of how the organization is addressing the issues or challenges associated with environmental sustainability?

In this regards, we are already appointed consultant, Bio Medical Engineer & skill workers for minimize the harm and negative impact on the surroundings, Central Medical Stores Depot (CMSD) fully complies with the latest environmental principles, ISO 14001 standard and also Eco-Management and Audit Scheme (EMAS) rule i.e. EMAS keeps an open dialogue with key stakeholders, including the organisations' employees, the general public and other interested parties. The list of measures that Central Medical Stores Depot (CMSD) takes for promoting a sustainable and green business is extensive. Central Medical Stores Depot (CMSD) is greatly concerned about energy efficiency, concentrating on sustainability at the same time minimizing the negative impact. The frameworks for management of quality, environmental preservation health and safety at work are included into all systems of the company. We take its pro-environmental commitment seriously. The most important values of Central Medical Stores Depot (CMSD) are the responsibility for their various

stakeholders. The environmental protection, health and safety at work are maintained through openness of thinking, team spirit, respect, efficiency, goal-orientation, and commitment". Environmental protection is considered at all stages. We assess the impact of the materials, energy resources, emissions, waste.

iii). To what extent are environmental and human resource management?

Deputy Director (Procurement and Clearance) of this organization stated that, the appliances that Central Medical Stores Depot (CMSD) procured for various institutes and hospital over the country subject to demand. When we procure, we have been closely monitoring for demands, is there environment friendly, skilled manpower, health & safety estimations, involving measuring emissions and noise, evaluating waste creation and harmful matters and necessary infrastructure to operate the high-tech machine properly? If it is found that there is any harm to the environment during observation, we try to take measures immediately.

iv). What is your vision on “sustainable” strategic HR Management?

Bio-Medical Engineer of this organization stated that, our vision on sustainable HRM seeks to achieve positive economic, social, human and environmental outcomes simultaneously, in the short term and the long term. This provide strategies, goals, activities and management practices which human resource practitioners can apply to further sustainability outcomes. The human resource management strategy is the ways and means of directing human resources in a SMART way in its implementation through agreeable set targets. In retrospect while coordinating sustainability in the planning process - one reassures that human resource management is deliverable in short, medium and long term for present and future generations in an operational environment that is ever supportive and improved". But at present we are not able to perform the task properly due to lack of sufficient manpower. It is currently our main obstacle. Human resource management as any type of management for that matter is identifying, organizing, exploiting and discharging the components and tools needed to achieve a SMART objective by running a series of tasks efficiently, a temporary process, I believe. However when we consider the strategy or sustainability, it has a long term vision to deal with and thus it is more about policies and principles than targets and objectives.

v). What are the sustainability goals? -

Deputy Director (CMSD) of this organization stated that, The major objectives of the organization are defined in the Central Medical Stores Depot (CMSD)'s mission is **“Good Health and Well-being** (reduction of maternal mortality; ending all preventable deaths under five years of age; fight communicable diseases like COVID 19; ensure reduction of mortality from non-communicable diseases and promote mental health; prevent and treat substance abuse; reduce road injuries and deaths; grant universal access to sexual and reproductive care, family planning and education; achieve universal health coverage; and reduce illnesses and deaths from hazardous chemicals and pollution)” by procure and distribute of good quality machineries/products based on demand. In addition to Central Medical Stores Depot (CMSD)'s policy for environmental protection. “We are concentrated on increasing the effectiveness and efficiency of the processes, to work related wellbeing safety and cost-effectiveness. We are examined in the process of financial effectiveness thus leading to accomplish the long-term goals. Careful consideration is paid to decreasing the effect of completed appliances on the environment.

vi). How does Central Medical Stores Depot (CMSD) measure its sustainability and environmental impact results?

Amazing achievements of the Bangladesh is how it overcame many setbacks in the health sector to establish a successful healthcare system all over the country. For example:

- Currently primary healthcare has become easily accessible and affordable in the rural areas. It has enabled Bangladesh to achieve notable progress on different health parameters in the last couple of decades.
- One of the benchmarks for improved healthcare is the average life expectancy of the population and our life expectancy are gradually risen to 72.6 years.
- Another advancement for health sector has been the reduction in infant, child and maternal mortality rate to the extent that Bangladesh achieved MDG-4: “Reduction of child mortality” before the stipulated time.
- Patients infected by the Coronavirus start to be sick with ordinary flu- like symptoms at first. We were not prepared to meet the onslaught of the Coronavirus initially. But Health Ministry have done took various measures like diagnosing suspected cases, quarantining family members of infected people and isolating

infected patients, lockdown of areas where there were major infected cases, closing down all government and private offices, increasing public awareness and enforcing social distancing, etc. we provide Vaccine, ICU bed, Oxygen cylinder, Personal Protective Equipment (PPE), Mask, Hand Sanitizer, medicines, etc. are very quickly.

vii) Where does the environment function "sit" within the hierarchical organizational structure?

Deputy Secretary of Ministry of Health and Family Welfare stated that, Environmental policy is primarily concerned with how to govern the relationship between humans and the natural environment in a mutually beneficial manner. Traditionally, it has been defined in terms of the problems it addressed, such as controlling pollution and waste flows and limiting habitat loss. Along these lines, The protection of the environment is an integral part of Central Medical Stores Depot (CMSD)'s policy and culture. Central Medical Stores Depot (CMSD) owns many decades-long tradition of social responsibility. All strategy principles and policies in corresponding and coordination with the various stakeholders also relates to ecological matters and occupational health and safety. One fundamental reason of communication with the representatives is to share with them the mission, vision, values, and strategy of the organization.

“HRM activities, which enhance positive environmental outcomes”. Green HR essentially consists of two major elements namely environment-friendly HR practices and the preservation of knowledge capital i.e. policies to protect and preserve the natural resources. But since the employees are appointed by the government of general criteria, so that there is no scope to appointed according to the Green Human Resource policies. However, after recruitment, we are making qualified employee through various trainings about Green Human Resource Management. Green training and development aim to improve employee's awareness and knowledge on 1 issues, build the positive attitude, take a proactive approach toward environmental concerns and develop competencies to conserve energy and reduce 13 waste such as online tools, limited paper usage, site selection, water conservation, Energy efficiency, recycled and renewable materials, low- emitting materials, alternative transportation, daylighting (the use of light in a space to reduce electric lighting and energy costs), reduced waste generation etc.

During purchase of high-tech equipment based on demand, our biomedical engineers and experts team are preparing the technical specifications about high-tech machines (i.e. CT Scan Machine, MRI Machine, Cobalt 60 Machine, Linear Accelerator Machine, Oxygen Plant, etc.) of keeping in mind that there is no impact on the environment i.e. radiation exposure. We mainly set the environmental functions at this stage.

The environment preservation policy, the diminishing of the resource usage the usage of cleaner technologies and the minimization of the effects on the environment are reinforced by Central Medical Stores Depot (CMSD) throughout different methods of training.

viii). What are the drawbacks or negative impacts of developing a green Supplies Chain Management?

Assistant Director (Stores and Distribution) of this organization stated that, in spite of the increasing of GSCM, there are organizations which fail to adopt green practices. Hence factors hindering the same needs to be known which are called barriers. Government must deliver public services within a sustainable financial framework. Since revenue is rarely sufficient to meet demand, public money must be managed carefully to ensure sustainability, the concept of the “triple bottom line (social, environmental, and economic) outcomes” has become well established. Healthcare institutions, like any complex systems, do not change easily or quickly i.e. “It’s not easy being Green”. We are faced many barriers during implementation of GSCM. Such as –

1. The massive barrier to carry out the green supply chain due to lack of efficient employee and time constriction.
2. The intensity of work (high pressure from strategic level and tight deadlines to complete the task, etc).
3. Inadequate fund allocation against customs duty and customs clearance process of imported goods from the ports (sea/air).
4. Insufficient space but long time stored due to delay distribute by LD’s.
5. One of the top reasons of damage the goods during packing, storage, and loading, transportation and unloading.
6. Warranty coverage against the goods and ensure After-Sales Service facilities.

ix). Can you some outline to prevent or cure of these problems and protect the green human resource environment?

Assistant Director (Admin) of this organization stated that, Central Medical Stores Depot (CMSD) is a Government Organisation under the Ministry of health and family welfare. Various committee formed by Ministry of Health has regular meetings with the purpose of establishing sustainable Strategies and goals, adopting directives related to the sustainability, of the organization and to decide on key initiatives. Here the entire task is done by direction of the Ministry. CMSD is taking a lot of the initiatives as directed by the ministry for developing of the address challenges. Like-

Recruitment and selection:

CMSD take initiatives to appointing some skilled employees like Legal Adviser, Biomedical Eng., IT Engineers, Contract Management officer, Audit officer and efficient staffs under CMSD's operation plan (OP) to follow green recruitment (paper-free recruitment) process with a minimal environmental impact. In this paper concept importance, steps, and other areas related to green recruiting have been discussed (pollution Prevention: Agriculture, Natural Resource Conservation). Besides, CMD has already procured some labor through outsourcing to follow the social responsibility. That is, the son of retired/dead and defenseless families of this office have been given employment opportunities without any condition. They are all aware about green environment like behavior, norms, piety, purity, kindness, humility and consideration, dress wearing etc. by several training.

Green Environmental:

Green environment relates to conserve environment, nature, culture, use of eco-friendly products, reduce, reuse, recycle and improved health of the environment. In its continuation CMSD are encourage the work of green environmental including remuneration. CMSD is trying to avoiding over-consumption o resource and limiting the volume of waste. And also we are now emphasizing on low electricity consumption in rooms and low fuel consumption in vehicles. Thereby ensuring both environmental conservation and economic. Various flowers and fruit trees have been planted to keep the environment cool and beautiful inside the organization. Even some rooms in the office are decorated with cactus or flowering plants. It's very essential

for working in such environment. Now the management has organized various sports activities after office hours for all of the employees to motivate. It's a kind of reward.

Environmental or “Green” Procurement:

Sustainable procurement involves the efficiency of public procurement while using public market power to bring about major environment and social benefits locally, regionally and globally. Quality and the environment are often closely linked, because quality usually means a longer life for the product and thus less consumption of resources. An eco-efficient product will often use less energy and represent lower costs as waste, either because it is included in a recovery or re-use system or because it does not contain hazardous substances and will thus not be defined as hazardous waste. In the context of the procurement process, obtaining “best value for money” means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the business unit’s needs sustainable procurement means making sure that the products and service your organization buys are as sustainable as possible with the lowest environmental and most positive social impact. In this continuation, Central Medical Stores Depot (CMSD) may try to procure environmentally preferable products for various institutes and hospital over the country subject to demand. They can set minimize CO2 emissions, reduce energy consumption, reduce water consumption & pollution, reduce GHG emissions, reduce air pollution and pollution from chemicals etc. conditions in the document while purchasing.

An important part of the success of the green procurement initiative relies on good communication with all stakeholders (supplier, end user, Line Director, etc.). Spreading the word and promoting green initiatives will increase environmental awareness.

Transportation:

Green transportation is any means of travel that doesn’t negatively impact the environment. Making the switch to green transportation is important to protect our planet for future generations. CMSD is taking various measures for early delivery of goods from warehouses to user end including transport facility to maintain quality and environmental balance but no action has yet been taken on the various aspects of

environmental hazard. It is a major expense in CMSD annual expenditure and much more is being thought about it. CMSD already adopt a strategy that some high-tech equipment is being sent directly from the port to the end user to reduce the use of transport.

Compensation and rewards:

Since Central Medical Stores Depot is a government organization and, entire task is done as per government rules. As per government rules, there is no scope of separate compensation or reward (like promotion, increment or any facilities) only for special employees who follow green attitude. But Central Medical Stores Depot (CMSD)'s Management strives to create a very loyal workforce, In this continuation, the management is taking measures to provide residential facilities within the compound for special employees. Even some employees (who need) take necessary measures to provide higher education and several training. It is a big reward for the employees.

5.8 Ethical Consideration:

Almost all except a few, voluntarily and fully informally agreed to participate in the research when some senior officials of the organization requested an interview, most pf the officials understood the purpose and importance of the research and were interested in participating. However, when the participant's permission for audio recording was sought, almost all participants objected but they signed a written form.

Chapter 6: Findings

With the imminent threat of climate change on hand and everyday cost of deteriorating habitability on the other, Bangladesh is one of the most environmentally vulnerable States. Awareness of environmental issues and stakeholder expectations has led organizations to be concerned about the impact of their products, storing, processes and installation, functioning and ensure of service up to life-time on the natural environment. Human rights and environment sustainability are most important for our country. Sustainability, Social responsibility, Environment, Key standard of the International Labor Organization Climate change and resources efficiency are necessary for Green environment. CMSD an initial step can be taken by ensuring that procurement of various goods is conducted adhering to environmental principles. CMSD strives to establish correct, fair and environmentally responsible relations with various types of stakeholders. But the policy-making is done through bureaucracy. With the purpose to effectively seek achieving its vision and mission. During my long time working in this office, I have seen that challenging in implementing the organization's environmental performance, employee environmental behavior and overall organizational performance include financial constraints, resistance to change and lack of consistent metrics to measure effectiveness.

Chapter 7 : Recommendation

In fact, most of the participants have given opinions that which environmental practices are important to this organization. This organization has a long history of sustainability and aiming to ensure a healthy, beautiful and safe environment for present and future generations. They do everything with environmental considerations in mind. Still they face lots of problem and striving to overcome.

During my long time working in this office, I have seen that the institution has been fulfilling its responsibilities with great importance for the welfare of the country and society. They are working tirelessly to protect the country's image and achieve the main goal of "Good health and well-being." Although the organization has a total of 200 positions, only 70 employees are currently working due to transfers and retirements. In this situation, problems have arisen in the normal functioning of the organization. Due to the low number of employees, the organization experiences high workload, lack of coordination among employees, and deterioration in work quality.

I think it is necessary to pay special attention to waste management and should be given to increasing awareness about environment but due to lack of manpower, monitoring of these environmental matters has become difficult. There are also many other obstacles. For achieving sustainability in All areas of living all people need to cooperate and be darling and energetic in the vision for the future. I think these organization practices of the interview analysis shows a deep commitment to sustainability and environmental awareness of Central Medical Stores Depot (CMSD)'s employees.

Central Medical Stores Depot (CMSD) Is aware of the importance of developing and executing a sustainable strategy but there are some problems in their management which are difficult for them to solve in short time. These are presented below:

7.1 Transport: Inadequate transport facilities. i.e. Arranging transportation to the office of officers and other employees of the organization. At present, in the context of Dhaka city, it can be called a massive reward. The employees are not getting this facility due to less number of vehicles and insufficient fuel. To solve this problem, a plan to purchase two road-based minibuses is needed.

7.2 Training: Lack of training about financial management, environment, green procurement and audit. Actually there are some technical terms that need to be handled by that particular person. As it is a health institution doctors are working here unlike all other posts except biomedical engineers and computer engineer. Hence, there is a need for an environmentalist to consider environmental aspects, or an appropriate audit officer to handle audit matters, or an expert to collect green. Since doctors are working against these positions, proper training is required against those subjects.

7.3 inadequate store capacity: In light of the demand of various line directors, the goods are stored in CMSD's warehouse for a long time after purchase till receipt by the survey committee and distribution to the end user hospital. Due to long time in the store, the quality of the goods decreases and people are deprived from getting the best service. And the public money is being wasted which is not desirable. In order to avoid this problem, it is necessary to determine the end-user organization before purchasing the goods and directly distribute the goods to the end-user organization without stored the goods in the warehouse of CMSD.

7.4 Green Procurement: Green Procurement is very crucial for any organization and definitely for CMSD. Green Procurement can play a leading role in resource waste reduction, helping you better manage your resources and improve efficiency. It can also be called sustainable procurement. The key function of CMSD is to procurement of goods, works and services for the health sector. During procurement should be Integrating Environmental Criteria like Energy-efficient and greenhouse friendly products; Products that are water efficient and reduce water use; less toxic products to reduce health effects in Bidding Document. For example, cleaning services would be Environmental cleaning services including selective waste collection; for the supply of Recycled paper for writing, printing and copying purposes, or Energy Star Certified computers, design and construction of a bio-climatic building, etc. i.e. it should include the environmental criteria (eco-label) and manufacturer must have EMAS or ISO 14001 certificate should specify in tender documents by the procurement unit or technical specification preparation committee. CMSD focuses on procuring quality products at economical prices for the health sector. CMSD conducts the

procurement process with emphasis on cost, quality and durability to meet customer requirements, meaning best value for money but the problem is that it takes about 1.5 to 2 years for the product to reach the end-user hospital after purchase. Observations shown that the goods are mostly stored for a long time at the Dhaka or Chittagong port and CMSD warehouses. The quality of the product is reducing and the general peoples are deprived of the best service from goods. The product would be most serviceable if it were used quickly rather than being left in the stored.

7.5 Waste management: The main function of CMSD is to store and distribute goods but improperly stored refuse can cause health, safety and economic problems. Many types of garbage may be damaging to the soil, ground water and surrounding. Solid waste is generated on a daily basis in bulk quantities. The sources of solid waste include organic household waste toxic chemicals, agricultural waste and medical waste. Some 20 to 25% of the total waste generated by healthcare establishments is regarded as hazardous and may create a variety of health and environmental risks if not managed and destroyed in an appropriate manner. Incineration is the only method providing complete destruction and neutralization of the medical waste. Here it can be seen that various garbage's are mixed together and burnt under open sky which is very harmful to the environment. As a health organization it is never right to burn garbage like this. the garbage should be cleaned with an incinerator machine.

7.6 Green Human Resource Management: The human resource management has a crucial part the organization. Green Human Resource Management is emerging as an important thrust area for management. Creating a greener office can seem like an overwhelming undertaking. Green HR essentially consists of two major elements namely environment-friendly HR practices and the preservation of knowledge capital i.e. policies to protect and preserve the natural resources. They are making qualified employee through various trainings about Green Human Resource Management. Green training and development aim to improve employee's awareness and knowledge on environmental issues, build the positive attitude, take a proactive approach toward environmental concerns and develop competencies to conserve energy and reduce waste such as online tools, limited

paper usage, site selection, water conservation, energy efficiency, recycled and renewable materials, low- emitting materials, alternative transportation, delighting (the use of natural light in a space to reduce electric lighting and energy costs), reduced waste generation etc. To build a Green or sustainable organization more importance should be given to these issues.

7.7 Defective Pre & Post Procurement Process:

- 7.7.1** Central Medical Stores Depot (CMSD) carried out all the procurement activities on the basis of demand from various line directors or Health Services division without examining the needs/requirements of end users, skilled manpower, and necessary infrastructure. As a result, in some cases, procured equipment's has been left unused, resulting in a waste of government money.
- 7.7.2** Pre-Shipment Inspection (PSI) had been performed in abroad by the purchaser despite it was not necessary, i.e. the product was not of a complex nature. As a result, the contract price of the product is increasing unnecessarily, which is obstructing the Value for Money.
- 7.7.3** After medical equipment is procured and left unused in ports and warehouses for a long time, its quality and effectiveness are declining, and in addition to wasting government money, patients are being deprived of the desired services.
- 7.7.4** After medical equipment is distributed to various hospitals, its functionality or proper use is not ensured until the post-installation to warranty period. Some observations show that although the supplier has a condition to keep the equipment operational until the warranty period, if any defects are found in the equipment after receiving the bill, the supplier does not take necessary measures to get the equipment operational. This not only wastes government money, but also deprives patients of the desired services.

Chapter –8 : Conclusion

The purpose of this thesis was to investigate how the concept of green management can be positioned as part of the human resource function. As an example of successfully incorporated GHRM practices and sustainability programs, the case of Central Medical Stores Depot (CMSD) was investigated.

The significance of green human resource management practices is crucial to increase the employees' motivation and this may be advantage for both the organization and the employee. The vision, mission and strategies are the principles supported and monitored continuously through Central Medical Stores Depot (CMSD)'s operations: Honesty, Openness, services to the people, loyalty, and Pro- environmental. Central Medical Stores Depot (CMSD) works according to the newest environmental regulations. The environmental friendly approach and its application in all human resource practices.

For a better review of the green human resource practices of Central Medical Stores Depot (CMSD)'s, a qualitative study was performed. Structured interviews with seven employees from different positions were conducted in June 2024. The interviews were divided into 2 research areas with a total of 09 questions. The interview participants confirmed the conclusions gained from the theoretical part. Director of CMSD have a determining role in implementing an environmental management system in an organization. Central Medical Stores Depot (CMSD)'s human resource management develops strategies to foster proactive environmental management through strong and highly visible top management commitment, development of training programs, strong internal environmental communication, development of green products purchase, creation of performance evaluation and reward systems, implementing green programs and continuously improves in the area of environmental management.

As in the case of each research, this research also encountered certain limitations. First, further improvements can be done with increasing the number of participants. The future researches could also take into accounts the views and practices of employees from different organizational positions. Also, all of the employees who took part in this research are employed in Central Medical Stores Depot (CMSD), Dhaka. Despite the shortcomings, this research sets up a framework for analyzing the

GHRM practices undertaken in large corporations, with an emphasis on how the “Green” and the “HR” in the organization to be integrated. Indeed, there are many gaps to be filled in terms of green human resource management, and theoretical and empirical research is needed in order to extend the knowledge on green human resource management. Notwithstanding, the green concept is becoming more and more important in the environment, and human resource management will have a crucial part in translating green policies in practice.

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APPENDIX

Appendix A: List of Questions from the Interviews Research The main and Specific Questions

1. What are the main strategic issues or challenges facing the organization?
2. Can you outline two or three examples of how the organization is addressing the issues or challenges associated with environmental sustainability?
3. To what extent are environmental and human resource management?
4. What is your vision on 'sustainable' strategic human resource management?
5. What are the sustainability goals?
6. How does Central Medical Stores Depot (CMSD) measure its sustainability and environmental impact results?
7. Where does the environment function 'sit' within the hierarchical organizational structure?
8. What are the drawbacks or negative impacts of developing a green Supply Chain Management?
9. Can you some outline the prevent or cure of these problems and protect the green human resource environment?