EXPLORING GREEN HUMAN RESOURCE MANAGEMENT PRACTICES OF THE APPAREL MANUFACTURING INDUSTRY IN SRI LANKA

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1. Introduction

Green Human Resources Management (GHRM) initiatives facilitate the adoption of sustainable business practices by influencing employee attitudes and behaviors to cultivate an environmentally conscious culture in organizations to achieve green objectives. The apparel manufacturing industry is one of the key industries that focus on environmental sustainability, and being a labor intensive industry, GHRM can greatly facilitate reaching environmental sustainability. Yet, how the apparel industry practices GHRM in the Sri Lankan context is under-researched. Hence, this study mainly explored GHRM practices related to four key HR functions: Green recruitment and selection, Green training and development, Green performance appraisal, and Green reward and compensation management.

2. Research Methodology

Following interpretivist philosophy, the study used an inductive approach with multiple case study strategy. In line with qualitative methodology, data was collected through eight in-depth semi-structured interviews with HR managers in the apparel industry. Purposive and snowball sampling techniques were employed in selecting respondents. Content analysis was performed to analyze data.

3. Findings and Discussion

Findings revealed minimizing paper usage, measuring green attitudes, values and green literacy of the candidate, reducing transportation footprint, and communicating green policies as green recruitment and selection practices. Green training and development consist of trainings conducted for environmental management, developing voluntary green behaviors, establishing sustainability teams, sustainability reporting, and green induction. Green performance indicators used in monitoring employee performance were supplemented by monetary and non-monetary rewards and warnings.

4. Conclusion and Implications

This study offers insights into GHRM practices in the Apparel Manufacturing industry in the Sri Lankan context and how HR managers can incorporate GHRM into their traditional HR practices.

*Keywords***:** Green compensation and Reward Management, Green Human Resource Management, Green Performance Management, Green Recruitment and selection, green training and development.