
Impact of Green Human Resource Management (GHRM) of the Health Service Organizations' Performance: A Study concerning Coimbatore district

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Abstract

Human Resource Management is an essential component of any business organisation, but Green Human Resource Management outperforms the previous method of managing human capital in the workplace. It is undeniably at odds with the company's goals. Many of the studies that looked at the effect of HRM practices on organisational performance focused primarily on the manufacturing sector, such as the "automobile industry," while others looked at a variety of industries. However, by focusing on a single sector, such as the hospital sector, the benefits may spread across the entire industry. As a result, the current study focused on health service-based organisations in the Coimbatore area and discovered that GHRM practices have a significant impact on health care organisational performance.

Keywords: Green Human Resource Management, Health Service Organisations, Organizational Performance

Introduction

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. Regardless, in today's dynamic and complex clinical setting, reducing occupancy rates, rising overabundance capacity, patients' shorter hospital stays, hospitals' once holy image fading, and increasing hospital furloughs have been troubling

predictors, which are the fundamental business difficulties of corporate hospitals around the world, including India. The solution to these problems is primarily twofold: first, the healthcare market is shifting from a seller-oriented to a buyer-oriented market; and second, more company hospital healthcare consumers are advanced, actively involved, and have high standards, preferring hospital outpatient or out-patient care.

Environmental protection has emerged as one of the world's most pressing concerns in recent decades. Preserving the natural eco-system and its resources for future generations has thus fallen off the policymakers' and managers' priority list (Howard-Grenville et al., 2014). This issue has increased pressure on business organisations to develop and implement green management by implementing environmentally friendly practises and procedures (Prasad, 2013). Many organisations attempt to create and deploy a formal environment management system in order to achieve this development. Since the 1990s, this system has been recognised as one of the most important keys to achieving sustainable development (Chan, 2011). Some divisions, such as operations, finance, marketing, and others, have incorporated environmental management (Mittal & Sangwan, 2014; Rehman & Shrivastava, 2011). Many experts have focused their attention on the relationship between human resources and environmental management, as they have highlighted the relevance of workers green habits in the enterprise. This alignment of human resource management with environmental management is known as green human resource management, and it tries to aid enterprises in stimulating environmental performance by boosting employees' commitment to the environment (Schuler & Jackson, 2014; Mandip, 2012; Jackson et al., 2011; Renwick, 2013). Opatha and Arulrajah (2014) described GHRM as a company's policies, procedures, and systems that encourage its employees to be environmentally conscious in the interests of people, business, society, and the natural environment. GHRM adapts various human resource procedures such as recruiting and selection, training and development, remuneration and rewards, and performance review in order to supply organisations with employees who understand and support green behaviour (Mathapati, 2013).

Statement of the Problem

GHRM is an environmental strategy that adheres to the company's environmental policy and preservation measures (Ren et al., 2018). It consists of a collection of rules and processes designed to encourage firm personnel to conserve the abundance of knowledge-capital in the

most environmentally friendly and cost-effective manner feasible (Tang et al., 2018; Masri & Jaaron, 2017). Policies and procedures lay the groundwork for implementing the GHRM and developing HR practises inside the organisation (Prasad, 2013). 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 (Pellegrini et al. 2018; Renwick et al. 2013), which in turn improves employees' green behaviour to voluntarily improve companies' performance. (Kim et al., 2019).

Environmental performance (EP) refers to organisational activities that strive to meet and exceed society's expectations for the natural environment (Chan et al., 2011), rather than simply adhering to legislation (Chen et al., 2015). It tackles the environmental impact of organisational production processes as well as resource utilisation in accordance with legal requirements (Dubey et al., 2015). 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 (Oliva et al., 2019). Stakeholders have increased pressure on corporations in recent years to seek sustainable, environmentally friendly business practises. As a result, it is critical to identify green methods that can improve sustainability. Several studies in the field of HRM investigated the impact of GHRM on company environmental performance (O'Donohue and Torugsa, 2016; Renwick et al, 2016; Jabbor and Jabbor, 2016, etc.). Again, the bulk of researchers investigated GHRM interactions using single variables (Zaid et al., 2020; Tadic and Pivac, 2014). Recently, researchers have used Human resource practises (HRM) as a synergic influence of joint activities, referred to as "bundles/overall," rather than relying on a single variable in the link between HRM practises and firm performance (Paillé et al., 2020).

Going Green is the usage and implementation of environmentally friendly products, processes, and systems. For example, such procedures could include the development of new power supplies to fulfill societal wants, as well as the development of new creative techniques and tactics to aid in the decrease of environmental deterioration. According to Lee (2009), green initiatives are "the workout in which a firm develops an environmental action to control the environment." As a result, green measures that are proactive are essential (Jabbour et al., 2010).

Green practises that are proactive are associated with greater operational efficiency and profitability.

Organizational performance is defined as the final result of all business operations and is measured by analysing the organization's current behaviour in terms of efficiency and effectiveness (Ghosh & Mukherjee, 2006). Synergy can be established, according to the resource-based theory, by managing corporate resources in such a way that they provide good outcomes and become market leaders (Ployhart, 2012). The degree to which businesses engage in environmentally friendly activities is a measure of eco-performance, which leads to a reduction in the negative environmental consequences of manufacturing operations (Wong et al., 2013). The implementation of programmes that have a beneficial influence on the environment is referred to as organisational environmental performance. Several studies have been carried out and found a positive and significant effect of different green human resource management practices on organizational performance and environmental performance.

The objective of the study

1. To investigate the influence of green HRM on the performance of healthcare organizations.

Literature samples

Mohammed Aboranadan, Osman K Karatepe, (2021), empirically examined the recognized support for green initiatives and their proportional impacts on hotel environmental performance. As independent factors, green HRM and perceived green organisational support are used, whereas personnel and environmental performance are included as dependent variables. The data was acquired from 200 individuals who stayed at Palestinian hotels of medium and small size. Structural equation modelling is used in this research project. The outcome reveals a significant link between the dependent and independent variables. It was observed that there is a paucity of data regarding the impacts of GHRM activities and that Green OS is associated with positive non-green organisational performance results. There is also a lack of evidence addressing the mechanism that links Green HR Management to these performance outcomes.

Richa Chaudhry, (2020) empirically defines the part of GHRM and environmental performance. The independent variable was green HRM, and the dependent variable was environmental performance. The result shows a significant relationship between the dependent variable and the free (independent) variable. 301 people from the automotive industry gathered data. The research strategy was cross-sectional, and the research proposal model was tested using hierarchical regression analysis. Green HR Management was formed in order to anticipate both task-related and voluntary green employee behaviour. The findings highlighted the importance of incorporating reliability considerations into human resource operations to accomplish sustainable goals.

Imas Rosidawati Wiradirja, Hernawati Ras, (2020), empirically examines the Environmental performance as the dependent variable, whereas employee engagement, training, and a shared environmental vision were employed as free (independent) variables to assess their effects on pro-environmental performance (dependent). The outcome demonstrates a close connection between the two parameters. Workers in the textile industry were surveyed as part of the data collection process. The response rate to the study was 59.83 percent. The study's findings demonstrate the importance of OCBE in minimising the detrimental effects of green employee engagement, green training, and green shared vision initiatives on employee environmental performance.

Dharma, F. P., Z. F. Ikatrinasari, H. H. Purba and W. Ayu (2019) in their study on “Reducing nonconformance quality of yarn using pareto principles and fishbone diagram in textile industry” found that nonconformance quality of yarn within the ring spinning machine is high unevenness on the yarn. The unevenness is continually expanding. Unevenness has the high frequency of recurrence therefore it turns into a priority for completion.

Shaban, S. (2019) in his study found that Green HRM is one of the most important concerns facing business today. A significant link between green personnel and the effectiveness of the finance and market sectors was found by the majority of researchers and studies. This study aims to present a thorough theoretical foundation for green HRM practises and to evaluate how the green HRM approach is applied in Egyptian and British construction companies.

Patil, J. and A. P. Sarode (2018) in their study explained that in order to produce a workplace free of pollution, all departments must collaborate. A clean campus can be created in large part by human resource managers. Beyond basic management, the HR department is also responsible for hiring, training, retaining, and developing employees inside the organisation in line with market demands and emerging trends. A study indicates that the value of green HRM will increase daily. In the contemporary environment, HRM practises need to be more diverse.

Research Methodology

Primary and secondary data are used in this investigation. In this study, primary data was acquired from chosen health service organizations in the Coimbatore district using the mailed questionnaire technique. Because the organizations are picked based on those that implemented green human resource management, a total of 30 health service organizations from the district are being selected and questionnaires are being distributed using judgment sampling. The study's secondary data was gathered from books, websites, a few publications, as well as company reports and news articles.

Results and Discussion

Table 1: Demographic Profile

Variables	Classification	Frequency
Gender	Male	18
	Female	12
Age (In years)	Less than 30	04
	Between 30 & 40	12
	Between 40 & 50	11
	More than 50	03
Area of Residence	Rural	11
	Urban	19
Marital status	Married	26
	Unmarried	04
Education	Under Graduation	03
	Post Graduation	22

Variables	Classification	Frequency
	Professional level	05
Annual Income (INR Lakhs)	Less than 5	14
	Between 5 and 8	12
	Between 8 and 10	04
	Above 10	00
Experience (in years)	Less than 5	11
	Between 5 and 8	16
	Between 8 and 10	02
	Above 10	01

The above table denotes the demographic profile of the respondents who are the Human Resource Officers (HROs) of health service organizations that incorporated GHRM in Coimbatore. It is clear from the table that;

- Most of the respondents are male comprising at the count of 18, followed by female respondents of 12.
- A total of 12 respondents are aged between 30 & 40, followed by 11 respondents at the age group between 40 & 50, 04 respondents at the age group of less than 30 and finally 03 respondents are in age group above 50.
- Majority of the respondents have their residence in urban region comprising of 19 in numbers and rural region comprises of 11 respondents.
- 22 respondents are post graduates, followed by 05 respondents are professionals and 03 respondents are under graduates.
- 16 respondents have their annual income of between 5 and 8 lakhs, followed by 06 respondents have less than 5 lakhs, 04 respondents have their annual income between 8 and 10 lakhs and 02 respondents have their annual income of more than 10 lakhs per annum.

- 16 respondents have experience of between 5 and 8 years, followed by 11 respondents have less than 5 years of experience, 03 respondents have between 8 and 10 years of experience and 01 respondent have more than 10 years of experience.

Table 2: Green HRM Practice in Health Service Organizations’ Performance

(NT – Never True; RT - Rarely True; N – Neutral; ST - Sometimes True; AT – Always True)

S.No.	Constructs	NT	RT	N	ST	AT
1	In this hospital, employees share the overall goals of green HRM and willingly work towards achievement of these goals	02	05	01	08	14
2	In this hospital, the principal objectives and interests of management and employees are more or less similar towards green HRM	02	02	02	11	13
3	In this hospital, management and employees work together as a team.	03	02	04	10	11
4	The hospital provides to all access to green HRM	00	02	04	09	15
5	The efficient green HRM activities improves goodwill of the hospital	01	04	06	07	12
6	The green HRM ensures efficient handling of patients	02	03	02	05	18
7	The employees work for the satisfaction of patients at all times at all levels	00	03	08	05	14
8	The requirements of all the patients are well met with due to green HRM	00	02	03	08	17

Source: Primary data

The table 2 presents the respondents view on the Green HRM Practice in Health Service Organizations’ Performance. It can be concluded from the table that the respondents agreed with the note ‘Always True’ to all the constructs with majority among them.

Table 3: Descriptive Statistics of Green HRM Practice in Health Service Organizations' Performance

S.No.	Constructs	Mean	SD
1	In this hospital, employee share the overall goals of green HRM and willingly work towards achievement of these goals	1.458	0.210
2	In this hospital, the principal objectives and interests of management and employees are more or less similar towards green HRM	1.560	0.660
3	In this hospital, management and employees work together as a team.	1.512	0.702
4	The hospital provides to all access to green HRM	1.663	0.846
5	The efficient green HRM activities improves goodwill of the hospital	1.259	0.551
6	The green HRM ensures efficient handling of patients	1.110	0.764
7	The employees work for the satisfaction of patients at all times at all levels	1.266	0.801
8	The requirements of all the patients are well met with due to green HRM	1.411	0.689

Source: Primary data

The table 3 presents the descriptive statistics of Green HRM Practice in Health Service Organizations' Performance. It can be cleared from the table that the construct 'the hospital provides to all access to green HRM' has better Mean value (1.663) and Standard Deviation (0.864).

Table 4: Regression analysis of Impact of GHRM on Health Service Organizations' Performance

H₀₁: There is no significant impact of GHRM on Health Service Organizations' Performance

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.051 ^a	.571	.511	.912	1.566
a. Predictors: (Constant), GHRM					
b. Dependent Variable: Performance					

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.361	1	4.158	203.181	.004 ^b
	Residual	321.025	29	.118		
	Total	330.386	30			
a. Dependent Variable: Satisfaction						
b. Predictors: (Constant), Psychosocial status						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.451	.410	.336	-8.002	.001
	GHRM	1.062	.168	.151	4.181	.000
a. Dependent Variable: Satisfaction						

The regression analysis for ascertaining the impact of GHRM on Health Service Organizations' Performance is evident in the above tables. The regression co-efficient R^2 is found to be 0.571 indicating 57 percent of the variance in performance is predicted by GHRM in health service organizations. The ANOVA result confirms that the model is fit and significant ($F=203.181$), $p<0.05$). The p value is significant at one percent level revealing that there is positive relationship between the GHRM and performance and thus rejecting the null hypothesis. The absence of multi-collinearity is evident through the value of Durbin Watson statistics at 1.566. Therefore, it can be concluded that there is a significant impact of GHRM on Health Service Organizations' Performance. In conclusion, the developed hypotheses in this study are

supported, as the findings of the statistical analysis indicated a positive association of Green HRM practices collectively and individually with environmental performance. The above mentioned results are in congruence with other researchers (e.g. Paille et al., 2014; Renwick et al., 2013; Masri & Jaroon, 2017; Ahmad, 2015; Mandip, 2012).

Conclusion

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. 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. 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. 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. These results are in line with past research investigations carried out in developing countries (Marshal et al., 2014; Masri & Jaroon, 2017). 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.

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