

Green Hrm: A New Paradigm for Health Care Sustainability.

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ABSTRACT

Green development through the domain has carried out the knowledge of Green HRM (Green Human Resource Management), which supports in sustainable development. Sustainable development has now turned out to be requirement of the period. Today's establishments have to stay aware and flexible to unexpected incidents, such as outward crises, which generate enlarged indecision between their staff and carriage instant dangers to the institutions' accomplishment and feasibility. However, with the current situation, institutions abruptly have to negotiate the exceptional and thereby discover fresh resolutions to provocation rising through many parts of their actions. The outstanding provocation in the present day is different, including a series of composite problems such as weather change, severe economic downward spiral and governmental uncertainty. This review offers a complete collected works analysis of Green HRM practices and put forward the implementation of supportable and environmentally friendly approaches by HRM sections in hospitals in the form of Green HRM. A widespread collected works analysis was accepted out to collect perceptions on widespread Green human resource actions and their connection with sustainable development and to improve the service quality in health care sector. This study places attentiveness of Green human resource approaches like eco-friendly exercise, Green recruitment, performance appraisal, worker participation and reward. The discoveries recommend that there is additional opportunity to apply the widespread potential of Green Human resource Management techniques for stimulating environmentally safe enactment in the hospitals. Trainings like this are more significant in emerging countries, which have shocking ecological apprehensions. With respect to this, the result of this paper shows the health care sector would better sustain and provide better service quality through green HRM. The Green HRM practices should be adopted by the health care sector to improve its service quality and to attain outstanding performance.

Keywords: Green HRM, Green HRM practices, Healthcare sustainability.

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I. Introduction:

“GHRM is a novel concept & is considered a crucial part of HRM. It is a revolutionary concept in the academic world as well as the practical world of HRM” (Stojanoska, 2016). The term “Green HRM” was coined by Wehrmeyer in 1996. Majority of people don't know about this concept and those who know they have very less knowledge about it. ‘Green’ means environmental. Green today has become a buzz word only due to the corporates & the india. viduals understanding & awareness that the consumption levels of resources made by them are higher than what is available. This led to emergence of the concept of “sustainability & greening”. “Goinggreen” has four major implications regarding HRM- Opatha (2013); &Opatha&Arulrajah (2014) 1. Protecting the natural environment .2. Maintaining the natural environment. 3. Environmental

pollution reduction.4. Creation of natural heritage. Govt. & firms uses natural resources generously for producing various consumer products without thinking about the future generations. Environmental issues like:- global warming, environmental pollution, environment degradation is in existence. Due to which the concept of Green Management emerged. Going green means implementing determined life style changes which helps everyone to live in sustainable way. Adopting green practices, green behavior, green actions will help to achieve environmental sustainability and will contribute a positive impact on environment. Concern for the environment already started since 1990s. Organizations, businesses have taken action to reduce waste, pollution by establishing approaches & system for Environment Management like:- use lesser contaminated materials, product design, reduced packaging & energy efficient (K.-L. Wong et al., 2013). There were several studies K.-L. Wong; (2013); C.J.C. Jabbour et al. (2012) which have focused on HRM & Human capital towards environmental sustainability & environmental concerns. As mentioned by Hussain (2018) Human Resource field plays an important role in chasing green practices, HR plays major role in hiring skilled talents who can implement and adopt green practices in the organization & can enhance environmental sustainability. Some of the definitions provided by the scholars of HRM are:-Wikhamn (2019) stated that "GHRM" is the adoption of HRM practices and strategies which help in achievement of social, financial & ecological goals, with providing a positive impact to an organization over a longer time horizon. According to (Al Mamun, 2019) GHRM

GHRM is an HR management system suitable for organizations, including hospitals that have a significant environmental impact. Hospitals are very dependent on the quality of service provided to their customers. GHRM as a management model in hospitals is very important to encourage hospital digitization and service quality. Hospital digitization is currently considered one of the most effective answers in facing the pressure to improve service quality while reducing costs. As a health service provider organization, hospitals must pay attention to hospital digitalization based on human resource management and service quality issues related to business and environmental benefits. According to Handayani et al. (2015), the main priority that the hospital needs to implement is human resources. HR management currently has various strategic concepts and is proven to improve its environmental impact more efficiently (Sudin, 2011). GHRM is also considered a useful strategy for organizations to improve their human resources, which can be managed to better environmental performance. Referring to Kim et al. (2019).The hospital already evolved from a nonprofit organization to a profit organization because it needs to consider many factors, including economic, social, and environmental factors (Setyawan&Supriyanto, 2020). The hospital itself must pay attention to service quality in providing health services because it influences reducing costs, retaining existing and new customers, increasing profitability, and increasing its image (Yoon & Suh, 2004). Environmental factors are more critical for hospitals because if the hospital fails to manage the environmental impact, it will cause the community to become sick (Azmal et al., 2014). Besides, the HSSE (Health, Safety, Security and Environment) management system in hospitals, is still not fully implemented. Employees of the hospital and the community must all take responsibility for developing the HSSE culture. (Sutawijaya&Nawangari, 2018).

II. OBJECTIVES:

- To explain what is Green HRM.
- To explain the importance of Green HRM in sustainable development.
- To explain the different practices that can be adopted by HRM wings for healthcare sustainability.

III. LITERATURE REVIEW:

a) Green HRM

"Green is a colour that represents life, development, harmony, serenity, and kindness. As a result, firms are starting to understand the value and necessity of going green in terms of their policies, procedures, and practises. In terms of organisation, becoming green means protecting natural resources, preserving the natural habitat, reducing air pollution, and promoting the growth of vegetation". "The process of managing an organization's activities and resources while taking sustainability and the environment into consideration is known as "green management." It is engaging in all business-related activities that promote the growth and preservation of a green earth". All actions and responsibilities involved in advancing, maintaining, and extending a system that aims to make human resources of a company environmentally sensitive in their personal lives are referred to as "green HRM."

The term "green human resources management" (GHRM) is being used to refer to the HRM idea that promotes environmental concerns and employee dedication. Hospitals are among the types of enterprises that can benefit from using the HR management system GHRM". "Hospitals rely heavily on the level of customer service they offer. To promote hospital digitization and service quality, the GHRM management model is crucial. Management is required to manage employees, including in hospitals, in order to develop, enhance, and

sustain each employee's working environment". "This is a notion of GHRM. The GHRM will help employees perform better and give clients high-quality service that they can actually feel. Hospital employees are valuable critical capital for the health care industry. GHRM stands to be the most capable of integrating all workers who have succeeded in achieving positive performance (Rawashdeh & Al-Adwan, 2012)". "GHRM maintains roles, functions, and responsibilities to improve the service quality and in digitalization in health care sector. GHRM can be a useful management tool in ensuring a sustainable business model for hospitals" (Watson & Kavid, 2014).

b) Need of green HRM

According to the existing literature there are various reasons of linking human resource management with the environment.

- ❖ Making the organizations more responsible for sustainable outcomes especially the environmental damage caused by their activities (Koberg & Longoni, 2019)
- ❖ Motivating the employees so that the employees love to involve in the activities related to environmental management and providing the employees with opportunities to develop green abilities (D. D. Renwick et al., 2008; D. W. Renwick et al., 2013)
- ❖ Enduring the environmental performance and to make sure the sustainable environmental performance for a longer period of time (Jose Chiappetta, 2011)
- ❖ Enhancing the environmental performance by the human resource management functions like training, employee empowerment, environmental management systems of rewards (Daily et al., 2007)
- ❖ Making eco-friendly behaviour and products to protect the natural environment (Ramus, 2002)
- ❖ Providing the employees, the environmental management systems and train them, reward them in order to achieve organizational success (Berry & Rondinelli, 1998)
- ❖ Protecting the natural environment i.e. global warming, climate change, energy crises and to make workplace healthier and environment friendly (Shrivastava, 1994)

IV. GREEN HRM PRACTICES

a) Green Recruitment:

"Green recruitment can be defined as the process of hiring individuals with knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization. Recruiting candidates with green bend of mind make it easy for firms to induct professionals who are aware with sustainable processes and are already familiar with basics like recycling and conservation". "The inclusion of green job descriptions, paperless interviews and the concepts of recycling and reducing waste also help in the cause". Schuler in 1987 defined "Green Recruitment as a set of processes to obtain a large pool of applicants from which the suitable candidate maybe selected by the organization". Clarke in 2006 in his study states that "In order to go green in the context of recruitment function, organizations can have two options i.e. such a recruitment strategy be designed that attracts candidates that are somewhat knowledgeable and concerned about the environment". The other option is that "organizations may present themselves as "green employers" because according to a study, people like to work for an organization that recognizes the importance of protecting the environment". "Basically, in terms of recruitment, most effective option for organizations can be to attract talent that will be concerned for this cause in the long run. Moreover, recruitment sections of HRM can opt for electronic modes for promoting their message and inviting applications".

Hussain in (2013) "in his study of the effects of green recruitment and selection on environmental sustainability concluded that "Recruitment and selection practices can support effective green management by ensuring that new recruits understand an organization's green culture and share its environmental value & Green recruitment process is aimed to influence on the quantity and type of candidates for a specific vacancy.""

Owino and Kwasira in (2016) in their study on the influence of green human resource management practices on environmental sustainability concludes that "Recruiting employees who are eco-concerned will enable the company attain its sustainability agenda." Mandip in 2012 in his study on the influence of green recruitment and selection on environmental sustainability states that "The job descriptions should reflect the sustainability agenda and the company's website and other research tools available for candidate access clearly outline its greening attempt."

Renwick et al. in (2013) in their study on the effects of attracting high high-quality staff in the "war for talent" concluded that "Organizations should focus on the practices which enable the organization to bring on board employees who will enhance the environmental sustainability of the organization."

b) Green Training and Development:

"The green training and development is a practice that focuses on development of employee's knowledge, skills and attitude. The green training and development educate employees about environmental

training and development and also educate employees about energy awareness in the organization and reduce wastage, and solve environmental problem in the organization. Training is a key instrument for the employees for controlling wastage (in terms of both prevention and reduction) in the organization". "So it important for organization to instruct good training to employees and guide them and also update them about the Green practices, policies and procedure".

"Once an employee has joined an organization the organization now has a responsibility to develop its staff in accordance with its organizational goals, and this investment attitude can provide insight into how highly an organization regards training and development". Zubair and Khan in 2015 in their study states that "Green Training and Development expects employees to be educated and equipped with knowledge of environmentally friendly activities, importance of Environmental Management initiatives and ways that may help in reduction of waste along with conservation of energy"

Zoogah in 2011 in his study states that "Training and development programs should be designed to help personnel expand their knowledge, skills, and talents in order to solve environmental problems and help them grow into responsible citizens". Liebowitz (2010) in his study states that "HRM should focus on development of a sustainable culture in organizations for having a long lasting impact". Roy & Therin, in (2008) in their study conclude that "The practice of equipping the employees with foundational skills as to teach them to raise the level of eco-literacy, and environmental proficiency in the organization." Liebowitz, in (2010) "in his study conclude that "The factors that stop the corrosion of environmental development of attitudes, behaviors, knowledge and skills in employees of manufacturing firms indicated that training and development Training is considered as the preparation of multi-talented employees that are concerned with the development of knowledge and skills required for innovation."

Zoogah, (2011) in his study conclude that "The influence of green training and development on the performance of the organization concluded that training and development of employees improves performance of organizations because training incorporates knowledge and skills in the employees needed to achieve organizational goals and objectives." Zakaria in (2012) on his study on the influence of green training and development on environmental sustainability in Ghanaian manufacturing firms concludes that "Employee training and development programs should include social and environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level."

c) Green Performance Appraisal:

Performance Management function of HRM is aimed at evaluating an individual's performance in the light of organizations goals. Green HRM requires inclusion of evaluation of individuals input in achievement of organizations environmental goals". Opatha (2013) in his study argues in favor of "inclusion of a separate component in performance appraisal forms. It is important to mention that, these environments related criteria or standards must be known to all employees and be fairly evaluated by appraisers".

A performance appraisal is a "Regular review of an employee's job performance and contribution to an organization it also referred to as a performance review, performance evaluation, development discussion." Banerjee (2011) in her study explained "on the relationship between green performance management and environmental sustainability concludes that Performance management programs are essential to guarantee the effectiveness of green management work over time because they guide an employee's performance to the environmental performance desired by an organization."

Jabbour& Santos (2008) in their study explained "on the critical factors of managing the environment indicated that an effective way to successfully manage the environment is to link performance management with green job description observes that The approaches to measuring green performance include adopting corporate-wide metrics for assessing resource acquisition, usage and waste; implementing information systems to track resource flows; and conducting field audits to provide employees opportunities to identify problems while gaining information and feedback about the green performance of the firm." Owino and Kwasira in 2016 explained on the influence of green human resource management practices in environmental sustainability of Menengai oil identifies that "Green performance management as the most important practice which when established leads to environmental sustainability if the firms.

When the appraisal of the employee comes into account in the organization it is important to think about Green Targets, purpose, Green initiatives and responsibility taken by employees and conclusion of green results. However, performance appraisal method should also include Green target one of the key presentation area of employee.

d) Green Compensation and Reward System:

Compensation is one of the most important elements of HRM and is considered to be the most difficult and challenging area of HR". Compensation is "the total of all remunerations given to an employee in return for

service an individual provides". Mondy and Noe, in 2005) explained that "Basic drive of providing compensation is to attract, retain, and motivate employees". "As for the green aspect is concerned, organizations can link some rewards to fulfillment or green targets identified during performance appraisal process. According to a survey conducted in the UK " Phillips, 2007 in his study state that "it was found that approximately 8% of UK firms rewarded green behaviors Moreover, organizations can reward for special acquisition of green training or skill acquiring certificates from different certificate awarding institutes". Ramus in (2002) explained in his study on the benefits of green reward management practice and environmental sustainability concluded that "Incentives and rewards can influence employee's attention to the maximum at work and motivate them to exert maximum effort on their part to achieve organizational goals." Rewards and compensation are "The major HRM processes through which employees are rewarded for their performance. These HR practices are the most powerful methods which links together an individual's interest to that of the organization's." Reward management is presumable to be "Potential tools for supporting environmental activities in organizations. Modern organizations are developing reward systems to encourage ecofriendly initiatives embarked upon by their employees."

Pillai and Sivathanu in (2014) in their study relationship between green reward management and environmental effectiveness observed that "Green rewards can include the use of workplace and lifestyle benefits, ranging from carbon credit offsets to free bicycles, to engage people in the green agenda while continuing to recognize their contribution." Compensation and reward is the major Green HRM practices through which employees are rewarded for their performance. Variable pay system added in compensation system by link it by eco performance. Compensation packages are something related to acquiring designed green skill and they are having long term impact.

e) Green Safety and health

"Providing a safe and healthy environment to its workforce is major responsibility of any employer". "A "green workplace" is one that is environmentally conscious, resource-efficient, and socially responsible, according to the Society for Human Resource Management (2009). "Provision of a green environment at workplace shall help in improving health of employees and may ultimately help in reduction of medical costs that an organization might have to incur at some point due to unsafe working conditions."

V. HEALTHCARE SUSTAINABILITY:

"Hospital Digitalization is the use of digital technologies to improve the service quality in the health sector which comes under green HRM. Technological innovation will have an impact on all aspects of human life. It is an era where digital systems assist hospital management to be faster and more accurate". "It is in line with the expectation of service quality in the healthcare service industry, which has grown to be more competitive. To excel in this competition, hospitals must restructure their HR systems and service quality based on Green HRM practices". "The hospital management information system developed based on Green HRM practices can make breakthroughs such as telemedicine, online diagnostic, and robotic surgery". "Through this digital technology often, the primary source of the disease is identified more quickly so that the treatment is faster and it is more likely to heal". "Thus, patients have a shorter time to stay in the hospital, which means that they reduce the burden on hospital costs and the burden on the patient's family care costs. Besides that, digitization in hospitals has a paperless effect that can help prevent environmental damage. Digitalization also helps reduce medical waste that is harmful to hospitals and the surrounding environment".

Dealing with clients and customers in a respectful and helpful way is called Quality Service which is a part of HR manager. "Hospitals have two types of quality. One is technical quality and the other is functional quality. Technical quality is 'what patients get' and functional quality is 'how they get it'". In other words, "technical quality is the level of accuracy of the diagnoses and procedures while functional quality is the manner in which the services are delivered." "The hospital needs to provide quality services and help hospital leaders and workers achieve their long-term goals"(Bahadori et al., 2014). "Service quality can be interpreted as the customer's essential perception of a service provided to be felt, whether good or bad. Service quality will also compare what the customer expects and what the customer experiences" (Cheng, 2013).

VI. CONCLUSION AND RESEARCH IMPLICATIONS:

"Hospitals management are invited to invest more money in their development programs in order to improve their implementation level of Green HRM that may produce high level of environmental performance & service quality in the long run. The review show that GHRM has become one of the success factors in realizing good service quality". "Even with GHRM, it will be easier to realize considering that HRM as a fundamental factor in the hospital business process has better understanding and involvement in various activities related to the environment. By digitalization, paperless is also no longer a thing of discourse to reduce forest exploitation and save energy". "The website system for health services is better known as EMR or

Electronic Medical Record that records patient data in an integrated manner so that only by entering the identity of health staff with direct interest can access data quickly and is integrated.” The practice of GHRM “will be easier to materialize with the support of Green HRM practices, where the management of workers will be increasingly helped and recruiting new workers can be done online and through interviews via video conferencing or through the Zoom Meeting by the process of Green HRM practices which in turn helps in hospital sustainability”. “Green HRM can be one small but successful approach as a part of the wider operation. Regardless of numerous developments on the, additional study requires to be accompanied in direction to test experimentally present use of this idea beside topic” Hosain and Rahman in 2016 stated that “There are silent gaps in the Green HRM idea with recommendation to its hypothetical as well as applied improvements”. From the investigation inferences with documentation of factor that may simplify or hinder execution of Green HRM as an essential policy by unlike society. One simple but effective strategy that may be incorporated into the larger process is green HRM. Despite numerous advancements in the Hosain and Rahman mentioned in 2016 that The Green HRM concept has unnoticed shortcomings. Along with advice for its hypothetical as implemented enhancements using the conclusions from the investigation and further research requires company on the way to the test Presenting this concept in an experimental manner besides provides evidence of factors that could make things simpler or restrict the use of Green HRM as a necessary rule by a different society.

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