

A STUDY ON GREEN HUMAN RESOURCES MANAGEMENT PRACTICES IN SUGAM HOSPITALS, KUMBAKONAM

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ABSTRACT

This paper contributes to the extant literature on green human resource which means deploying human resource strategies for fulfilling the environment management objectives of the organisation. Since studies have found that a strong sustainability culture can support the sustainability initiatives of a company, we have introduced environmental sustainability culture as a mediating variable. We conducted both qualitative and quantitative study to get a deeper understanding of the topic in light of healthcare industries. With a sample size of 123 top-level human resource managers working in Indian healthcare industry, we found that green human resource management strategies had a significant impact on environmental performance. We also found that environmental sustainability culture partially mediated between all the green human resource management strategies and environmental performance. The study, therefore, shows the importance of green human resource management strategies and culture in improving the environmental performance of manufacturing organisations.

Keywords: green human resource management; environmental performance; sustainability culture; strategies; green training; green recruitment and selection; green employee engagement; quantitative; qualitative

1. INTRODUCTION OF THE STUDY

Healthcare is currently one of the world's most important industries in terms of income and employment. Medical tourism, medical equipment and gadgets, telemedicine, health insurance, hospitals, and other related industries are all rapidly expanding in India. The growing prosperity of the Indian population, as well as their high expectations for excellent

healthcare, has highlighted the industry, particularly corporate hospitals, as a profitable commercial sector for both domestic and foreign investors.

GREEN HRM

The term Green HRM has become the buzz word within the business field at present and its significance is increasing manifold with the passage of time. This term has also its secured position as a hot topic in recent research works since the awareness on environmental management and sustainable development has been increasingly raising day by day all-round the globe. Today the topic Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economic well-being of both the organization and the employees within a broader prospect.

Before proceeding further, first of all we take up the question, —what is Green HRM? Different authors have given different definitions for this term such as——Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability.

GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital. It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.

2. STATEMENT OF THE PROBLEM

GHRM is an environmental strategy that adheres to the company's environmental policy and preservation measures. Policies and procedures lay the groundwork for implementing the GHRM and developing HR practises inside the organisation. GHRM techniques such as training, leadership development, selection, performance assessment, recruiting, and rewards systems strengthen workers' green abilities, encourage employees to stay green, and generate green opportunities, which in turn improves employees' green behaviour to voluntarily improve companies' performance.

Environmental performance (EP) refers to organisational activities that strive to meet and exceed society's expectations for the natural environment, rather than simply adhering to

legislation. It tackles the environmental impact of organisational production processes as well as resource utilisation in accordance with legal requirements. According to research, environmental performance is related to the quality of environmentally friendly products, green product processes and innovation, and the incorporation of environmental sustainability issues into corporate business.

3. OBJECTIVES OF THE STUDY

- To determine the implementation level of green human resource management Practices
- To establish the green recruitment and selection and organizational effectiveness and efficiency
- To ascertain the Benefits of Green HR Management practices of hospital industry
- To find out the barriers faced during implementation of green human resource management practices.

4. SCOPE OF THE STUDY

Today the need for green human resource management is important for all over the world. The ecological consciousness of each human drives the living style and environment. The general employees are interested in green human resource management because of its important and need in the current workplace. Our personal and professional lifestyle is affected due to many consequences. The corporate world is the most significant in enhancing the environment issues and the corporate has to give solution to this hazards. But now the concept of —Green HRM has evolved and the composition of the policy priorities has changed. Today, work is still a necessity but it is also a basis of personal satisfaction. One of the means which helps to attain personal and professional goals to be ecological benefit. This Green HRM is in existence as a result of a social responsibility to employees and also to provide a competitive advantage to employers. Many people think that Green HRM is only in the framework of what the company does for its employees.

5. LIMITATIONS OF THE STUDY

- This research used quantitative method for data gathering.
- Qualitative data could lead to a better understanding of motivating and demotivating factors.

- The study also did not measure motivation and performance of health workers so it is not clear how the studied factors affect on their actual performance in the field.

6. REVIEW OF LITERATURE

(Xie et al., 2022) Firms should leverage their internal green social capital to strengthen the benefits that come from their green process innovations. Given that green social capital is a critical factor for speeding up knowledge flow among employees within organizations, firms should take advantage of green social capital by enhancing their ability to communicate and share knowledge among employees to raise awareness of green process innovations. Furthermore, firm managers should employ appropriate human resource management strategies to foster these connections and exchanges, as well as increase trust and social cohesion among employees. Accordingly, if members feel more connected and supported, and they are willing to share information, this can reduce some of the isolation and fragmentation issues that can occur in the pursuit of green process innovation

Arun, Bernard et al (2023), the public reputations of hotels as champions for sustainability have a significant impact on the amount of environmental damage they do. The output of both employees and the environment is utilised as a dependent element, with green human resource management and the sense of green assistance from the organisation serving as independent variables. Green Operating System was discovered to be connected with greater performance in non-environmental sectors, despite the fact that evidence on the impacts of GHRM activities is sparse. In addition, there is a dearth of evidence concerning the process that links green human resource management with these performance outcomes.

Swamidoss, Venkatesan (2023) Conducted an empirical study on the drivers of pro- environmental performance. The researchers employed employee involvement, training, and a shared environmental vision as independent (free) variables in their research. It was found that the two different factors had a strong relationship with one another. The respondents of this poll were all engaged in some capacity within the hospital industry. Sixtyone point eight three percent of people who were given the opportunity to participate in the survey did so. The findings show the significance of OCBE in minimizing the undesirable outcomes associated with green employee engagement projects, green training programmes, and green shared vision programmes.

7. RESEARCH METHODOLOGY

According to industrial research institute in research methodology, research always tries to search the given question systematically in our own way and find out all the answers till conclusion. If research does not work systematically on problem, a researcher faces lot of problems that can be effectively resolved with using correct research methodology.

SAMPLE DESIGN

A sample design may be defined as a plan for obtaining a sample from a given population. It therefore refers to the technique or procedure the researcher would adopt in selecting item.

SAMPLING TECHNIQUES

The researcher had made use of convenience sampling technique to collect data.

Primary Data

Primary data are those, which are collected for the first time. They are original in character. The data collected by the investigator for the first time for their own use is usually classed as primary data.

Secondary Data

Secondary data are those that have already been collected by others. These are usually available in journals, periodicals, dailies, research publication official records etc., they may either be available in published form or in an unpublished form. When it is not possible to collect the data by primary method, the investigator may make use of this method.

TOOLS USED FOR RESEARCH

- Simple percentage analysis
- Correlation

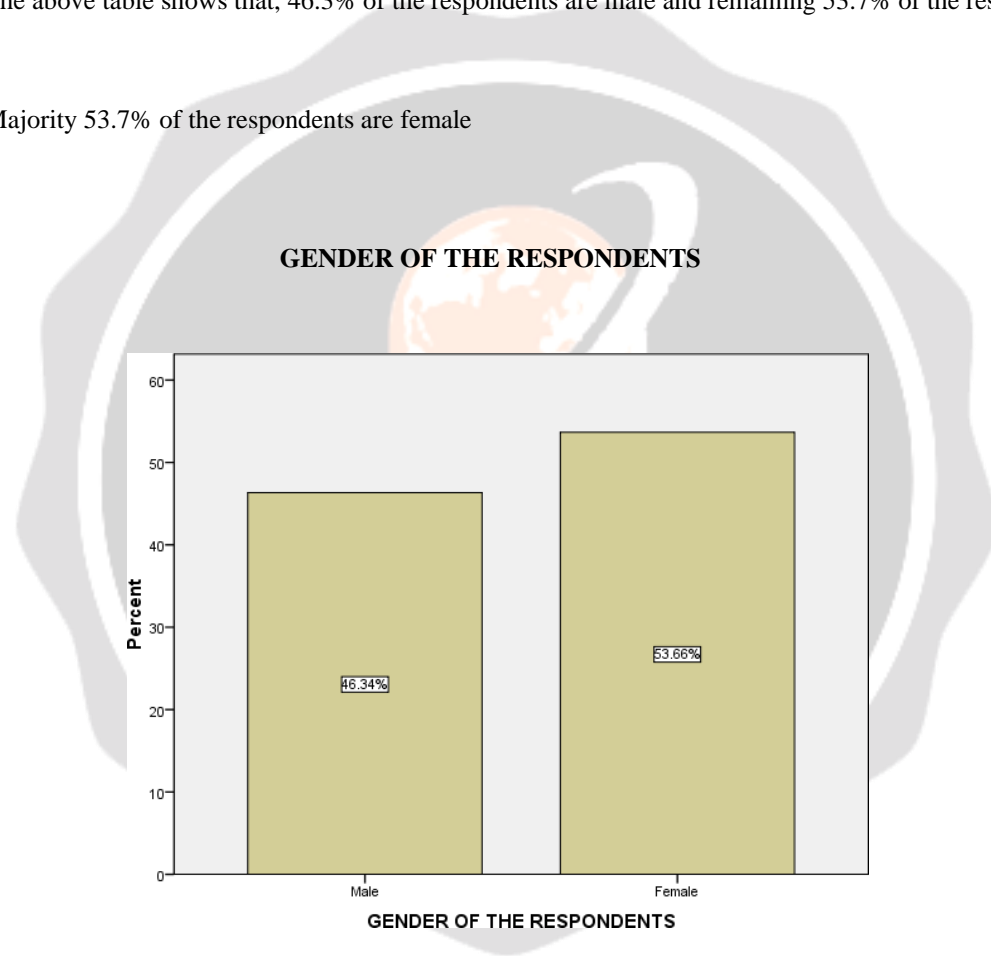
GENDER OF THE RESPONDENTS

GENDER	RESPONDENTS	PERCENTAGE
Male	57	46.3%
Female	66	53.7%
TOTAL	123	100.0%

Source: Primary data INTERPRETATION

The above table shows that, 46.3% of the respondents are male and remaining 53.7% of the respondents are female

Majority 53.7% of the respondents are female



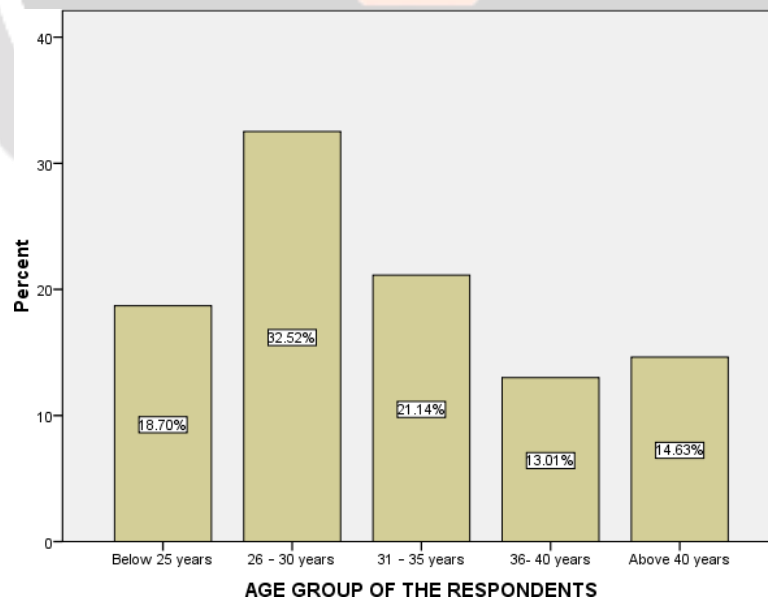
AGE GROUP OF THE RESPONDENTS

AGE GROUP	RESPONDENTS	PERCENTAGE
Below 25 years	23	18.7%
26 – 30 years	40	32.5%
31 – 35 years	26	21.1%
36- 40 years	16	13.0%
Above 40 years	18	14.6%
TOTAL	123	100.0%

Source: Primary data INTERPRETATION

The above table shows that, 18.7% of the respondents are in the age below 25 years, 32.5% of the respondents are in the age between 26 – 30 years, 21.1% of the respondents are in the age between 31 – 35 years, 13.0% of the respondents are in the age between 36- 40 years and remaining 14.6% of the respondents are in the age above 40 years

Majority 32.5% of the respondents are in the age between 26 – 30 years

AGE GROUP OF THE RESPONDENTS

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

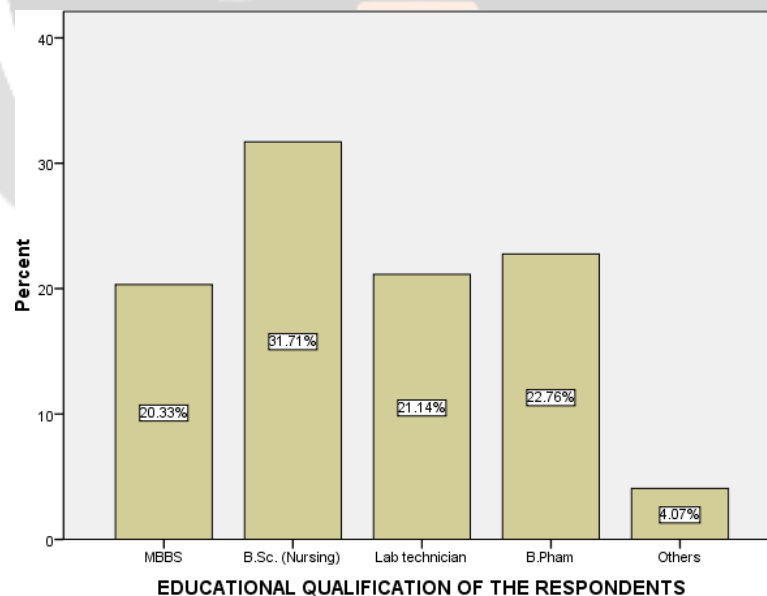
QUALIFICATION	RESPONDENTS	PERCENTAGE
MBBS	25	20.3%
B.Sc. (Nursing)	39	31.7%
Lab technician	26	21.1%
B.Pharm	28	22.8%
Others	5	4.1%
TOTAL	123	100.0%

Source: Primary data INTERPRETATION

The above table shows that, 20.3% of the respondents are MBBS qualification, 31.7% of the respondents are B.Sc. (Nursing) qualification, 21.1% of the respondents are Lab technician qualification, 22.8% of the respondents are B.Pharm qualification and remaining 4.1% of the respondents are others qualification

Majority 31.7% of the respondents are B.Sc. (Nursing) qualification

EDUCATIONAL QUALIFICATION OF THE RESPONDENTS



GREEN HRM PRACTICES IN PERFORMANCE AND EFFICIENCY

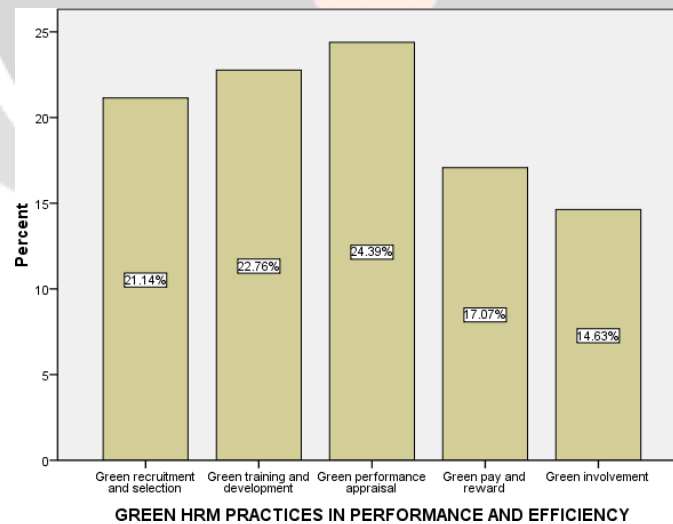
GREEN HRM PRACTICES	RESPONDENTS	PERCENTAGE
Green recruitment and selection	26	21.1%
Green training and development	28	22.8%
Green performance appraisal	30	24.4%
Green pay and reward	21	17.1%
Green involvement	18	14.6%
TOTAL	123	100.0%

Source: Primary data INTERPRETATION

The above table shows that, 21.1% of the respondents are using green recruitment and selection, 22.8% of the respondents are using green training and development, 24.4% of the respondents are using green performance appraisal, 17.1% of the respondents are using green pay and reward and remaining 14.6% of the respondents are using green involvement

Majority 24.4% of the respondents are using green performance appraisal

GREEN HRM PRACTICES IN PERFORMANCE AND EFFICIENCY



FACTORS OF GREEN HUMAN RESOURCE MANAGEMENT

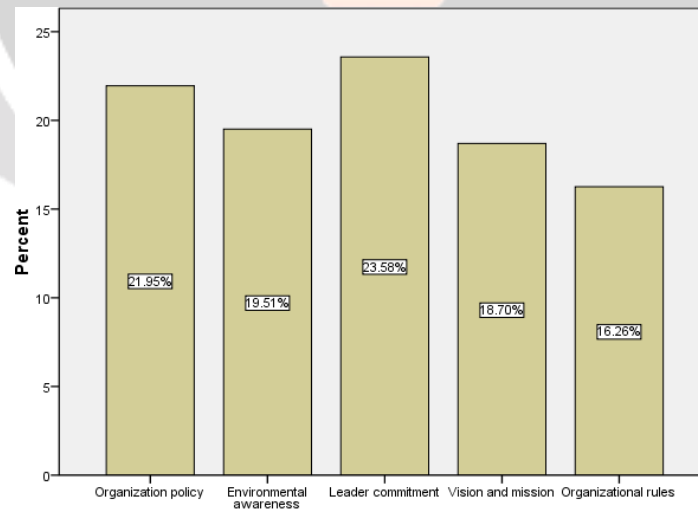
FACTORS	RESPONDENTS	PERCENTAGE
Organization policy	27	22.0%
Environmental awareness	24	19.5%
Leader commitment	29	23.6%
Vision and mission	23	18.7%
Organizational rules	20	16.3%
TOTAL	123	100.0%

Source: Primary data INTERPRETATION

The above table shows that, 22.0% of the respondents are influenced by organization policy, 19.5% of the respondents are influenced by environmental awareness, 23.6% of the respondents are influenced by leader commitment, 18.7% of the respondents are influenced by vision and mission and remaining 16.3% of the respondents are influenced by organizational rules

Majority 23.6% of the respondents are influenced by leader commitment

FACTORS OF GREEN HUMAN RESOURCE MANAGEMENT



CORRELATION

The table shows that the relationship between educational qualification of the respondents and satisfaction level of the requirements

Correlations

		EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	SATISFACTION LEVEL OF THE REQUIREMENTS
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS	Pearson Correlation	1	.907**
	Sig. (2-tailed)		.000
	N	123	123
SATISFACTION LEVEL OF THE REQUIREMENTS	Pearson Correlation	.907**	1
	Sig. (2-tailed)	.000	
	N	123	123

** . Correlation is significant at the 0.01 level (2-tailed).

RESULT

From the output the Correlation test, the value obtained is less than 0.01 interpreted that null hypothesis (Ho) is accepted. Thus the educational qualification of the respondents and satisfaction level of the requirements

8. SUGGESTIONS

1. The foundations of any organisation, regardless of how successful or resilient its business may be, are made up of its people resources and associated procedures. They are in charge of creating and implementing policies that will protect the environment. Going green is regarded as difficult, despite the backing of human resources and the implementation of sustainable rules.
2. Despite the fact that "green HRM" has been the subject of an abundance of recent literature, there is still a significant lot of doubt over how to effectively adopt green HR management methods in organisations all over the world in order to build a truly green corporate culture.
3. The purpose of this study is to examine the influence of GHRM on the performance of healthcare organizations, and it was discovered that GHRM practices have a beneficial impact on healthcare organizations' organizational performance. It is recommended to implement environmentally friendly hiring, selection, training, and incentive practises.

4. The findings revealed a modest adoption rate for the set of green HRM practises and a statistically significant positive association between each green HRM practise and environmental performance. Green recruiting and selection practises showed the strongest correlation, and training and development practises had the weakest correlation.
5. These results are in line with past research investigations carried out in developing countries. This study will help managers by emphasizing the green practises that have an impact on sustainability pillars and strengthening their business strategy. They will help managers improve their business plans as well.

9. CONCLUSION

Regardless of how well-established or robust a company's operations may be, the success of the business is entirely dependent on the people who work there as well as the processes that have been developed to assist them in performing their duties. They are responsible for drafting regulations that safeguard the environment and ensuring that they are followed. Despite the availability of human resources and brand new policies that are friendly to the environment, a lot of individuals still have the misconception that going green is tough. Even though "green HRM" has been the topic of a lot of study in the recent past, there is still a lot of confusion about how to effectively implement green HR management practices in businesses around the world in order to develop a truly green corporate culture. This is the case even though "green HRM" has been the subject of a lot of recent research.

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