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By Shah Ridwan Chowdhury, Nehad Laila Sanju & A. K. M. Asaduzzaman
University of Dhaka

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Keywords: *GHRM, CSR, sustainability, eco-friendly, conceptual model, garments industry, profit maximization.*

GJMBR-A Classification: *JEL Code: M19*



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Green HRM Practices as a Means of Promoting CSR: Suggestions for Garments Industry in Bangladesh

Shah Ridwan Chowdhury [α], Nehad Laila Sanju [σ] & A. K. M. Asaduzzaman [ρ]

Abstract- For performing CSR an organization can focus on different areas like stakeholders' interest, general social welfare and environmental concern. Stakeholders' interests and environment obligations can be ensured through GHRM. GHRM implies eco-friendly human resource management practices like video recruitment, electronic file maintenance, online interview and test, using shared cars, environmental training, and green initiative based reward etc. In short, there is a scope for green practice in every function of HRM. Green HRM practices results in developing sustainability because it focuses on reservation and preservation of natural resources, minimization of wastage. So, a very strong correlation exists among CSR, GHRM and sustainability. But the practice of CSR in garments industry of Bangladesh is very poor although organizations in global market are trying for improving their performance in CSR since it increases positive images in the society. Garments organizations in Bangladesh are not interested in CSR as it involves sacrifices of some profits. GHRM is the way that an organization can practices that will facilitate CSR of the organizations without sacrificing profit. Because GHRM initiates environment friendly HR practices that minimizes environmental pollution with maximization of profit by reducing cost and wastage. So, GHRM can result in win-win situation for the firms and the society. To clarify this truth this paper tried to provide conceptual model to visualize the relationship among CSR, GHRM and sustainability. To do that it was tried to accumulate different works on GHRM and CSR. Some expert opinions were also taken from different academicians and practitioner informally.

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I. Introduction

Green Human Resource Management (HRM) as a process is the combination of environmental management and Human resource management. Today's organizations are paying more attention on implementation of green HRM as it is the growing concern of society as well as all stakeholders. It can create a positive image & bring competitive advantages for the organization which will help the organization to survive in long run successfully. It can also enhance the capability of an organization to reach its missions & visions in effective & efficient manner.

Corporate Social Responsibility (CSR) is a practice of the organizations of taking care of society (area) in which it is operating. Though it is bound by law in some cases but it is actually the good manner of humanity. Of course, when one doing something with the support (Tacit or Explicit) of a community or bringing any harmfulness to those people who are not the part of one's profit then it is that one's responsibility to take care of that community or those people.

When organizations must have to take responsibility of the society & its people then why not by making it green through CSR practice? Now it is time to lock both of them in one Box.

Growing concern of the world about environment is forcing business to move towards sustainable operations & make green policies (Mehta & Chugan, 2015). That means practicing green HRM as a part of CSR is now on emerging issue. Now it is time to develop the existing situation & carry it to the ultimate destination.

II. Literature Review on Green HRM

a) Definition

Green Human Resource Management is a process of ensuring that the management system practicing in an organization is ecologically balanced and environmentally affable (Kapil, 2015). It considers Human Resource Management policies as a factor of using resources in sustainable manner (Deshwal, 2015). Some environment friendly practices to stay green are- Green manufacturing and disposal system, Teleconferencing and virtual interviews, Online training, Electronic filing, Green payroll, Company transport, Flexi work and Recycling (Bangwal & Tiwari, 2015).

Green Human Resource Management is emerging as an important thrust area for management which can have an extensive impact on people issues in an organization. The term 'green HR' is often used to refer to the contribution of HR policies and practices towards the broader corporate environmental agenda of sustainable use of natural resources (Prasad, 2013). It involves human resource practice to enhance

Author α: Assistant Professor, Department of Management, University of Dhaka. e-mail: du.ridwan@gmail.com
Author σ: Lecturer, Department of Management Information Systems, University of Dhaka.
Author ρ: MBA, Major in HRM, Department of Management, University of Dhaka. e-mail: asad_infor@yahoo.com

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awareness and commitment of employees toward the sustainability issues (Sharma & Gupta, 2015).

Green HR is the contribution of people management policies and activities towards the organizations goals. As it is an important consideration for all employees, customers and stakeholders, it's an important issue for HRM (Kumari, 2012).Green HRM refers to all works involved in evolving, pursuing and prolongation of a system those making employees environment conscious in their private and profession allives (Aggarwal &Sharma, 2015).

b) Functions

The environmental management initiatives deals with some new job positions and specific set of skills (Arulrajah, Opatha, & Nawaratne, 2015). Green Human Resource Management includes sourcing and acquisition with green job description, induction with green consciousness, performance management and appraisal system with 'green' targets, learning and development with environment related aspect, compensation and reward considering green skill and achievement, employee relation through developing green workplace (Deshwal, 2015) green recruitment, green selection, green training and development, green employee discipline management, and green health and safety management (Arulrajah et al., 2015).

Organizations and Industries can be forced to practice green values by setting rules and regulations at international level (Yusoff et al., 2015).

c) Importance

Green HRM practice facilitates an organization as well as its employees through improvement rate of retention in employees, improved public image, improvement in attracting better employees, improvement in productivity, improvement in sustainable use of resources, reduction of practices that cause the environmental degradation, reduced utility cost, save environmental impact, rebates and tax benefits and increased business opportunities (Bangwal & Tiwari, 2015). Green thinking is a path to gather pace within the HR space (Mehta & Chugan, 2015).

Greening of HRM functions will decreasethe negative environmental impacts of the organization and increase the positive environmental impacts of the organization. The green HRM practices are more powerful tools in making organizations and their operations green. The green performance, green behaviours, green attitude, and green competencies of human resources can be used through adaptation of green HRM practices. (Arulrajah et al., 2015).

Green HR initiatives help organizations to discover alternative ways to reduce cost without losing their top talent. It ensures more inspired problem solving, Increased desirability as an employer, less stressed budget and Improved employee retention. (Kumari, 2012). It encourages innovation facilitating growth, improvement in quality and enhancement of procedures and methods, helps in proper use of resources, manages risks more efficiently and develops green learning culture in the organization (Aggarwal & Sharma, 2015).

Green practice can lead the consumers to buy those product or service which are safe and not harmful to the environment and society (Yusoff et al., 2015). Organization should organize several seminar and symposiums to make their clients aware of Green practice as well as to introduce their Green Products or services and advantages therein. This can lead the clients to be habituated to the Green organizational activities (Rahman, Ahsan, Hossain, & Hoq).

d) Challenges

The main challenge in front of HR professionals is to understand the scope and depth of green HRM in transforming their organizations as green entities. To create, practice and nurse environmental related innovative behaviours of employees with right attitude of being green, green HRM practices are critical and without proper green HRM practices, it is difficult to create and maintain sustainable environmental performance. (Arulrajah et al., 2015). Challenges for adopting green HRM policy are that it is very tough to change employee behaviour in short time, all employees will not be motivated easily, developing green culture is a long process, require high investment primarily, recruitment is challenging, difficult to measure green performance and so on (Aggarwal &Sharma, 2015).

e) Outcomes

Green Human Resource Management promotes environment friendly activities by engaging employees in greener activities (Kapil, 2015). Environment friendly HR policies resulting in greater efficiencies, lower costs and create an atmosphere of better employee relationship, which in turn helps organizations to operate in an environmentally sustainable fashion (Dutta, 2012). It increases employee morale, reduces labour turnover, attract human talent, builds company image, improves external and internal quality of an organization, improves relationship with stakeholders, reduces cost, facilitates growth improvement and provides competitive advantages (Deshwal, 2015). Environmental practices help an organization to save money, discover new sources of business and avoid problems (Mehta & Chugan, 2015).

Companies are being competentenough to boost up their image, gear up employee morale and drastically reduce costs and green HRM is helping them in those sectors (Aggarwal & Sharma, 2015). Workforces of present age are realizing the social and environmental consciousness by gearing up employers to follow green values and practices in the organization (Nijhawan, 2014).

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Green HRM provides a set of policies to the organization to fulfil its environmental objetives and better control on the environmental impacts (Singh & Shikha, 2015). Organizations now feel that they have to build a powerful social ethics and green sense of responsibility where corporate responsibility will be used as an essential factor for business development. Organizations taking a greener approach inside are experiencing a positive and expected effect on the patterns of employee relations in the organization (Ruchismita, Shitij, Pallavi, & Vivek).

III. Relationship Between CSR & GHRM

Green programs helps the organization to promote HR social responsibility among workers (Mehta & Chugan, 2015). To improve organization's environmental performance, people factor is one of the prime factors (Arulrajah et al., 2015). Human Resources Management plays animportant role in promoting and enhancing corporate social responsibility as it has contribution to the development of the coordination between economic and social goals and performance of the organization (Buciuniene & Kazlauskaite, 2012).

CSR policy emerges from thecorporate vision, mission and objectives. Corporate does not operate in Vacuum, they arepart of society and environment and responsible to different stakeholders. Business has totake responsibility forthe impact of their activities on the environment (Shaikh, 2012).

Objectives of the paper

- To provide a comprehensive overview of GHRM
- To examine and show the relationship between GHRM and CSR
- To illustrate CSR practices in apparel industry of Bangladesh
- To suggest a conceptual model for improving CSR practices through GHRM

a) Methodology of the paper

It is a qualitative as well as descriptive study. So qualitative data were collected and analyzed.

(i) *Data collection*

Both primary and secondary data had been used to this study with a greater focus on secondary data.

Primary sources: Several discussion and interviews had been conducted with the experts (both academicians and practitioners) of the related field.

Secondary sources: Different articles on Green HRM, CSR and Sustainability, reviews and business magazines, websites of different organization practicing green HRM, books as reference.

(ii) *Data organization*

After collecting data it had been organized or classified to make them more useful and easy to use. It is actually giving a shape to the data as needed for further analysis. First of all, data had been categorized on basis of needed sectors, then it had been identified with same information and stored in the same file and finally it had been arranged on the basis of importance. All files named according to its content to make it easier to find when relevant and where needed.

(iii) *Data analysis*

Data had been analyzed through Focus Group Discussions (FGD) and Brainstorming with different experts in related field.

i. *Limitations*

As the combined scenario of green HRM and CSR is not a widely discussed topic there were some variation among expert's opinions. Data resources to the point were limited. For this reason findings of this study may have lighter focus on relating Green HRM and CSR. If a focus group discussion could be arranged with the renowned experts worldwide it could be avoided.

ii. *CSR practices of garments industry in Bangladesh*

Most of the garments industries in Bangladesh is a part of a large group of companies. That's why CSR practices in this industry is headed by the mother company and from group perspective rather than separate industry perspective. Some of CSR practices in garments industries of Bangladesh in brief as follows-

iii. *Ananta group*

This group is now the best CSR practicing factory of Bangladesh. It has several CSR program like- Tree plantation program, Environmental and eco-friendly activities, Innovative approaches for women empowerment, Transport facilities for the workers and staff, Mosque for prayer, 14. Festival gift & greetings for staff of all religions, Patronization of merit, Annual eye & dental camp, Relief aid in natural disasters and so on.

iv. *Ha-Meem group*

They are very much conscious about environment, that's why every washing plant they use have ETP to purify water. Exhausted heat from generators are converted to generate steam. LED lights and solar power system are used. Carbon emission measuring meters are installed.

v. *Beximco group*

They have charity contributions through the Gono Sahajjo Songstha (GSS) for the educational sector for the unprivileged group. They are highly focused on the Child care system and their education. They also sponsor different national event and cricket teams.

vi. *Epyllion group*

This group practicing CSR by behaving ethically with its stakeholders and contributing to the economic development. It has a large focus on developing the life

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of its workforces and their families. They invest in different motivational and skill development programs.

vii. *Asian apparels*

The Asian apparels mainly focus on sustainability of the factories safety environment and the health of the manpower working there. To ensure this goal they continuously provide training on fire fighting, as a result of recent occurrences of fire incidents. Their team regarding this area is pretty much concerned about regular care of the "Health and Safety" program.

viii. *Shasha Denims*

As one of the big company in Bangladesh they are aware of social responsibility. They help poor and unprivileged people through 'Shasha Foundation'. This foundation provides scholarship to poor and meritorious students of different areas in the country.

ix. *Mahmud jeans ltd.*

Mahmud jeans ltd. is building its new green factory to ensure the least impact on environment. It has a large focus on energy saving and reduction of greenhouse gas emission.

IV. Suggestions

- ✓ Use energy efficient bulbs & install timer to switch off the light automatically after a definite time.
- ✓ Reduce Paper–work to make your organization dust-free.
- ✓ Use online system in most of the procedures of the organizational activities to make your organization eco-friendly.
- ✓ Develop or Enhance waste management system to reduce atmospheric (air, water, soil) pollution.
- ✓ Encourage suppliers to provide environmentally sustainable product to make the outer world green.
- ✓ Highly care about uses of water & leakage of drainage system to ensure efficient use of water & to reduce water pollution.
- ✓ Use less harmful chemical where possible
- ✓ Consider alternative energy sources which are more environment friendly such as- wind power, solar energy etc.
- ✓ Install more energy efficient equipment to reduce energy consumption as well as emission of greenhouse gases.
- ✓ Reduce business travel & Focus on teleconferencing to minimize the emission of carbon-di-oxide.
- ✓ Focus on recycling where possible, that will reduce the amount of wastage as well as pollution.
- ✓ Spreads green thinking among employees & stakeholders to make them green psychologically.
- ✓ Reward employees on the basis of green activities to motivate them to be more aware about environment.
- ✓ Use organization's transport in group rather than privately to ensure less emission of different harmful gases to the atmosphere.
- ✓ Make everyone concern about the green benefits (even cash value of greening)to create their willingness towards green.
- ✓ Create a green identity through green activities, that will create a Brand image.
- ✓ Encourage employees to share new ideas regarding environmental issues.
- ✓ Get your surround community known about your greening practice that will make them loyal to your brand.
- ✓ Install heat management system to ensure comfortable temperature in the organization& surrounds.
- ✓ Try to integrate green HR practices with corporate social responsibilities.
- ✓ Get all level managers involved in greening practice
- ✓ Conduct annual survey on measuring the level of green practice adopted by the organization.
- ✓ Conduct an energy audit to ensure effective and efficient use of energy.

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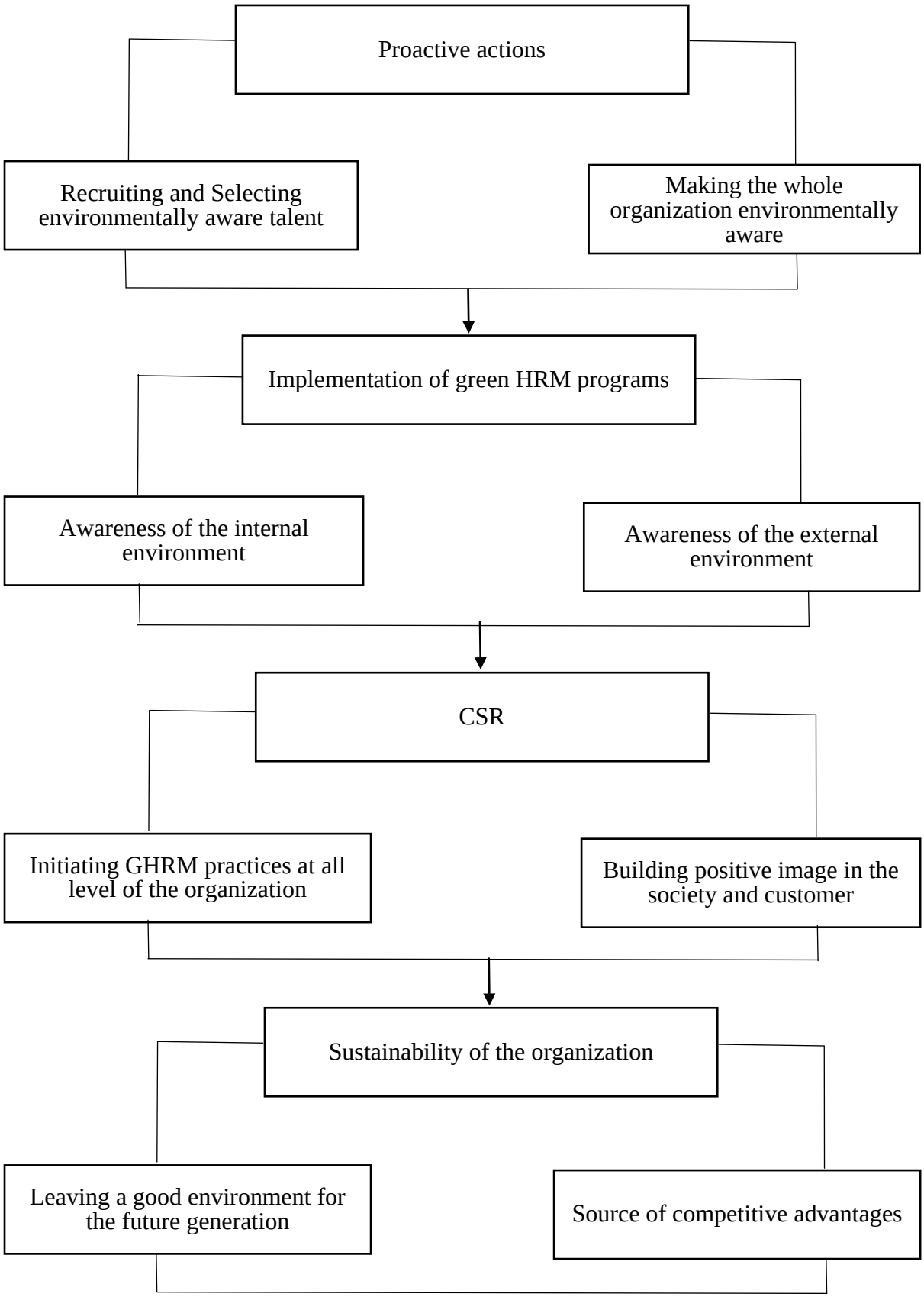
A Proposed conceptual model



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V. Conclusion

Today, Organizations are trying to focus on profit maximization and environmental obligation at a time. In today's world which organization has more focus on environment has higher acceptance in society. Due to this rising awareness of the society about environment organization are being pushed to pay more attention on the environment. Now, it may seem that more investment on environmental issues will cause profit minimization. In that case, non-financial practice like green human resource management can be implemented in the organization. Financial help to a part of the total population of a country may get less focus than being green through green HRM. Higher focus will create higher acceptance. Higher focus will facilitate an organization to maximize their profit in long run. In this way CSR can be performed through green HRM.

In garments industry of Bangladesh goodwill regarding HRM practice is not remarkable. So practicing green HRM as a means of promoting CSR in this industry will have a positive impact over the industry which will facilitate them to achieve higher social acceptance as well as higher profit making in the long run.

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