

# The relationship between corporate social responsibility and green competencies

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## Abstract

Green competencies are the ability of people to interact with the immediate environment in a way that is constructive and reflective of immense enthusiasm. In green human resource management, green competencies have evolved to a significant factor in recent years. In this regard, we study corporate social responsibility and the relationship between Green Competencies and corporate social responsibility. We find that in previous studies, there are few academic types of research related to corporate social responsibility and green competencies. If companies put green competencies in their CSR activities, it can improve CSR activities.

**Keywords:** Environmental protection Green competency, Corporate social responsibility

## 1 Introduction and literature review

### 1-1 Green competency:

The companies can acquire many benefits from the implementation of environmental management and corporate social responsibility activities, (Rosen, 2001). These activities encourage a transformation in the other companies in order to focus on sustainable development and integrates business along with protection of the environment. Moreover, environmental protection activities are not only related to the integration of environmental concern within a company, it is also associated with opportunities in the company to convert the existing production processes and products so that they become environmentally friendly (Berry and Rondinelli, 1998). In addition, corporate social responsibility (CSR) activities have been undertaken by different departments such as marketing and

operations (Mittal and Sangwan, 2014). However, these activities have also been expanded to the Department of Human Resources because of their importance in accomplishing the desired goals of environmental management, and employee competencies (Jackson et al., 2011). There are several studies in this field, and major number of papers related to the construct from the viewpoint of green skills, i.e., specifically in the vocational context (Bozkurt and Stowell, 2016; McGrath and Powell, 2016). Perron et al. (2006) highlighted the need for integrating the technical items of environmental management with other environmental management practices of Human Resources Management, green competencies and named it Green Human Resource Management (GHRM). The functions of GHRM are comprised of green recruitment and selection, green training, green performance management, a green pay and reward system, green employee involvement, and finally green competencies (Tang et al., 2017). Since green competencies are considered an

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essential GHRM requirement, we study the relationship between CSR and green competency. In another study, the perception of creating a sustainable environment by business entities is explored (Cheema and et al., 2017). The study showed the results on the base of green human resource management as the key determinant of sustainable environment. In this study, they introduce a theoretical framework (Fig. 1).

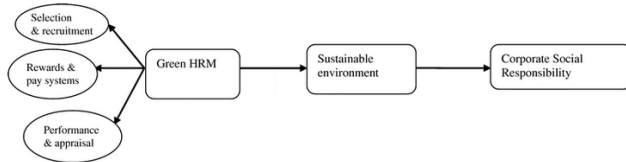


Fig 1. Theoretical framework (Cheema and et al., 2017)

There are several studies related to competencies in organizations. For instance, an investigation plans to find the relationship and effect of emotional intelligence of manager's competencies, administrative capabilities and managing style on project achievement. The study was concentrated on one hundred and seven construction firms in Pakistan to estimate the impacts of related components on total project success of the firms. The outcomes show that venture directors who have high level of emotional intelligence and ideal skills are compelling pioneers and guarantee higher accomplishment in ventures than their partners. The discoveries will help venture supports in choosing the suitable task directors for their projects (Maqbool and et al., 2017).

Enterprises progressively recognize the significance of sustainable practices. Accordingly, corporate social responsibility is picking up importance in the business world. Since illuminating corporate social responsibility issues is certainly not routine, each challenge in corporate social obligation requires its own methodology; and the executive abilities are vital for planning suitable methodologies towards the acknowledgment of practical arrangements. The study aims to examine which of seven corporate social responsibility competencies are necessary for managers to accomplish corporate social duty objectives inside their particular goal setting; and at which explicit phase of the execution cycle. The data was obtained through interviews with corporate social responsibility managers of 4 worldwide companies who had many similarities in their positions and conditions. The results of examination show that the main 4 corporate social responsibility which managers undertake are: 1- orientation, 2- reaching common ground, 3- performing pilot projects, and 4-embedding results. The analysis discovered that, the competencies: Systems Thinking, Embracing Diversity and Interdisciplinarity, Interpersonal Competence, Action Competence, and Strategic Management were important. The most pertinent parameters were recognized as "The Embracing Diversity" and "Interdisciplinarity competence". The

contribution of this examination to the corporate social responsibility is presenting an exact trial of which capabilities are viewed as vital for administrators in different phases of corporate social responsibility usage. Connecting these skills to manager's tasks makes them more concrete and thusly can help learning directions in education and business (Wesselink and et al., 2015).

In another study, the article meant to clarify how general and explicit managerial skills identify business accomplishment of SMEs (small and medium size enterprises). This investigation was directed among 264 SMEs directors. Economic growth indicators comparing to other available competitors in the business market was considered as SME outcomes. The most important factors of business success were General and specific competencies. Specific managerial capabilities play a significant role in correlation between SME achievement and general abilities. This study reveals the influence of individual differences including general and specific competencies on business success (Laguna, 2012).

This investigation was led by using a Census methodology and a questionnaire in three different types of hospital in average size (one public teaching hospital, one public non-teaching hospital and one private hospital) in 2015 in Tehran. The questionnaire evaluated competencies of all clinic managers utilizing assessment scores dependent on public accreditation norms in 2014 (Kermani and et al., 2020).

In this field there is an issue. This issue emerges a new way to improve worldwide supervisors' skills by method of sectioning a lot of abilities into certain segments so as to encourage competency advancement with a stepwise mode. To illuminate this issue including the unclearness of human decisions, this examination used a viable strategy combined with fuzzy logic and Decision-Making Trial and Evaluation Laboratory to fragment required skills in order to advancing the competency improvement of worldwide supervisors. Furthermore, an experimental examination is introduced to represent the use of the proposed technique (Wu and et al., 2007).

Also, in another study, satisfaction of employee was considered. This research explains how job satisfaction of employees is influenced by managers' competencies? Methodology of the research is performing a pencil-paper survey among employees of hotel industry which ask some questions to evaluate the competencies of their supervisors, then we asked what factors have influence on their job fulfillment and, in the last part, we gathered some demographical information. The outcomes show that there is a weak, positive connection between job fulfillment of workers and manager's competencies in the factor that we have marked "work itself". The results did not reveal any connection between job satisfaction and manager's competencies with respect to working conditions or career advancement possibilities. The competency of managers has an impact on work fulfillment

of employees as to work itself. In spite of the fact that founded connections are not strong, they are still detectable, and need to be considered with regards to examining position fulfillment of workers (Gorenak and et al., 2019).

For manager's competencies there is a practical study. This study examines the relationship between project outcome and its manager's competencies. Two questionnaires (the authority measurements survey and the undertaking achievement questionnaire) were utilized to assemble information from fifty-two project managers and project sponsors from a budgetary administration's organization in the United Kingdom. A factor investigation of project achievement questionnaire present three independent factors: usability, project delivery, and value of output to clients. Value of output to clients is not identified with management, so the exploration focuses on relation between project leadership and the two other factors (Geoghegan and et al., 2008). Also, in this field Gorenak and et al. had an academic research. This study investigates the impact of organizational values on competencies of managers. Organizational values mean impression of originator individuals' values from the association. As time passes organizational values are molded by each individual from the association and by occasions that shape the association. Then again skills of directors are not shared by the entire association however they do impact the manner in which administrators run their associations and through this likewise how associations work. In light of the discoveries of past investigations a model for estimating the impact of authoritative qualities on managers competencies is proposed. The model examines the impact of six most generally expressed organizational values on the coordinating capabilities of 1100 employees in the travel and leisure industry. The results have confirmed the strong influence of organizational values on matching competencies (Gorenak and et al., 2015).

Moreover, for self-management capabilities there is an important study. This study examines chosen self-management capabilities of directors inside the manufacturing industry in South Africa. The outcomes show that there is a positive and strong relation between managers' moral behavior and honesty, and between flexibility and strength, the same as positive relation between work-life balance from one viewpoint and mindfulness and self-improvement on the other which are all segments of their self-management competency" (Steyn and et al., 2018).

In the study by Cabral and Dhar, green competencies were assessed. The key finding of the study is that green competencies is a reflective, multi-dimensional scale which comprises of dimensions such as green knowledge, green skills, green abilities, green attitudes, green behavior and green awareness. The direct relationship between green training and green competencies was evaluated. The theoretical and practical implications of the findings are discussed followed by the future scope and

limitations. They introduce green attitude, green abilities, green skills green knowledge and so on for an interview (Table 1).

Table 1. Results of the content analysis (Interview)

Constructs	Items
<b>Green Knowledge</b>	The organisation uses less polluting industrial processes and products
	The organisation has developed a green program (waste management, control of effluents, inventory of pollution sources)
	The organisation has developed a drafting of environmental emergency plans and measures
<b>Green Skills</b>	"The organization promotes Environmental Management Systems (EMS)
	"The organisation provides skills in recycling
	The organisation creates skills in energy conservation
	The organisation provides skills in reducing the consumption of materials
<b>Green Abilities</b>	The organisation facilitates adequate skills in environmental protection
	The organisation enables us to solve simple to complex environmental tasks
	The organisation helps to find out the several solutions for environmental issues
<b>Green Attitude</b>	The organisation created a platform that makes me to associate different environmental concepts
	"The employees are able to utilise the knowledge and skill to solve environmental issues
	The organisation ensures that the employee can relate the past environmental problem with the new issues
	It is essential to promote green living from the part of my organisation
	I strongly agree that more environmental protection works are needed from my organisation
	It is very important to raise environmental awareness among employees
	Environmental protection works are not simply a waste of money and resources
Environmental protection issues are our business	
<b>Green Behaviour</b>	The organisation think environmental protection is meaningful
	It is wise for organisation to spend a vast amount of money on promoting environmental protection
	"The organisation is concerned about the environment
	"It is important to be conscious about the consequences of climate change
	The employees in organisation try to learn more about the environment.
<b>Green Behaviour</b>	The organisation find ways of working that are better for the environment.
	The organisation offer ideas for reducing our impact on the environment.
	The organisation shares knowledge about the environment with others.

## 1-2 Corporate Social Responsibility:

There is a long history associated with the evolution of the concept of Corporate Social Responsibility (CSR) (Aguelo and et al., 2019). This belief that corporations have a responsibility towards society is not new concept. In fact, it is possible to trace and follow the business' concern for society several centuries back (Carroll 2010). However, it was not until the 1930's and 40's when the role of executives and the social performance of corporations began appearing in the literature of academic research (Carroll 1999) and authors began discussing what were the specific social responsibilities of organizations and companies. In the following decades, the social expectations towards corporate, and organization behavior changed and so did the concept of Corporate Social Responsibility (CSR).

Table 2. Publications on CSR

Year	Number of publications		
	Science Direct	Pro Quest	Web of Science
2010	1097	5735	479
2011	1448	6230	577
2012	1995	6911	605
2013	2002	7360	730
2014	2813	7418	770
2015	3321	8182	1394
2016	2753	8188	1632
2017	2845	5670	1816

The expansion is particularly notable within the academic literature where it is possible to see that since 2010 the number of academic publications around CSR has increased considerably (see Table1). As can be seen in Table1, in the case of Science Direct, the publications more than doubled from 1097 in the year 2010 to 2845 in 2017 (2.59times) while in Web of Science they almost quadrupled passing from 479 to 1816 in the same years (3.79 times). In the case of ProQuest, the publications increased considerably from 2010 to 2016 passing from 5715 to 8188, but decreased to 5670 in 2017. It is also important to notice that the years 2015 and 2016 had the highest number of publications around CSR this far. It is also relevant to observe that the number of publications.

In addition, for financial institution, there are some studies in the field of CSR. For instance, the Impact of Corporate Social Responsibility (CSR) on Bank Reputation and Financial Performance by Ghahroudi and et al. The impact of corporate social responsibility (CSR) on firm's financial indicators has been the subject of many academic researches. Although studies linking CSR to finance generally do not assess the banking sector (Finger et al., 2018), Some studies show that CSR impacts the financial performance of businesses like banking sector (Lins et

al., 2017), and their market value (Ding et al., 2016), or market price (Ferrell et al., 2016), and their financial risk (Kim et al., 2014). In recent financial crisis in 2008–2009, many researchers have attempted to study CSR and its results in the banking sector. Also, compared to other businesses and fields, banks and financial institutions are subject to strict expectations in terms of providing feedback to stakeholders such as governments, media, or communities (Wu and Shen, 2013). Because banks make money mainly from society (e.g., through government (Iannotta et al., 2013)), public opinion and organizations often stresses the need for them to engage in CSR especially in environmental issues (Shen et al., 2016). So, the impact of CSR on banks' profitability remains argumentative debate. Although banks may be reluctant to engage in CSR because of the costs of CSR activities, CSR could also have a positive impact on financial performance through its positive impact on reputation of their brand. There are many categories for CSR. In figure 2 we can find one of them.



Fig 2. CSR sections

## 3 Conclusion:

The present study aims to assess green competencies in CSR activities of companies or organizations. Corporate social responsibility (CSR) stands for business contribution to sustainable development activities and covers active participation in different fields like human resources, relations with customers and clients, suppliers, and other stakeholders, corporate governance, environment, and contribution to community and society. Unfortunately, there are few academic types of research related to corporate social responsibility and green competencies. If companies put green competencies in their CSR activities, it can improve CSR activities. So, companies must have regular courses in this field to improve these kinds of competencies for employees.

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