

The Impact of Green HRM on Organizational Green Performance in Health care Industry of Bangladesh

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ABSTRACT

The goal of this study is to look into the relationship between green HRM practices, such as green recruiting and selection, green training and development, and green awards, and environmental performance in Bangladesh's healthcare industry. The research hypotheses will be tested using a questionnaire survey conducted among healthcare institutions between. Because we wanted to reduce the confounding effects of non-controllable aspects in our research study, such as legislative, cultural, and economic contexts, we chose to focus on a particular sector. The findings reveal that Green HRM is being implemented moderately in Bangladesh healthcare industry, with the largest link being with recruitment and selection and the smallest correlation being with training and development. There was also a statistically significant link between the three HRM strategies and environmental performance. This study is thought to be the first in Bangladesh to offer light on how human resource functions might improve environmental performance in healthcare companies. It contributes to the growing literature on green HRM and environmental conservation in poor nations like Bangladesh.

Key words: Green HRM, Green Performance, Healthcare, Bangladesh.

I. INTRODUCTION

Environmental protection has been one of the most pressing concerns around the world in recent decades. The preservation of the natural eco-system and its resources for future generations has consequently taken a back seat

on policymakers' and managers' agendas (Howard-Grenville et al., 2014). This issue has increased pressure on businesses to create and implement green management by implementing environmentally friendly processes and procedures (Prasad, 2013). Many businesses strive to establish and deploy a formal environment management system in order to achieve this development. Since the 1990s, this system has been recognized as one of the most important keys to achieving sustainable development (Chan, 2011). Environmental management has been included in some departmentssuch as operation, finance, marketing and others (Mittal & Sangwan, 2014; Rehman & Shrivastava, 2011). Lately, human resource management has engaged in the green movement (Prathima & Misra, 2013). Human resource management is regarded as the company's most valuable asset, capable of integrating all activities to create great results (Rawashdeh & Al-Adwan, 2012). Many experts have focused their attention on the relationship between human resources and environmental management, asserting the relevance of workers green habits in the firm, because it plays such an important role in ensuring sustainable development in organizations. Green human resource management is a combination of human resource management and environmental management that attempts to help businesses boost environmental performance by increasing employee engagement to the environment (Schuler & Jackson, 2014; Mandip, 2012; Jackson et al., 2011; Renwick, 2013).

Opatha and Arulrajah (2014) defined GHRM as the

olicies, practices, and systems of a firm that makes its workers green for the interest of people, business, society and natural environment. GHRM adapts various human resource methods such as recruiting and selection, training and development, remuneration and rewards, and performance review to equip businesses with employees who understand and support green behavior (Mathapati, 2013). Currently, corporate enterprises have placed a premium on environmental and green management, aligning them with their objectives and plans. Because of the realities of corporate globalization, the economy has shifted from a traditional financial and economic structure to a more modern, capacity-based framework. This considers environmental management and economics (Ahmad, 2015). Human resource departments are attempting to green the organizational culture by maintaining green offices and green practices, and green human resource management has gained significant traction in corporate businesses. Green HRM is a critical strategic instrument for achieving commercial enterprises' environmental aims of being green. This can be accomplished by attracting and retaining outstanding green individuals with a specialty in green human resources (Sudin, 2011).

GHRM is a very little-studied topic in Bangladesh, despite the fact that green organizations are a must. As a result, there being a study void in this area, it is critical to investigate GHRM in Bangladesh. The research needed to fill this gap in the literature. As a result, the goal of this research is to emphasize the importance of greening human resource management and to evaluate the influence of green practices such as recruiting, training and development, and reward system on organizational environmental performance in Bangladesh's healthcare industry.

II. LITERATURE REVIEW

1.1 Green Human Resources Management (GHRM)

Human resource professionals are accountable to get the support of the employees to preserve the environment (Sathyapriya et al., 2013). Jabbour et al. (2010) mentioned the importance of human resource management at different levels of the environmental management system. Ahmad (2015) focused on the importance of human resource management, which includes people and actions like energy saving, recycling, and carpooling. In 1996, Wehrmeyer published

his book *Greening People: Human Resources and Environment Management*, which focused on greening organizations through the integration of human resources and environmental management. He defined GHRM as the application of HRMP to promote resource sustainability within organizations and, more broadly, to promote environmental sustainability concerns. (Marhatta & Adhikari, 2013).

Sustainability and environmental issues are increasingly driving HRM practices, yet there are few resources in the literature and academic work on the subject. If human resource practices are linked to environmental and sustainability challenges, organizations may experience environmental sustainability and positive performance (Marhatta, & Adhikari, 2013). Cherian and Jacob (2012) pointed that firms which pay attention to the greening of human resource functions may be more productive, thus generating positive performance. In contrast, firms that are not involving their employees in greening activities may lack the effectiveness of their environmental performance (Renwick et al., 2013). In response to that, many organizations are pressing effectively on stimulating their employees' behavior towards environmental preservation (Masri & Jaaron, 2017).

Nowadays, several studies in the field of research were directed on green management and green HRM practices (Ahmad, 2015; Cherian & Jacob, 2012; Marhatta & Adhikari, 2013; Masri & Jaaron, 2017; Mittal & Sangwan, 2014; Sathyapriya et al., 2013; Prasad, 2013; Opatha & Arulrajah, 2014) and emphasized the association between green human resource practices such as green recruitment and selection, green training and development, green performance management, green rewards system, green cordial relations) and positive environmental performance. Scholars also feel that green human resource practices are a powerful tool for generating green human capital that can deliver green long-term performance and a competitive edge. Jose Chiappetta Jabbour (2011) confirmed that the aforementioned green human resource techniques are more practicable, and they may ensure that green issues are integrated into people's daily lives. In Bangladesh, the adoption of green HRM is still being studied. As a result, three Green HRM practices, namely recruitment and selection, training and development, and incentive system, were removed from this study because they did not match its goal. These activities will be examined in greater depth

below in order to establish a foundation for how businesses might transform HRM practices into green initiatives that boost organizational environmental performance.

1.2 Green Recruitment and Selection (GRS)

Green recruitment and selection is one of the HRM strategies that allows a company to present green HRM efforts to potential employees. The most difficult difficulty that human resource managers face in today's global environment is finding and keeping competent people (Sudin, 2011). Business organizations are now marketing themselves as environmental conservatives in order to attract highly intelligent professionals with extensive green knowledge who are also adopting green practices and concerns about sustainability. Job seekers, on the other hand, are ready to work as green employees in accordance with international green culture standards. Green employees also prefer companies with environmental preservation and social responsibility as their primary business (Masri & Jaron, 2017). Firms should include and press on environmental factors in the job analysis process, job description, and job specification, and what is expected of the selected candidate should be conveyed clearly as well (Renwick et al., 2013). According to research finding of Wehrmeyer (1996) in the job description should clarify and assure the importance of environmental reporting. Second, new employee induction training should focus on delivering knowledge about the company's environmental policies, principles, and green aspirations. Third, interviews should be intended to assess potential applicants' qualifications in relation to the firm's greening ambitions. Razab et al. (2015) advocated that environmental questions should be a part of the interview criteria when interviewing potential applicants. Arulrajah et al. (2015) stated that firms can build the support they need to succeed in their efforts to protect the environment by creating environmentally conscious new jobs or incorporating environmental tasks into each position's duties and responsibilities in order to focus specifically on the company's environmental management aspects. Applicants should be chosen based on their environmental commitment and care for the firm's greening programs during the shortlisting process (Jose Chiappetta Jabbour, 2011).

1.3 Green Training and Development (GTD)

One of the most significant GHRM practices for the success of green management at companies is green training and development. One of the most important strategies for developing human resources is environmental training. (Jose Chiappetta Jabbour, 2011). It aims to increase people's awareness and knowledge of environmental issues, foster a positive attitude, encourage proactive greening actions, and develop competencies in waste reduction and energy conservation (Zoogah, 2011). Sarkis et al. (2010) pressed that the goal is to increase people's awareness and knowledge of environmental issues, foster a positive attitude, encourage proactive greening measures, and develop skills in waste reduction and energy conservation. (Teixeira et al., 2012). In their quantitative study, Saturnino Neto et al. (2014) concluded that in order to mitigate climate change, environmental training is very crucial for the systematic development of low carbon products. Perron et al. (2006) revealed that firms must provide specialized and personalized green staff training, as well as measure the efficiency of the training program using a valid instrument. Renwick et al. (2013) suggested certain activities should be included in training programs to benefit the environment, such as recycling, energy efficiency, and safety, green workplace analysis, waste management, environmental training and programs, and job rotation for potential green managers within the firm. To gain the most environmental advantages from the training, these programs should be tailored based on training needs. (Cherian & Jacob, 2012).

1.4 Green Reward System (GRS)

Green reward system plays a vital role in motivating people and helps in identifying their significant performance towards environmental management (Teixeira et al., 2012). The objective of adopting greenwards criteria is to achieve, maintain and motivate people for performing well and realizing the importance of environment protection (Lindström & Vanhala, 2011). Green reward system means to align the system with green policies and practices used by the firm. It should be designed to produce green initiatives in the workplace, lifestyle and reducing carbon footprints (Pillai & Sivathanu, 2014). People should be rewarded with bonuses for their interest in

Understanding and developing eco-friendly culture (Liebowitz, 2010). There are many types of reward practices that firms may use to green skills acquisition. Rewards can be in the form of financial based EM rewards (e.g. premium, cash, bonuses), nonfinancial based EM rewards (e.g. leave, gifts, sabbatical), recognition based EM rewards (e.g. external roles, daily praise, dinners), and positive rewards in EM (e.g. feedback) (Renwick et al., 2013; Opatha & Arulrajah, 2014). All of these forms of rewards system value workers who participate in green practices (Renwick et al., 2013) through recognizing and rewarding people that are devoted to enjoying environmental objectives, and those managers who motivate their subordinates to perform eco-initiatives (Arulrajah et al., 2015). Several studies concluded that firms can achieve positive environmental performance through providing different forms of rewards such as praise letter, promotion, career gains, bonuses, cash, gifts, etc. (Prasad, 2013; Ahmed, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha & Arulrajah, 2014).

1.5 Organizational Green Performance (OGP)

Green performance in organizations demonstrates a long-term outlook, constant efficiency improvement, and ongoing innovation. (De Burgos-Jimenez et al., 2013; Dixon-Fowler, Slater, Johnson, Ellstrand, & Romi, 2013; Porter & Van der Linde, 1995). Mixed results have emerged in prior research regarding the relationship between organizational green performance and financial performance (Henri & Journeault, 2010). On the one hand, some research has reported the negative link between organizational green performance and financial outcomes (Palmer, Oates, & Portney, 1995; Wagner, Van Phu, Azomahou, & Wehrmeyer, 2002). The grounds for this negative correlation are that imposing additional environmental regulations on a firm may not result in increased profit. (Obeidat et al., 2018) and that employees with conflicting time demands may not respond to environmental agenda and customers may be driven by price of services rather than corporate environmentalism (Sandhu, Ozanne, Smallman, & Cullen, 2010). Organizational green

performance can be defined as the end outcome of all a firm's actions, and it can be measured by examining the firm's existing efficiency and effectiveness. (Ghosh & Mukherjee, 2006). According to the resource-based theory, synergy can be achieved by managing corporate resources in a way that allows them to produce positive results and become market leaders. (Ployhart, 2012). The extent to which business firms practice eco-friendly activities is an indicator of eco-performance leading to reduce the negative impacts of manufacturing operations on the environment (Wong et al., 2013). Environmental performance at the workplace refers to doing actions that have a good impact on the environment. As a result, enterprises are heavily encouraged to adopt efficient environmental management practices in order to benefit from environmental protection. (Jackson & Seo, 2010).

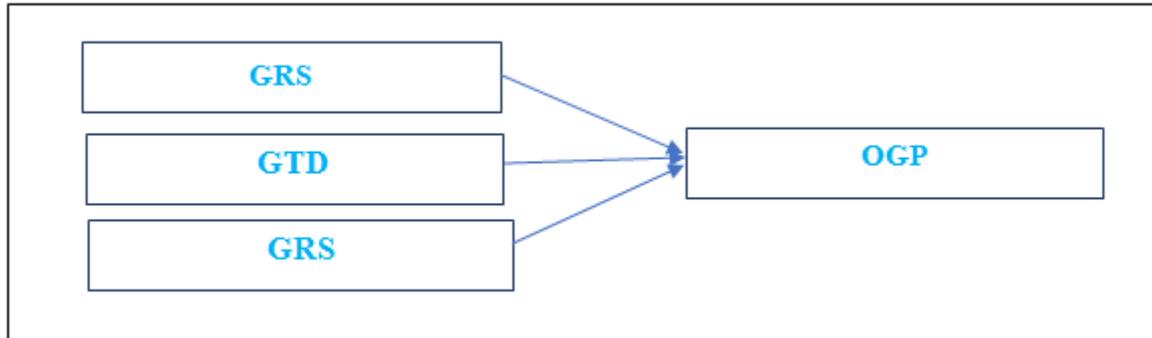
Several studies have revealed that various green human resource management methods have a favorable and considerable impact on organizational and environmental performance. Green human resource management methods such as green recruitment, green training, and green rewards can help organizations enhance and support their environmental performance while also providing competitive advantages. (Paille et al., 2014; Renwick et al., 2013; Masri & Jaron, 2017; Ahmad, 2015; Roy & Khastagir, 2016; Mandip, 2012).

The study presents the following hypothesis based on the foregoing discussion:

H1. Green recruitment and selection is more likely to have a positive impact on organizational green performance in Healthcare industry of Bangladesh.

H2. Green training and development is more likely to have a positive impact on organizational green performance in Healthcare industry of Bangladesh.

H3. Green reward and compensation is more likely to have a positive impact on organizational green performance in Healthcare industry of Bangladesh.



Research Framework

III. METHODOLOGY

A questionnaire survey was conducted among health service organizations in Bangladesh during April and May 2020 to test the research assumptions. Because we wanted to reduce the confounding effects of non-controllable aspects in our research study, such as legislative, cultural, and economic contexts, we chose to focus on a particular sector.

1.6 Sample

This study was conducted at the organizational level of analysis since healthcare management places a high value on environmental protection in today's world. As in prior studies, the researcher picked the best important respondents for the questionnaire (e.g. Pinzone et al., 2016). Managers/employees from hospitals, clinics, and other health-care organizations were chosen to complete the study questionnaire because they were considered the most knowledgeable respondents in their organizations and had a thorough understanding of Green HRM practices, Eco-initiatives, and employee reactions to them. A total of 108 surveys were distributed to hospital management via e-mail address. A total of 91 replies were received until the end of the survey, and following further inquiry, four questionnaires were determined to be inappropriate for statistical analysis. As a result, the statistical analysis method used a total of 87 questionnaires as the study sample, yielding an 80 percent response rate, which is deemed highly satisfactory. The sample size for the study was somewhat tiny. To deal with such tiny sample sizes, the researcher changed the study data analysis technique by applying the most valuable statistical procedures such as means, standard deviation, and Cronbach's alphas.

1.7 Measure

All of the constructs were assessed

using scales that had previously been published. The survey was divided into three sections. Segment The respondents' information was collected, including their organizational tenure, education, age, gender, and duration of service in the healthcare sector.

Segment B collected data on the independent variable of green HRM practices (green recruitment and selection, which is measured by five items: job description specification includes environmental concerns, selecting applicants who are sufficiently aware of greening to fill job vacancies, company's environmental performance attracts highly qualified employees, and so on. Positions created to focus solely on the organization's environmental management aspects Environmental behavior/commitment criteria are included in recruitment communications. Green training and development was assessed using five criteria: Environmental training is a priority when compared to other types of company training, and training materials are available online for employees to reduce paper costs. Environmental training is a priority when compared to other types of company training, and training requirements are analyzed with environmental issues in mind; and Green rewards that measured by three items namely, the company offers a non-monetary and monetary rewards based on the environmental achievements, links suggestions schemes into reward system by introducing rewards for innovative environmental initiative/performance, environmental performance is recognized publically). Segment C tackled questions on dependent variable- environmental performance (reductions in the consumption of electric energy, increased use of renewable energy and sustainable fuel, improvement of organization reputation, improved service quality, help organization develop/

design better service, materials recycling and reduce waste). In answering the questionnaire, the respondents were asked to indicate their responses to the questions on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The items used in this study were adapted from different studies (Ahmad, 2015; Mandip, 2012; Masri & Jaroon, 2017; Renwick et al., 2013).

1.8 Data analysis

Data was analyzed through descriptive statistical methods with mean, standard

deviation, Pearson correlation coefficient, T-test and regression performed by SPSS. Cronbach's Alpha was used to test the internal consistency of the instrument. It has shown high consistency as values ranged from 0.802-0.968 > 0.50 (Wu, 2005). The reliability of all constructs of the instrument is above 70%, and the total reliability is above 97% > 0.60 (Hair et al., 1998). Thus, it can be concluded that the instrument used in this study was consistent and reliable.

Table 1

Scale determines the relative importance of the mean

The Level of Effect	The Mean
Low	2.33 and less
Medium	2.34 – 3.67
High	3.68 – 5

These categories were derived according to the following equation:

$$\text{Interval length} = (\text{highest weight} - \text{lowest weight}) / (\text{three levels}) = (5 - 1) / 3 = 1.33$$

Table 2

The mean and standard deviation for the survey items.

Category	Mean	Std. Dev.	Level
Green Recruitment and selection	3.02	1.15	Medium
Green training and development	2.81	0.84	Medium
Green rewards system	2.86	0.92	Medium
Green HRM practices	2.896	0.97	Medium
reductions in the consumption of electric energy	4.02	0.75	High
increased use of renewable energy and sustainable fuel	3.61	0.86	Medium
improvement of organization reputation	3.94	0.71	High
improved service quality	4.10	0.78	High
help organization develop/ design better service	3.88	0.72	High
materials recycling and reduce waste	3.83	0.77	High
Environmental performance	3.896	0.765	High

Table 3

The correlation between survey items

	Recruitment and selection	Training and development	Rewards	Environmental performance
Recruitment and selection	1	0.78**	0.65**	0.61**
Training and development		1	0.72**	0.53**
Rewards			1	0.58**
Environmental performance				1

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

Table 4

Multiple linear regression analysis to test the relationship between Green HRM practices and environmental Performance.

Variable	β	T	Sig(t)
Recruitment and selection	0.328	4.12	0.001
Training and development	0.336	3.90	0.000
Rewards	0.350	3.94	0.002

$R^2 = 0.874$ Adjusted $R^2 = 0.828$ F-value = 89.05(0.000) $\alpha = 0.742$

IV. RESULTS

This section shows the results of the empirical analysis. Table 2 reports the means, standard deviations, and the application degree of the study variables. The results of descriptive statistics indicated general agreement of the respondents to Green HRM practices. The total implementation of Green HRM is 2.89, which is considered as a moderate level. The mean values ranged from highest 3.02 to lowest 2.26. The results for Green recruitment and selection indicated highest conformity (Mean = 3.02, Standard Deviation = 1.15); and Green training and development as lower indicator (Mean = 2.81, Standard Deviation = 0.84); environmental performance, improved service equality indicated highest conformity (Mean = 4.10, Standard Deviation = 0.78) increased use of renewable energy and sustainable fuel as lower indicator (Mean = 3.61, Standard Deviation = 0.86). The means and standard deviation reflected conformity of respondents' perception about these items. To test the study hypotheses Pearson's correlation coefficient and multiple linear regression analysis were used. Table 3 indicates that there was a positive correlation between environmental performance and the three practices of Green HRM, as the strongest correlation is with Green recruitment and selection practice ($p = 0.61$), while the weakest correlation is with training and development ($p = 0.53$). To test the correlation among Green HRM practices, also Table 3 indicates a significant correlation with each other, as the strongest correlation is between "Green recruitment and selection" and "Green training and development" ($p = 0.78$), while the weakest correlation is between "Green recruitment and selection" and "Green rewards" ($p = 0.65$). These correlations can be considered as positively strong since all of the Pearson's correlation coefficient values are above ($p = 0.50$). Furthermore, Table 4 shows the results of multiple linear regression analysis to test the relationship of green human resource management practices (green recruitment and selection, green training and development, and green rewards) collectively with environmental performance.

The correlation coefficient (0.742) suggests a high positive relationship with environmental performance. The F-value (89.05) indicates that there was a relationship with environmental performance as the value of the significance level (0.000) related to F value was less than 0.05, suggesting the presence of the relationship. To test hypothesis 1, The T value of 4.12 indicates that there was a significant relationship of green recruitment and selection with environmental performance as the value of the significance level (0.001) related to T value was less than 0.05 suggesting the presence of the relationship. To test hypothesis 2, The T value is 3.90, which indicates that there was a significant relationship of green retraining and development with environmental performance as the value of the significance level (0.000) related to T value was less than 0.05 suggesting the presence of the relationship. To test hypothesis 3, The T value is (3.94), which implies that there was a significant relationship of green rewards with environmental performance as the value of the significance level (0.002) related to T value was less than 0.05 suggesting the presence of the relationship. In conclusion, the three 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 incongruent with other researchers (e.g. Paille et al., 2014; Renwick et al., 2013; Masri & Jaron, 2017; Ahmad, 2015; Mousumi & Debabrata, 2016; Pavitra, 2017; Mandip, 2012).

V. CONCLUSION

The purpose of this study was to investigate the impact of green HRM practices on environmental performance in the healthcare industry in Bangladesh. Using intensive literature reviews and field data from hospital managers in Bangladeshi health service organizations, it was possible to extract three key green

HRM practices. Green recruitment and selection, Green training and development, and Green rewards were proposed. The findings revealed that the implementation of the group of Green HRM practices was at a moderate level, also there was a statistical positive association between Green HRM practices individually and environmental performance. The strongest correlation was with Green recruitment and selection practice, while the weakest correlation was with training and development. These results are in congruence with the results of previous studies carried out in developing countries (Marsha et al., 2014; Masri & Jaroon, 2017). This means that hospital management did not invest enough money in human resources through green training and development programs, as most of Bangladeshi organizations adopted cost reduction strategies due to economic crisis affecting the country. Therefore, hospital management are invited to invest more money in their Green training and development programs in order to improve their implementation level of Green HRM that may produce high level of environmental performance in the medium and long run. Teixeira et al. (2012) confirmed that green training and development is considered as one of the key significant functions that can develop human resources to standard level and achieving better performance. Green recruitment and selection has recorded as the top most used practice at health service organizations. This means that hospital management regarded environmental performance as a priority in their organizations, and they have applied effective Green recruitment and selection process and the best prepared applicant at protecting environment was selected. Jabbour (2011) stressed that effective Green recruitment and selection criteria is a useful tool for attracting well trained, educated, skilled, and talented Eco-friendly people who prefer to work for environmental organizations. The results also showed that Green rewards system was not extensively applied to motivate employees green behavior. Previous studies such as Jackson et al. (2011) pressed that green rewards system is a productive tool for practicing Green HRM. Based on this hospital management should design an effective reward criterion that may fit all people in order to attract and retain green talented employees, as most of them perceived Rewards system as a priority to work for organizations. In general, top management have the power and visibility needed to motivate people to engage in eco-friendly activities that may increase their awareness and commitment to their green job. As far as the researcher knows this is the first study in Bangladesh that shed light on how HR functions can

provide environmental performance in health service organizations particularly in hospitals. It supports the literature of Green HRM and environment protection that is little in developing countries like Bangladesh.

Also, it provides a clear understanding on how Green HRM practices associate with each other and with environmental performance as well in Bangladesh health service organization. The study has investigated the relationship between three Green HRM practices with environmental performance in a single industry, and it was excluded on hospital managers as respondents. However, future studies recruiting larger sample sizes are needed. Also, it is more valuable to conduct research in a diversity of participating industries.

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