



Green Hrm Practices In The Healthcare Sector In West Bengal

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Abstract: Green institutions including healthcare sector builds excellent CSR habitude and work towards economic development, conserving natural habitat and green culture. Over a decade many healthcare organizations have encountered tremendous pressure from the different stakeholders to adopt environment friendly policies and practices to boast sustainability. As sustainability is essential for fluctuating healthcare environment. It is important for the welfare of patients, healthcare employees along with community. The very concept of Green HRM is to promote the sustainable use of resources available within the sector as well as in the society. The main objective of the study is to explore and evaluate Green HRM practices within the healthcare organizations and to find out how these healthcare organizations are aligning HRM policies with green management and environment centric initiatives. In this research paper we have adopted descriptive method based on extensive secondary data. This research paper encompasses all Green HRM activities which includes best green practices in acquisition and on boarding of new employees, induction process, performance appraisal & management, training & development and reward system. The paper summarizes how the healthcare sector guarding and preserving the natural eco-system's resources and inculcating top priority in decision-makings among the managers in inducing sustainable ecosystem. How such practices would result into positive outcomes by improving employee attitudes and behaviors towards organization and its sustainability is also explained.

Index Terms - Healthcare sustainability, Organizational Sustainability, Human Resource Management, Green HRM, Environment centric, Corporate Image, Employee Behavior

I. INTRODUCTION

In today's era, healthcare is one of the most crucial sectors in terms of profit maximization and job opportunities. Advancements in healthcare technology, telemedicine, medical tourism, and health insurance are developing rapidly all over the world, including India. As the population of India increases rapidly, patients expect high-quality health services, which will promote the healthcare industry. GHRM is a new and important concept in the healthcare industry. GHRM is pertinent and significant for healthcare industry. Green HRM and sustainable development both contribute to the development of health services. The application of GHRM is to boost and nurture environmentally friendly practices and work towards eco-friendly objectives, along with GHRM ramifications like performance appraisal, employee-employer relationships, compensation management, computerized records, i.e., paperless documentation, salvation by waste, etc. GHRM is practiced in different areas in order to sustain the varieties: green recruitment, green selection, green human resource planning, green induction, green training and development, green health and safety, green reward management, green employee relations, etc. GHRM are not confined in a particular organization but they are working towards green jobs and practices. GHRM model is crucial for healthcare organizations in terms of sustainability to initiate digitization and quality services to the patients. GHRM creates cognizance, adoption and execution of human resource practices which directly impacts sustainability.

Definition of GHRM

“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). GHRM pertains to the ongoing efforts towards strategically integrating environmentally friendly approaches, practices, and structures into the assigned tasks and functions of the human resource department, as well as the day-to-day operations of an organization to ensure minimal environmental impact. It also encompasses the organizational responsibilities that aim to promote green practices among employees and foster a commitment to society, individuals, the natural environment, and business operations. The confluence of human resource management with environmental sustainability is known as green human resource management, as it endures organizations in ecofriendly performance by motivating employees' commitment towards environment (Schuler & Jackson, 2014; Mandip, 2012; Jackson et al., 2011; Renwick, 2013).

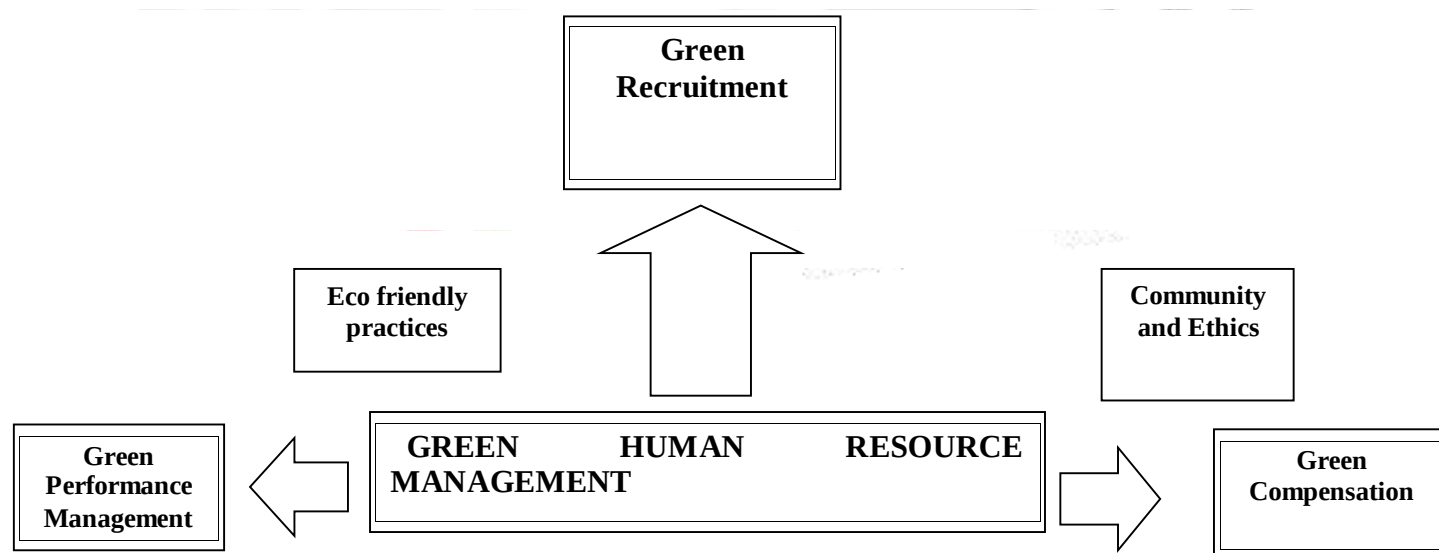
Types of GHRM

Green recruitment is a process where no papers are involved in the recruitment proceeding, applicants are invited on a worldwide basis via email or job portals, interviews are conducted through video calls with no travel costs involved, and the main aim is to reduce environmental impact.

Green Training and Development: The main aim of green training and development is to make healthcare employees mindful of natural habitats, thus creating environmental understanding among healthcare professionals through seminars and workshops at the administrative level for accomplishing environmental practices for conserving energy through green environmental practices.

Green compensation: Healthcare organizations sustainability and achievements are highly dependent on the green reward system. To actuate employees regarding corporate environmental management inventiveness, it can be practiced in different ways like bonuses, incentives, cash rewards, etc.

Green Performance Management: Performance appraisal helps healthcare managers achieve their goals because it will motivate them. So green performance management must be practiced at different healthcare organizations to focus on environmental responsibilities and matters related to environmental concerns and policies of the organization.



The entire GHRM model is explained through the above-mentioned diagram. The basic philosophy starts with green recruitment. The green performance management is driven by several factors and initiatives, eco-friendly practices and innovations. The main focus is on community well-being and ethical approach in every business process and activities. The entire model is knitted through continuous green training methodologies. There are both types of reward outcomes, extrinsic and intrinsic.

**Green Training &
Development**

Literature Review

Richa Chaudhry, (2020) empirically proves that GHRM and environmental performance has very close relationships. GHRM was the independent variable and the dependent variable was environmental performance. The result demonstrate a very strong relationship between the two variables.

On the other hand Imas Rosidawati Wiradirja, Hernawati Ras, (2020), also empirically demonstrate that environmental performance as a (dependent) variable, and employee engagement, training, and a shared environmental vision as (independent) variables. The results demonstrate a strong association between the two. Shaban, S. (2019) in his research paper elaborates that Green HRM is now one of the most significant aspect of the policy makers. There is a important link between GHRM implementation and its effectiveness in various components of business activities like finance and marketing.

According to (Wehrmeyer, 1996) Green recruitment is procedure of recruiting new talent who are aware of sustainable process, ecofriendly systems and familiar with words of safeguarding the sustainable environment because in the competition of attracting most creative and versatile employees, companies are increasing their recruiting potential, hiring quality staff is the very crucial challenge in the war of talent (Renwick et al., 2013) and even companies are also know the fact that being an employer is an effective way to attract new talent pool (Phillips, 2007: Stringer, 2009).

Green management is defined as the process whereby companies manage the environment by developing environmental management strategies (Lee, 2009) in which companies need to balance between industrial growth and conservation the natural environment so that future generation may thrive (Daily and Huang, 2001).According to Lee (2009), green endeavors are "the workout in which a firm develops an environmental action to control the environment."

Yusliza, Ramayah & Othaman, (2015) the human resource is an integral part by managing important aspect of managing all business activities. In the current era human resource managers were added with additional responsibility of incorporating the philosophy of environment and sustainability in the corporate mission statement. The concept were blended with human resource policies. The GHRM policies are formulated and bring into practices by cracking a perfect balance between environment, society and sustainability.

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Healthcare Sustainability

1987 UN conference, defines sustainable developments as "meet present needs without compromising the ability of future generations to meet their needs"(WCED, 1987). The concept ofGreen Globe evolved from the Rio Earth Summit of 1992, Article 21 Plan, "which provided a set of principles for local, state, national and international action on sustainable development,"Hospitals indulge into two facets of quality management to improve upon patient satisfaction. The first facet is the technical quality and the other one is the functional quality. The technical aspect is "what serviceability the patients gets" and functional aspect is "how the deliverables arereached to the patients". If we elaborate further, technical quality is the precision of the diagnoses procedures while functional quality is blueprint of the service 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).

Research Gap

Most of the researches are accentuating on the fact that GHRM policies are formulated and bring into practices by fostering a perfect blend between environment, society and sustainability. It has essential elements like green recruitment, training, green appraisal and performance based reward system. There are more elements of conceptual framework and few instances of case studies of various organizations implementing GHRM. Important aspects of GHRM evolved from the conceptual approaches was written in a very general context but there was only few evidences on empirical study. We focuses on the implementation of GHRM in healthcare sector in eastern India and try to find out interrelationship within important aspect and employee preferences.

Objectives

1. To study the preference level of important aspects of GHRM among employees
2. To determine whether performance of employees has any relationships with other aspects of GHRM
3. To find out preferences of various GHRM initiatives among the employees.

Research Methodology

Primary data collected from 73 respondents where 20 are management staff and rest are employees from various hospitals and healthcare organization in West Bengal. Data were collect from the questionnaire that were circulated. Interview sessions were also conducted with the management staff. Statistical tools like Descriptive Analysis and Regression is done for data analysis.

Analysis

Objective 1

The respondents were asked to rate in 5 point Likart scale pertaining to importance of GHRM Policy, training and outcome rewards. They were also asked how satisfy they are as a part and parcel of a noble cause which will lead to sustainability. And further whether there is any scope of improvement of performance.

Descriptive Statistics

	Performance	Policy	Training	Reward	Satisfaction
Mean	4.178082192	4.445946	3.575342	4.205479452	4.383561644
Standard Error	0.076407308	0.09648	0.082571	0.072880775	0.084196753
Median	4	5	3	4	5
Mode	4	5	3	4	5

Having a GHRM policy is the most significant aspect to implement the same and it should be followed by outcome rewards. Training for implementation of GHRM and satisfaction as an integral part of the noble cause is also important to trigger better performance.

Objective 2

Regression Model

From the perspective of implementation of GHRM, let us see if there is any relationship between dependent variable Performance (output) and independent variable Training, Reward & Satisfaction as defined earlier.

Null Hypothesis H_0 : There is no statistically significant linear relationship between the independent variable X (Training, Reward & Satisfaction) and the dependent variable Y (Performance). $H_0: B_1 = 0$

Alternate Hypothesis H_a : There is statistically significant linear relationship between the independent variable X (Training, Reward & Satisfaction) and the dependent variable Y (Performance). $H_a: B_1 \neq 0$

Regression Statistics	
Multiple R	0.778520024
R Square	0.606093428
Adjusted R Square	0.532235946
Standard Error	0.273032633
Observations	20

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	3	1.835251	0.61175	8.206256	0.001559243
Residual	16	1.192749	0.074547		
Total	19	3.028			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.01570930	0.45273	0.03469	0.97274	-0.94404579	0.97546	-0.9440	0.9754644
X	0.75680385	0.35810	2.11337	0.05062	0.00233858	1.51594	0.0023	1.5159462
Variable 1	0.00018540	0.00044	0.41829	0.68128	0.00075421	0.00112	0.0007	0.0011250
Variable 2	0.07896308	0.36154	0.21840	0.82987	0.68747374	0.8454	0.6874	0.8453999
Variable 3								

Adjusted R Square is 0.53 so we can say only 53% variation in number of queries can be explained by the independent variable Training, Reward & Satisfaction. In a linear regression with multiple variables it is suggested to consider Adjusted R Square to judge the goodness of the model. The result is reliable as Significance F is .001 (less than 0.05) and concludes that regression model significantly good fit. Therefore we reject H_0 and accept H_a .

The regression line is: $Y = 0.015 + (0.75) X_1 + (0.00) X_2 + (0.78) X_3$

Where,

Y = Performance due to GHRM

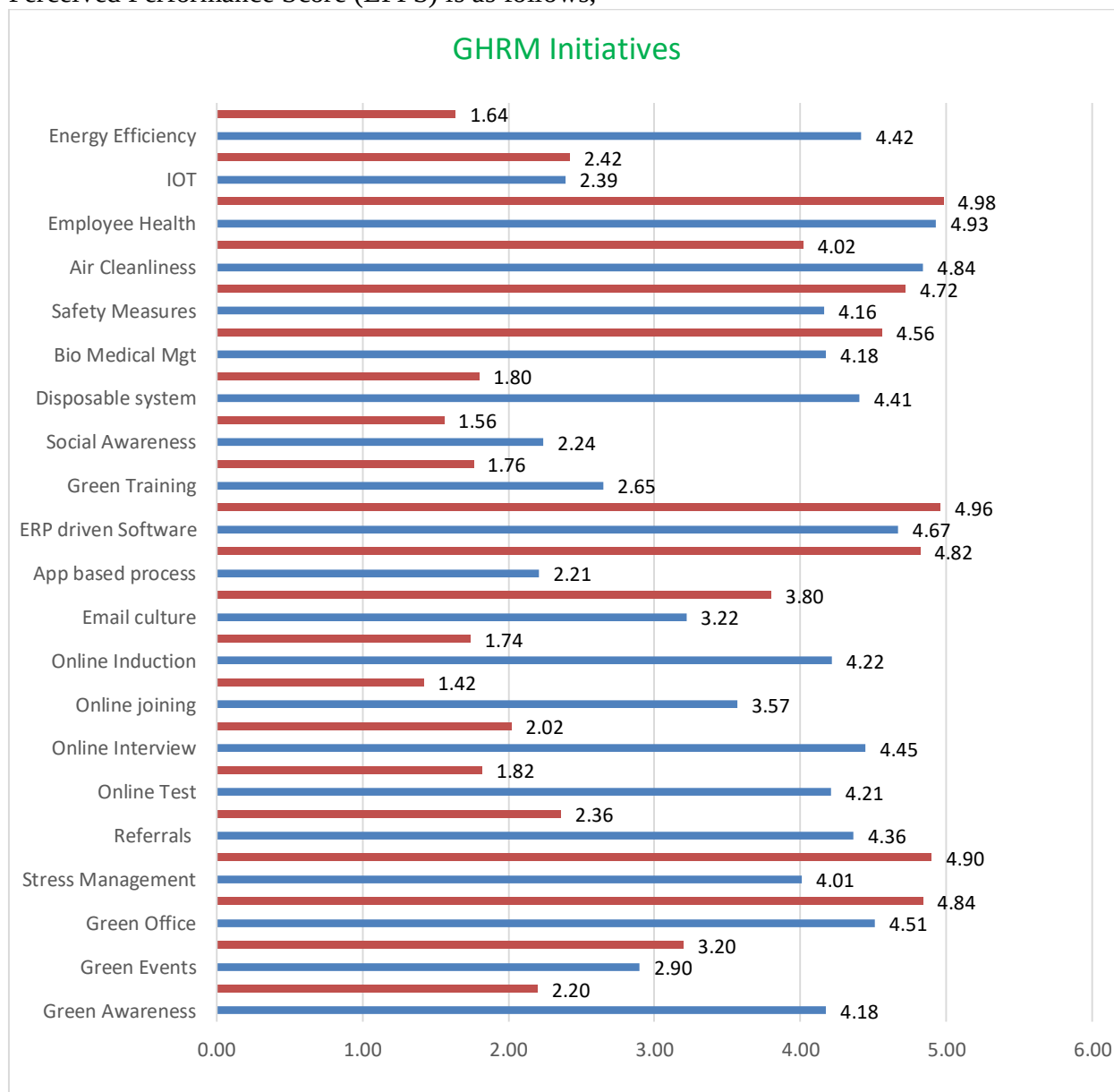
X_1 = GHRM Training

X_2 = Outcome (Training) Reward

X_3 = Satisfaction level for GHRM Implementation

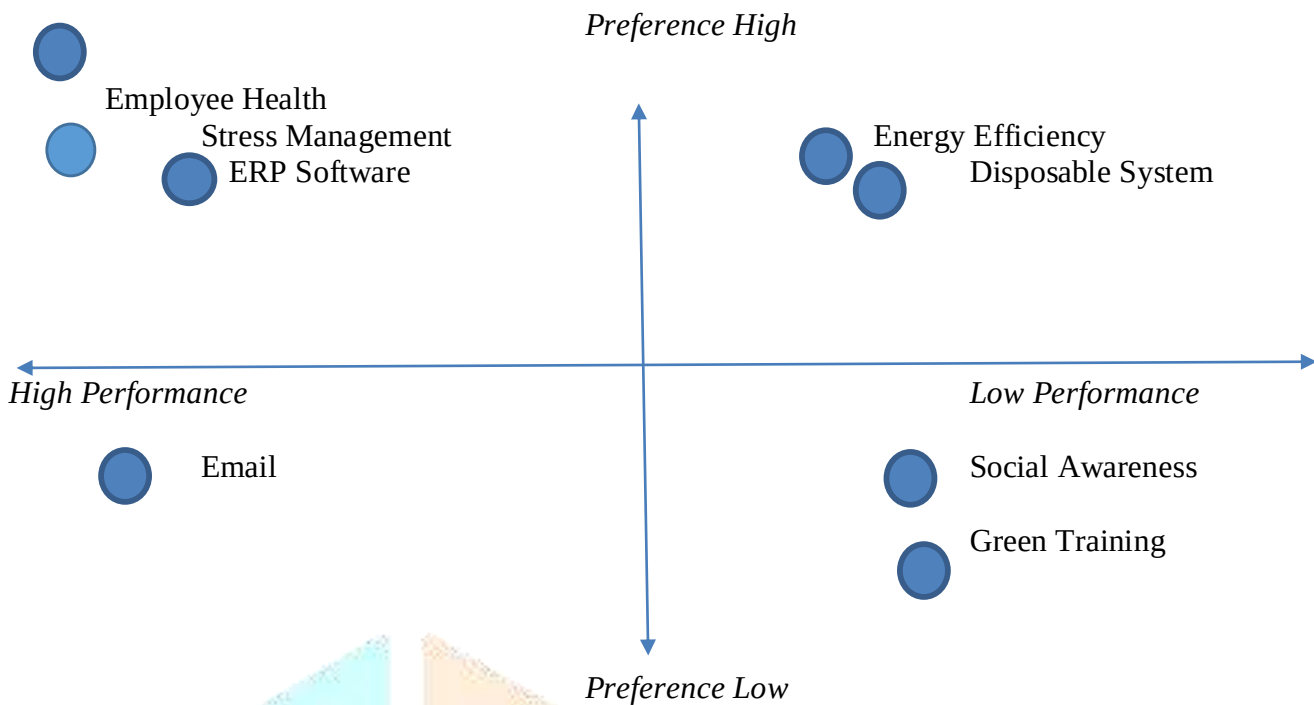
Objective 3

The employee's Preferential Index (EPI) of various GHRM initiatives in healthcare sector along with their Perceived Performance Score (EPPS) is as follows;



Employee Health, Air Cleanliness, ERP software and Green office has highest EPI scores. On the other hand Employee Health, Stress Management, ERP software and Green training has highest EPPS.

Perceptual Map



The perceptual map is based on EPI & EPSS plotting and GHRM initiatives are placed accordingly. Employee health, Stress Management and ERP is placed in EPI and EPSS. Energy Efficiency and Disposable System are placed on High EPI but low EPSS. GHRM initiatives in other two quadrants are placed accordingly.

Conclusion

Green HRM endeavors are mainly concentrated on increasing competency within the ecosystem, eradicating and removing environmental desecrate, and reestablishing ecofriendly procedures consequential with better synergy and results. Healthcare organizations has to focus more on such development programs in order to expedite the implementation level of Green HRM. Such initiatives may results into improvement of healthcare services as we have seen GHRM policy, Training and reward system is very important. Regression Model has proved that organizational performance can be improved by virtue of GHRM training, reward and satisfaction level as they a very close association. The important component of GHRM has to be implemented in a judicious manner to yield better performance.

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