

Green Compensation Package of HRM Framework and Its Impact on the Supply Chain Management in Bangladeshi Manufacturing Companies'

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Abstract— This paper aims to analyze and identify Green Compensation Package (GCP) of Human Resource Management (HRM) framework of Bangladeshi manufacturing companies and urges to find the impact of GCP on supply chain strategy for HRM in these companies. Multiple case studies have been applied to view if it is mapped with ERS (employee rights) of Universal Declaration of Human Rights (UDHR), International Labour Organization (ILO) and Bangladesh Labour Act (BDL) or not. Here, GCP is observed as an ongoing demand and need of the Employees in any organization. Since, GCP is a primary component of HRM framework, it needs to be observed, analyzed and modified when needed based on demand and supply of the skilled employees at necessary units. Green and more humanitarian GCP is suggested in this paper. The novelty of this paper is to converge all the compensation themes of HRM with employees rights under one platform besides addressing the impacts of GCP of HRM framework on the supply chain management (SCM) particularly during making policies of compensation and benefits in the Bangladeshi manufacturing companies.

Keywords— Human Resource Management framework, Green Compensation Package, Employee Rights, Multiple Case Studies, Manufacturing Industry, Supply Chain Management

1. Introduction

Human resource management (HRM) framework, which is a major component of the listed Bangladeshi manufacturing large organizations, are taken into account and their compensation packages are observed and analyzed in this paper. In this study, twelve multiple case studies are done to analyze the compensation packages and to identify the Green compensation package (GCP) of HRM among these companies to view if GCP is converged with employee rights (ERS) protocols or not. Scholars like Latham and Andalib mentioned in their research works that organizations become more effective

when employee rights are converged with GCP of HRM framework in those organizations [1] [15].

With today's increasing globalization and accompanying growing demand for talented supply chain managers and dedicated employees, human resource management (HRM) framework in supply chain management (SCM) has emerged as a top priority for the organizations. Career shifts and talent shortages in supply chain management (SCM) are obvious at most of the occupations in discrete positions and also need further attention and understanding. And these shifts or turnover occurs due to compensation package lacking most of the time. GCP is defined as one of the resources available as a primary demand to employees, which is revealed by the employers to invite, motivate and retain employees. GCP also works as a vital theme at hearts of industrial relationship dealing with both employees and employers [1][3][9]. Employees usually rely on their GCP as it decides the fate of their living and health security; whereas for employers, GCP needs to be decided for capex and opex cost of the organization that reflects their ability to compete for employees during recruitment and retention, where supply and demand of the skilled employees are quite high. GCP practices differ across employment units on several dimensions [9][10]. Employees and their rights and needs are essential resources of an organization, where employees are hired people to deliver required services regularly in exchange for compensation [1][3]. Compensation packages or hourly wage or salary with or without benefits are basic elements for which employees get enrolled in any job. When organizations exploit this particular area they actually violate employee rights in a larger context. Therefore, here the Bangladeshi listed manufacturing companies are brought under observation and multiple case studies with in-depth interviews have taken place to collect evidences

regarding GCP of HRM frameworks [1-3][7][18][4].

2. Background and Literature Review

Worldwide various incidents have occurred regarding employees' compensation packages or wages. On 25th May 2014, Foxconn Technology Group in Taiwan has been prosecuted by SACOM (Students and scholars') against corporate behavior for one hundred and fifty (150) workers verge of committing suicides on Jan 2012 due to adverse working condition and very low wage [3][20]. Meanwhile, In Cosco shipping company Greece, employees have been prohibited from 'Labour Union' or have been asked to take few minutes off only for taking food at around 12 p.m and urinate into the sea. If employees do otherwise, their wages got deducted [2][22]. In Bangladesh, also, on 24th April 2013, Rana Plaza of Savar, Bangladesh got collapsed with a reported death toll of 1,127 employees who have been forced to come and work by the management inspite of engineers' warning to stop immediate operations inside the building by threatening them to deduct their compensation packages [2][16]. These events reveal that employees and their rights are manipulated regarding compensation and remuneration are violated as per guidelines of platforms like Universal Declaration of Human Rights (UDHR), International Labour Organization (ILO) and Bangladesh Labour Act (BDL) 2006 where there are clear specifications of employees' rights regarding compensation.

2.1 Articles regarding compensation and remuneration packages :

There are distinctive articles like UDHR Article numbers 23,24,25 and ILO Article numbers 1-14 with distinctive conventions those have specifically highlighted "compensation and remuneration packages to ensure employees' rights".

Table 1. Compensation Articles

UDHR (Articles 23 to 25)	Right to Work Right to choose work Right to stay Employed in just and favorable state Right to get protection against unemployment Right to Equal Pay Right to stay dignified and worthy Of human being Right to form/join Trade Unions for protection of his/her interests Right to Rest and Leisure Right to a Standard of Living adequate for the health and well- being of himself and Of his family
ILO (Article 1 to 14)	Equal Remuneration Convention, 1951 (No:100), Discrimination (Employment & Occupation) Convention, 1958 (No:111)

UDHR Articles: UDHR has been resulted with the know-how of World-War II and has been approved

by the General-Assembly in 1948, being the first universal articulation of the fundamental Human Rights for all human beings on earth. The General Assembly is the major considered part of the United Nations, which includes member nations who have regular annual sessions and meetings addressed by an elected president. One General Assembly resolution consists of 'UDHR with two international treaties' ascertained by United Nations under the rubric of The International Bill of Human Rights. The two Covenants named "the International Covenant on Civil and Political Rights of 1966 with its two Optional Protocols" and "the International Covenant on Economic, Social and Cultural Rights of 1966" have been included into force 1976, after the ratification of majority of members. This Bill inherited as International Law. As of now, UDHR has 30 articles published by the United Nations in significant treaties and three articles are focused on compensation packages of the employees. [19]

ILO Article: ILO has affirmations based on humanitarian ground on legal and social concerns about industrial development. The distinct tripartite arrangement of the ILO gives an equal voice to three groups those are employees, employers and governments in order to ensure partnership's perceptions are considering the labour standards while shaping theories and routines. The ILO was founded in the wake of WWI to establish universal peace by applying social justice, which became the first specialized agency of the UN that includes proprieties aimed to defend employees' rights having connections with various discrete conventions and articles, which have been created and ratified at different times. Protocols named P155, P147, P110, P089, P081 and P029 have designated attributes. Dedicated articles 1 to 14 have talked about employees' compensations [12]

Bangladesh Labour Act (BDL) Sections : Bangladesh Labour Act has been legislated in 1997 and revised in 2006 by Bangladesh Employers' Federation, BEF under the shadow of ILO. The up-to-date provision added 25 important Labour Laws, for example retirement subsidy, compensation enhancement for both dead and permanently disabled employees, introduction of provident fund, chastisement for sexual aggravation. Some provisions here are made obligatory by Bangladesh Local Governments [2][3].

2.2 Previous scholars' works regarding HRM components in Supply Chain Management:

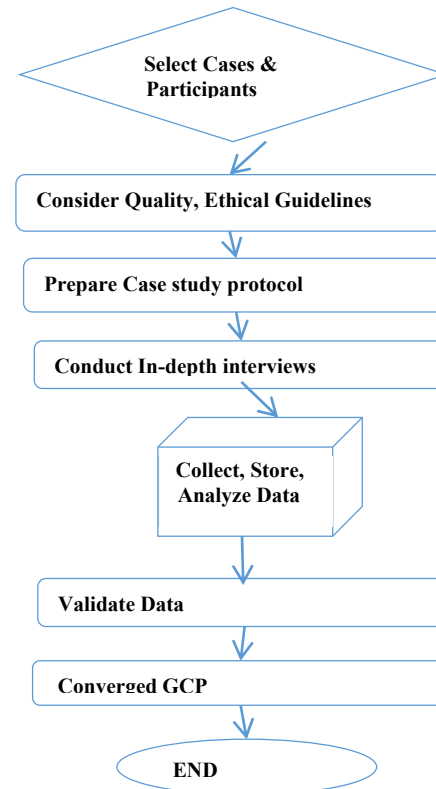
Previously scholars have done various researches and analysis to find out the integration, linkages and impacts of HRM components on supply chain management factors. Hohenstein has done a thorough LR analysis in 2014 on the HRM components that puts impact on SCM's factors and progresses.

Table 2. HRM components in Supply Chain management

Scholars	HRM Component	Supply Chain Management
Ellinger & Ellinger, 2014	Managers and employees' skills and expertise	Demand and Supply of Talented and Skilled Managers and Employees
Jermstittiparsert et.al, 2019	External Environment	Environmental Resource oriented strategies
Leonidovna et. al., 2019	Internal Products, Benefits	Internal Product, Benefits oriented approach
Rashid et.al, 2016	Quality, Career orientation	Time and Quality Approach
Alam et.al, 2018	Management, Industrial Relation	Policies and Strategic perspectives
Roespinoedji, 2019	Leadership and Managerial Skills	Role oriented Strategy and remuneration policy
Gómez-Cedeño et. al, 2015	Performance Management	Incentive and motivational strategies
Zakaria et. al, 2018	Employee Performances, Appraisals	Performance Policies, Tools, Strategies

3. Research Methodology

This study has followed the qualitative approach by taking in-depth interviews applying ontological and methodological philosophical paradigms through multiple case studies in the listed Bangladeshi manufacturing companies [6][8][22]. During applying multiple case studies (MCS) the following research steps have been followed as per figure number 1.

**Figure 1.** Research Steps

Multiple case studies utilize the logic of replication, where the methodical step-procedures with multiple sources of data such as observations, transcripts audio records, annual reports are replicated for each case and also follow a systematic tactic to detect issues and finalize the joint themes. This method has a distinctive layout for individual case narrative called 'within-case-analysis' and thematic applications named 'cross-case-analysis', with assertions and elucidations of distinct case's meaning. Purposeful sampling has been applied to select cases and participants for the study; individuals provide a concept and contribution to the central problem of the study. Initially, the listed companies in the manufacturing field have been segregated from the Dhaka stock markets and then twelve cases are nominated by applying four criteria. Bangladesh' Dhaka Stock exchange is consists of 146 manufacturing companies, which are listed. So, other sorting criteria have been used like The Company Govt. Act, 1994 with category A companies where the usage of heavy machineries are present. Twelve (12) cases and eighty seven (87) participants are chosen for multiple case studies as described in Table 3 [1-3][5][22].

Table 3. Purposeful Sampling

Reasons	Details
Dhaka Stock Exchange	Locations of Corporate Offices & Nearby Factories
Company Govt Act 1994	Age, Public Listed Age
Category A	If employee number >200
Usage of Heavy Machineries	Manufacturing companies and SMEs

4. Analysis and Findings

In this study, Miles, Huberman and Saldana's techniques of 2014 have been applied to define the pattern of each code and theme. Quah defined compensation in 2010 as adequate remuneration of employees for regular services to fulfill organization's goals and also identified its three components, which are basic wage or salary to recruit the qualified candidate; additional compensation to motivate performance; and peripheral benefits to retain talents. From analysis, the themes found in this study are basic monthly package, situational benefits, long-term benefits and employee health benefits. After thematic analysis, it can be mentioned that cases:1, 5, 6, 11 and 12 are 'human oriented'; cases:2, 3, 7, 8 and 9 are 'profit_oriented and cases: 4 ,10 are 'hybrid'[18].

4.1 Basic Monthly Package: Basic monthly package is the basic characteristics of the organization mentioned by Ehrenberg and Milkovich in 1987 considered as the average remuneration with other benefits. This term "compensation" includes all sorts of payments to the employees, such as wages, bonuses, stock, and benefits. Here it has been observed that basic monthly package can be distinguished according to cases, which are either high or average or low. Organizations having different pay mixes are based on profitability with both short term bonuses and long term incentives in it. Nevertheless, even though having discrepancies in the pay mix in various cases, organization performances are better if certain themes are present in the pay mixes irrespective of substantial differences in amount [9][12][13]. From this study, the common pay mix has basic pay (BP), house rent (HR), transportation allowances (TA) and leave for allowances (LFA,for atleast eleven days of paid in one calendar year) and festival bonus (FB, usually equals to basic pay), which are measured using three measurement scales which follows the govt. standard and higher (++) or lower than govt. standard (+). Nevertheless, whenever an employee is asked to work on the festival holidays then the payment of one festival holiday has to be equivalent to two additional holidays with full pay besides relieve holidays with full pay along with one additional holiday must be provided as per the provisions BDL, section 103. In addition every employee who has completed a continuous year of service in any organization, is entitled to receive annual leave for minimum eighteen days if an adult and fifteen days if a non-adult with specific industry type. If the employee does not take leave during that year then his/her leave can be carried forward to the next calendar year or can be replaced with the appropriate amount of cash under section 117 of BDL. Leave which is not taken must be paid to the employee as 'full time daily salary' and for the worked days

during the month immediatel preceding the leave with no overtime or bonus allowance for that.

High: From this study, it is observed that in cases 1, 4, 5, 6, 10, 11 and 12 this theme is high. For example in case 5, participant 1 said, "*Yes, we draw festival bonus every year two times and it is equivalent to our basic pay.*" In case 5 the GM said, "*Our compensation package fulfills all necessary criteria and employees are happy about it.*". Similarly, in case 6 the IT manager said, "*I believe we are the first very few companies in Bangladesh who have introduced the compensation package with many components because we highly believe in employees' job satisfaction.*"

Low: It is observed in cases 2, 3, 7, 8 and 9 that the theme is a low form. In case 9 the factory manager said, "*We have two festival bonus but not LFA or other things but yes if needed we get urgent support.*" Participant 1 from case 9 said, "*We get basic allowances but don't have so many components.*" In case 7 participant 1 said, "*Salary disbursement time is not fixed so we suffer sometimes.*" In case 7 the HR manager said, "*We are trying to make a fix disbursement time and make proper components in the compensation package but not everyone's pay mix are same as well that depends on performance, experience and other criteria.*"

4.2 Long Term benefits: As per Quah some organizations provide long term benefits to their employees who are usually permanent employees and have very little chance to leave the job after a certain period of job tenure, and where talented employees are usually given supplementary peripheral benefits. Organizations usually provide provident fund, gratuity, workers' profit participation, in the context of Bangladesh, to their employees to retain them for a long time. It has been observed that long term benefits can be classified according to cases, which are either 'strongly existent' or 'moderately existent' or 'weakly existent'. Here, the categorized codes are provident fund (PF), gratuity (GR), workers' profit participation fund (WPPF) and pension scheme (PS), which are measured by three measurement scales which are partially completed (++) and improving (+).

Provident Fund (PF): Provident fund is entitled to the employees after one continuous year of service. As per the agreement employee contributes a portion of his/her salary usually 7-8% of the basic pay and employer also contributes the similar amount to this fund, constituted and prescribed by the establishment under BDL section 3. The provision of Insolvency Act 1920 (V) explains in details regarding appointed receiver. There must be a board of trustee who has to administer the provident fund.

Gratuity (GR): As per BDL (2006), all permanent employees of an organization are entitled to get

gratuity after the end of their service. Gratuity is paid when employment agreement is over, that has to be equivalent to a month's basic pay atleast for every completed year of service or for months more than six months' service. It must be an additional payment to all other sorts of payment after job termination on any ground.

Workers' Profit Participation (WPP): This particular scheme is a mandatory scheme declared in the BDL, 2006 and each employee is enrolled in the stock market, entitled to receive this award. As per BDL (2006), the employees or workers of the organization become partners of the organizations' profits. Usually, the organizations provide this benefit to the employees after a certain period of time and in some organizations it is provided annually.

Pension scheme (PS): Companies which have developed and trained human resources, usually provide pension schemes for the employees. This works as a higher level of satisfaction and usually never leave the job, regardless of the position held and salary. [12]

Strongly Existent: Theme 'Long term benefits' is present as strongly exist in cases 1, 4, 5, 6, 11 and 12. HR manager from case 12 said, "*Company gives us provident fund but this is not entitled or mandatory according to Bangladesh Govt. Labour Act.*" From case 12, the HR manager added, "*Company gives PF only to the permanent employees who have completed 5 years service already.*" The HR manager from case 5 said, "*Yes we have Provident fund policy for permanent employees when they complete 3 years.*" The HR manager in case 5 said, "*Yes we have gratuity for our employees. The calculation process starts after 5 years of their job tenures so, they can collect either from that time or later. Usually, employees collect the gratuity when they resign from the company.*"

Weakly Existent: However, Long Term benefit is weakly existent in cases 2, 3, 7, 8, 9 and 10 a weakly existent theme is present. The assistant HR manager from case 2 said, "*We have WPPF as per BDL guideline but it depends what exact calculation we will do- Govt. mentioned only 5% of profit. Now 5% profit on what?*" Participant 1 from case 2 said, "*I am not 100% sure of the PF, gratuity and Wppf benefits' appropriateness inside the company.*" From case 8 the HR-head said, "*We have PF, GR but only for the permanent employees.*" From case 8 an HR executive said, "*Usually the employee has to prove himself or herself to become permanent.*" From case 8 participant 1 said, "*Gratuity is after 10 year, Provident fund is after 5 years working-too long period.*"

4.3 Situational benefits: At work, different situations arise and sometimes these situations become part of the organizations' liability. These

include accidents at work, occupational hazardous diseases or excess stress. The research has shown that situational benefits can be distinguished according to cases, which are either 'strongly existent' or 'moderately existent' or 'weakly existent'. Here, the categorized codes are Overtime (OT), Accidents (Acc.), Occupational Diseases (OD) and Maternity (MT), which are measured by three measurement scales which are partially completed (++) or improving (+).

Overtime (OT): Doerksen & Kleiner mentioned in 2001 that overtime pay is a requirement for the work. Workers receive additional payment at the rate of 50% of the regular pay. Generally this is when the workers work in excess of forty hour in a week. Overtime is paid to the employees who work more than eight hours a day, especially to the blue collar or non-exempt employees, however, some white collar employees also can get overtime.

Accidents (Acc): Accidents are undesirable events at workplaces having hazardous consequences. Accidents at workplace accompany occupational injuries with financial burden to employers, employees and entire society, which are significantly high in the manufacturing industry [1-3].

Occupational Diseases (OD): A strong inverse relationship has been found between occupational diseases and employees' performances, motivation, job satisfaction and organization commitment [17]. However, some companies do pay situational benefits specifically for occupational diseases.

Strongly Existent: Theme "Situational benefits" in cases 1, 5, 6, 11 and 12 is strongly existent. From case 6, the head of labour said, "*One of my friends and colleagues' hand got revealed by one of the machines; the company paid the compensation for it and bore all the cost of his medical treatment*" Also from case 6 the factory deputy officer said, "*But, then because he could not work anymore, his wife was hired for work at other field as a compensation*" From case 5, a labourer said, "*Sometimes, some of us get sick due to the chemicals released in the factory premises, even though we use masks and apron. Company always gives us training and medical care those who get sick.*" From case 5 the factory leader added, "*We have a doctor who sits inside the factory premises also.*"

Weakly Existent: In this study, it is observed that in cases 2, 3, 4, 7, 8, 9 and 10 this theme is weakly existent. An assistant HR manager from case 2 said, "*We give overtime to the employees and the workers if they deserve.*" A HR executive from case 2 said, "*Accidents are rare cases but when it occurs we support him or her but we do not follow any particular guideline for that, we are developing it.*" The head of HR from case 3 said, "*We have overtime for the workers but we do not allow all the workers to*

do overtime then everyone will start doing overtime.” Whilst union leader from case 3 said, *“When occupational diseases occur we send them to nearby hospital Ayesha memorial for treatment but other than that we have first aid appliances.”* Well, When the researcher was interviewing the factory supervisor in the company premises of case 8, there was an accident; a labourer fell down from the roof while working. The supervisor said, *“We are sending him to the nearest hospital with our microbus because this is a serious case and our doctors cannot take care of it.”* A union leader from case 8 said, *“These cases are rare that’s why we do not have full time doctors in the premises only part time doctors we have.”*

4.4 Employee Health Benefits: To work with employees’ health issues workplace health promotion (WHP) has emerged as a separate function in the organization with the concept of occupational health, safety and security. Some of the organizations of Bangladesh provide health insurance policy, annual health check-up and medical care at office for the permanent employees of the organizations. Nevertheless, Wansink mentioned that it has become mandatory to find ways to assist the employees with their health issues with ‘health is wealth’ programs like getting flu-shots, quit smoking or awareness about weight loss and responsibility for their everyday health in 2015 [21]. In this study, various cases have been found with various discrepancies, which are observed as either ‘present’ or ‘absent’ or ‘partially present’. Here, the categorized codes are annual health check-up (AHC) and health insurance (HI), which are measured by two measurement scales which are either partially completed (++) or improving (+).

Strongly Existent: It has been observed that in cases 1, 5, 6, 11 and 12 this theme is strongly existent. The GM in case 1 said, *“We have significant health insurance plan for our company, However, you can look around and see not many companies have this facility yet...”* the GM of case 1 also added, *“We have annual health check up, we have affiliation with the topmost hospitals of Bangladesh.”* Similarly, in case 5 the GM said, *“We have affiliations with many hospitals and we have annual health check for all the employees free of cost with other medical facilities.”* In case 5 the head of HR said, *“We have inside doctors who sit inside the office premises also –they do duty by rotation.”*

Weakly Existent: It was observed that in cases 2, 3, 4, 7, 8, 9 and 10 this theme is weakly existent. In case 2 participant one said, *“We help ourselves by our own means, we Assign Employees – a team of doctors, administrators to diagnose the labours if needed.”* A HR executive from case 2 said, *“We don’t have affiliation with any other hospitals for treatment or*

annual health check-up but if any employee is ill we have a sister concern they take care of that employee.” Similarly, from case 9 the factory head said, *“We don’t have any regular thing like that but we get support if suddenly needed.”* Participant 2 in case 9 said, *“There were previously few meetings to introduce this system, but there are hospitals in the locality if we go there for treatment they give discounts.”*

Table 4: Green Compensation Package

Green Compensation Package																
Themes	Basic Monthly Pack					Situational Benefits				Long Term Benefits				Emp. HB		Outcome
Categories	BP	HR	TA	FB	LFA	OT	Acc	OD	MT	PF	GR	WPP	PS	AHC	HI	
Case 1	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent		
Case 2	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent		
Case 3	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent		
Case 4	++	++	++	++	++	+	+	+	+	+	+	+	+	++	++	Hybrid
	High					Weakly Existent				Weakly Existent				Weakly Existent		
Case 5	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent		
Case 6	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent		
Case 7	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent		
Case 8	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent		
Case 9	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	Profit Oriented
	Low					Weakly Existent				Weakly Existent				Weakly Existent		
Case 10	++	++	++	++	++	+	+	+	+	+	+	+	+	++	++	Hybrid
	High					Weakly Existent				Weakly Existent				Strongly Existent		
Case 11	++	++	++	++	++	++	++	++	++	++	++	++	++	++	++	Human Oriented
	High					Strongly Existent				Strongly Existent				Strongly Existent		

In the above Table 4 named “Green Compensation Package”, basic pay = BP, house Rent = HR, Transportation Allowance = TR, Other Allowances= OA, Annual Health check-up = AHC, Health Insurance = HI, Overtime = OT, Accidents- ACC, Occupational Diseases =OD, Maternity =MT. Here, basic monthly package, situational benefits and long term benefits are measured as ‘Strongly Existent or Weekly Existent’ where the categorized codes BP/HR/TA/FB/LFA are measured as ‘++’= stands for ‘follows govt. standard and higher than govt.

standard’, ‘+’= Follows lower than govt. standard. But, OT/Acc./OD/MT; PF/GR/WPP/PS and AHC/HI are measured as ‘Rigorous’ or ‘Partly rigorous’. Employee health benefits are measured as Strongly Existent or Weakly Existent. The analysis shows ‘Green compensation package (GCP)’ of cases are either Human oriented or profit oriented or Hybrid. The companies’ HRM frameworks, where GCP has been mapped with ERS are coloured green and mentioned as ‘Human Oriented.’”

4.5 Impacts on Supply Chain Management

Previously, from Literature, the researchers have observed that various major components of HRM framework do have linkages and impacts on various factors of Supply Chain management policies and strategies [11][25-31]. Meanwhile, from the multiple case studies, participants discussed and revealed multiple areas and factors on Supply chain management that can be improved and have enormous impacts due to implementation of Green compensation package. Specifically, green compensation package greatly effects the employment policy of the organization. Employment policy includes recruitment, selection, placing , positioning the employees and providing the benefits with remuneration and benefits. Employees' background knowledge, skill and experiences are measured subjectively to understand and recognize the talents to be recruited [27][28]. Participants of the multiple case studies have specified the factors of Supply chain management which are effected for Green Compensation package in their organizations.

Table 5.

Cases	Impact of GCP on SCM
Cases 1,5, 6, 11, 12	Linkages with employee rights' while implementing employment policy that includes green compensation package
Cases 4 and 10	Linkages with employee rights' protocols partially
Cases 2,3,7,8,9	Need to link employee rights' policies

5. Concluding Remarks

The variations of GCP in distinct cases of this study shows that the green or humanitarian GCP does exist in few Bangladeshi listed manufacturing companies' HRM framework [1-4]. Almost five companies among twelve have been trying to stay green as possible by mapping employees' rights platforms. Nevertheless, it is not adequate. Meanwhile, supply chain management regarding employment of these companies distinctly vary based on the applied GCP [25][28].

At various times, Scholars like Charles, Guest developed some sophisticated HRM models like Harvard model or Guest model with much effort to make their HRM models as green and humanitarian as possible, nevertheless, in reality most of the companies try to customize their own HRM frameworks thus get deviated from green practices. In this study, it is suggested even if the HRM framework is customized and self-made by the practitioners, they must keep certain themes and codes in their frameworks by mapping those with ERS platforms to keep their GCP green and humanitarian to avoid any sort of violations against employees' rights.

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