


GREEN HRM PRACTICES AND THE FACTORS FORCING IT: A STUDY ON HEALTH CARE ENTITIES IN CHENNAI

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 09 June 2023</p> <p>Accepted 07 September 2023</p>	<p>Purpose: The purpose of this study is to examine the impact of Global Human Resource Management (GHRM) practices on the efficiency of healthcare organizations in the Chennai area. It aims to understand how GHRM can contribute to the success of these organizations, despite potential conflicts with their core values.</p>
<p>Keywords:</p> <p>Green Human Resource Management; Health Care Organizations; Organizational Performance.</p>	<p>Design/Methodology/Approach: The study employs a research methodology that focuses on healthcare organizations within the Chennai area. It employs a comprehensive approach to analyze the implementation of GHRM practices in this specific context. The research design allows for an in-depth exploration of how GHRM practices influence the efficiency of these organizations.</p>
	<p>Findings: The findings of this study reveal that GHRM practices have a substantial impact on the efficiency of healthcare businesses in Chennai. Despite potential conflicts with their core values, these organizations benefit from the advanced HRM strategies associated with GHRM. The study uncovers valuable insights into the role of GHRM in the healthcare industry.</p> <p>Research, Practical & Social implications: This research has implications for both research and practice. It provides valuable insights for academics and researchers studying the impact of HRM practices on different industries, especially in contexts where traditional values may be challenged. Additionally, it offers practical guidance for healthcare organizations in Chennai and beyond, demonstrating the potential benefits of adopting GHRM practices. On a broader social scale, the study underscores the adaptability and relevance of GHRM in diverse sectors.</p> <p>Originality/Value: The originality and value of this study lie in its specific focus on healthcare organizations in Chennai and their adoption of GHRM practices. By examining a niche sector within a specific geographic region, this research contributes to a deeper understanding of the applicability and benefits of GHRM. It adds to the body of knowledge by highlighting the adaptability of GHRM practices, even in industries with established core values, and underscores the potential for organizational success through strategic HR management.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i9.3773</p>

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PRÁTICAS DE GRH VERDE E OS FATORES QUE AS FORÇAM: UM ESTUDO SOBRE ENTIDADES DE SAÚDE EM CHENNAI

RESUMO

Objetivo: O objetivo deste estudo é examinar o impacto das práticas globais de gestão de recursos humanos (GHRM) na eficiência das organizações de saúde na área de Chennai. Pretende compreender como o GHRM pode contribuir para o sucesso destas organizações, apesar de potenciais conflitos com os seus valores fundamentais.

Desenho/Metodologia/Abordagem: O estudo emprega uma metodologia de pesquisa que se concentra em organizações de saúde na área de Chennai. Emprega uma abordagem abrangente para analisar a implementação de práticas de GHRM neste contexto específico. O desenho da pesquisa permite uma exploração aprofundada de como as práticas de GHRM influenciam a eficiência destas organizações.

Constatações: As conclusões deste estudo revelam que as práticas de GHRM têm um impacto substancial na eficiência das empresas de saúde em Chennai. Apesar dos potenciais conflitos com os seus valores fundamentais, estas organizações beneficiam das estratégias avançadas de GRH associadas ao GHRM. O estudo revela insights valiosos sobre o papel do GHRM no setor de saúde.

Pesquisa, Implicações práticas e Sociais: Esta pesquisa tem implicações tanto para a pesquisa quanto para a prática. Ele fornece informações valiosas para acadêmicos e pesquisadores que estudam o impacto das práticas de GRH em diferentes setores, especialmente em contextos onde os valores tradicionais podem ser desafiados. Além disso, oferece orientação prática para organizações de saúde em Chennai e além, demonstrando os benefícios potenciais da adoção de práticas de GHRM. Numa escala social mais ampla, o estudo sublinha a adaptabilidade e relevância do GHRM em diversos setores.

Originalidade/Valor: A originalidade e o valor deste estudo residem no seu foco específico nas organizações de saúde em Chennai e na sua adoção de práticas de GHRM. Ao examinar um sector de nicho dentro de uma região geográfica específica, esta investigação contribui para uma compreensão mais profunda da aplicabilidade e dos benefícios do GHRM. Acrescenta ao corpo de conhecimento, destacando a adaptabilidade das práticas de GHRM, mesmo em indústrias com valores fundamentais estabelecidos, e sublinha o potencial para o sucesso organizacional através da gestão estratégica de RH.

Palavras-chave: Gestão Verde de Recursos Humanos, Organizações de Saúde, Desempenho Organizacional.

PRÁCTICAS VERDES DE GRH Y LOS FACTORES QUE LAS IMPLICAN: UN ESTUDIO SOBRE ENTIDADES DE ATENCIÓN MÉDICA EN CHENNAI

RESUMEN

Propósito: El propósito de este estudio es examinar el impacto de las prácticas de Gestión Global de Recursos Humanos (GHRM) en la eficiencia de las organizaciones de atención médica en el área de Chennai. Su objetivo es comprender cómo GHRM puede contribuir al éxito de estas organizaciones, a pesar de los posibles conflictos con sus valores fundamentales.

Diseño/Metodología/Enfoque: El estudio emplea una metodología de investigación que se centra en las organizaciones de atención médica dentro del área de Chennai. Emplea un enfoque integral para analizar la implementación de prácticas de GHRM en este contexto específico. El diseño de la investigación permite una exploración en profundidad de cómo las prácticas de GHRM influyen en la eficiencia de estas organizaciones.

Hallazgos: Los hallazgos de este estudio revelan que las prácticas de GHRM tienen un impacto sustancial en la eficiencia de las empresas de atención médica en Chennai. A pesar de los posibles conflictos con sus valores fundamentales, estas organizaciones se benefician de las estrategias avanzadas de gestión de recursos humanos asociadas con GHRM. El estudio revela información valiosa sobre el papel de GHRM en la industria de la salud.

Investigación, Implicaciones Prácticas y Sociales: Esta investigación tiene implicaciones tanto para la investigación como para la práctica. Proporciona información valiosa para académicos e investigadores que estudian el impacto de las prácticas de gestión de recursos humanos en diferentes industrias, especialmente en contextos donde los valores tradicionales pueden verse cuestionados. Además, ofrece orientación práctica para organizaciones de atención médica en Chennai y más allá, demostrando los beneficios potenciales de adoptar prácticas GHRM. A una escala social más amplia, el estudio subraya la adaptabilidad y relevancia del GHRM en diversos sectores.

Originalidad/Valor: La originalidad y el valor de este estudio radican en su enfoque específico en las organizaciones de atención médica en Chennai y su adopción de prácticas GHRM. Al examinar un sector de nicho dentro de una región geográfica específica, esta investigación contribuye a una comprensión más profunda de la aplicabilidad y los beneficios de GHRM. Se suma al conjunto de conocimientos al resaltar la adaptabilidad de las prácticas de GHRM, incluso en industrias con valores fundamentales establecidos, y subraya el potencial para el éxito organizacional a través de la gestión estratégica de recursos humanos.

Palabras clave: Gestión Verde de Recursos Humanos, Organizaciones de Atención Médica, Desempeño Organizacional.

INTRODUCTION

The healthcare industry is quickly becoming the most important economic and employment sector in the world. Businesses related to healthcare, including medical tourism, healthcare information technology, tele-health, medical insurance, hospitals, and others, are booming in India. Because of India's expanding middle class and the high healthcare expectations of its population, the country's healthcare industry, and corporate hospitals in particular, have caught the attention of both domestic and international investors. This is particularly true of corporate hospitals. Some of the fundamental business difficulties that corporate hospitals around the world, including India, are facing in today's dynamic and complex clinical setting include declining occupancy rates, rising overabundance capacity, patients' shorter stays, a fading of hospitals' once holy image, and increasing hospital furloughs. Customers of healthcare services provided by for-profit hospitals are growing more well-off, involved, and discerning. As a result, more of them are opting to get care outside of hospitals rather than as inpatients. Two primary approaches are being taken to deal with these developments.

In the most recent decades, the protection of the environment has developed into an urgent issue on the international stage. As a result, policymakers and management no longer consider the preservation of natural ecosystems and the resources within them to be one of their highest priorities. Because of this problem, there has been a rise in the number of calls for businesses to adopt "green management," sometimes known as environmentally friendly practises. A great number of businesses, all of which are working towards the common goal of profiting from this growth, have been working hard to develop and implement all-encompassing environmental management systems. Since the 1990s, people have been aware that this framework is an essential component in order to achieve sustainable development. Environmental management has been adopted in certain departments, including Operations, Finance, and Marketing, among others. Numerous experts have concentrated their attention on the connection between environmental management and human resources, highlighting the necessity of environmentally responsible activities carried out by employees while they are on the job. The purpose of green human resource management is to enhance the capacity of an organisation to reduce its impact on the environment by fostering more fervor among its

workforce regarding the preservation of natural resources. GHRM ensures that businesses have access to workers who are able to comprehend and encourage environmentally responsible conduct by modifying HR procedures such as hiring, training, compensation, and performance reviews.

STATEMENT OF THE PROBLEM

To better safeguard the natural world, the company has integrated GHRM into its overall environmental protection strategy. It is a set of rules and regulations that has been established to assist businesses in making the most of the huge amounts of knowledge capital they possess in a manner that reduces waste and conserves resources. It is crucial to the success of the GHRM and the growth of HR practices inside the organisation to have a solid foundation of policies and procedures. By utilizing GHRM tactics including as training, leadership development, selection, performance assessment, recruiting, and rewards systems, employees have the opportunity to actively enhance their environmentally responsible conduct.

If a corporation goes above and above to safeguard the environment, it is deemed to have a high environmental performance (EP), which stands for environmental performance. In a manner that is legally compliant, it tackles the environmental impacts that are caused by an organization's production processes and the use of the resources that it has. It has been demonstrated that improving a company's environmental performance can be accomplished by prioritizing environmental sustainability, developing and marketing innovative environmentally friendly products, and using environmentally friendly industrial practices. Recent years have seen a huge increase in the number of shareholders demanding that companies have a plan that is both sustainable and long-term. As a result, it is of the utmost importance to locate practices that are kind to the environment and that also promote sustainability. Once again, the vast majority of the earlier study on GHRM interactions focused on a single component as their primary focus. Recent research has focused on human resource management not as a single variable but rather as a synergistic influence of collaborative actions, often known as "bundles/overall," that are related to the relationship between HRM practices and business performance. We declare that we are "going green" when we select and put into practice that have a smaller impact on the natural world around us. Methods such as finding alternative energy sources to satisfy the needs of people and developing innovative approaches to environmental protection are two examples of possible solutions. One definition of the term "green initiative" is "the workout in which a company develops an environmental

action to control the environment." Therefore, preventative measures that are beneficial to the environment are absolutely necessary.

Green practices that are proactive tend to be associated with operations that are more productive and lucrative. After all of the work has been completed, the performance of an organisation may be evaluated by seeing how smoothly operations are now being carried out within the company. Synergy is established, in accordance with the resource-based paradigm, when a company's resources are handled in such a way that it regularly fulfils its objectives and ranks among the market leaders. The term "eco-performance" is used to describe the actions that a corporation takes both during and after the production process in order to lessen the amount of damage done to the natural environment. The degree to which an organisation is successful in advancing activities that are kind to the environment is referred to as its "organisational environmental performance." When put into practice, "green" human resource management practices have been demonstrated in a number of studies to have a positive and significant impact, not just on economic outcomes but also on those relating to the environment.

OBJECTIVE OF THE STUDY

1. To identify the Green HRM influencers in Chennai based health care entities

LITERATURE REVIEW

According to the findings of research conducted by Mohammed Aboranadan and Osman K. Karatepe (2021), 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. Two hundred different guests from both large and modest Palestinian hotels took the time to provide us with their feedback. In order to conduct this inquiry, structural equation modelling is utilised. According to the data, there is a substantial relationship that exists between the two categories of elements. 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.

Santhi and Shankar (2021) emphasized on the productivity in any business is dependent upon the human management practices. Green HRM can effectively enhance the employee engagement and the productivity in the business, the study opined. The study further suggests that the effective formulation of policies in the implementation of Green HRM can further enrich the productivity of employees in the business operations.

The empirical role of GHRM in environmental performance is defined, as stated by Richa Chaudhry (2020). In this study, environmental performance served as the dependent variable, while green human resource management served as the independent variable. This data suggests that there is a correlation between the confined (dependent) variable and the unconstrained (independent) variables. A poll was conducted with a total of 301 professionals from the automotive business. Both a cross-sectional study and a hierarchical regression analysis were utilised in the validation process of the suggested model. Green Human Resource Management was intended to anticipate eco-friendly behaviour of employees, whether those behaviours were enforced by their employers or committed voluntarily by the employees themselves. According to the findings, ensuring that HR policies and practices are trustworthy is essential to achieving sustained levels of success.

Imas Rosidawati Wiradirja and Hernawati Ras, 2020 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 textile industry. Sixty-one 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.

Research was conducted in 2019 by Dharma, F. P., Z. F. Ikatrinasari, H. H. Purba, and W. Ayu with the title "Reducing nonconformance quality of yarn using pareto principles and fishbone diagram in textile industry." According to the findings of the study, the key reason for nonconformance in the quality of the yarn produced by the ring spinning machine is significant unevenness on the yarn. The chasm gets deeper and more intractable with each passing day. Because of how frequently unevenness occurs, finding a solution to the problem ought to be of the utmost importance.

METHODOLOGY

Both primary and secondary sources are used in this research. This study's core data came from a survey sent to a random selection of Chennai's medical professionals. Fifty healthcare organisations in the district are being selected using simple random sampling, and questionnaires will be sent out to them to determine the extent to which they have adopted green human resource management. Books, websites, journals, reports from firms, and news items were all examples of secondary materials that were consulted for this study.

RESULTS AND DISCUSSION

Table 1: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.669
Bartlett's Test of Sphericity	Approx. Chi-Square	2531.414
	df	27
	Sig.	.001

Source: Primary Data

The table 1 presents the KMO Measure of Sampling Adequacy value is .669 which means that all the variables are positively correlated. Bartlett's test of Sphericity significance value is less than 0.001 and hence it is concluded that Factor Analysis can be performed for these variable.

Table 2: Rotated Component Matrix^a

	Component		
	1	2	3
Environmental concern	.791		
Political consideration	.789		
Legal requirements	.764		
National interest	.705		
Regional pressure	.776		
Organizational policy		.715	
Brand name / Goodwill management		.683	
Improving productivity/Service		.615	
Employees' satisfaction		.665	
Workload management		.699	
Competitive advantage			.754
Societal contribution			.657
Customer welfare			.583

Technological requirement			.584
Faster and economical in services			.619
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 5 iterations.			

Source: Primary Data

From the above table 2, only those factor loadings which are greater than or equal to 0.5 are considered and they are tabulated as below;

Table 3: Factors Loaded

Factor Components	Constructs	Factors
I	Environmental concern	Atmosphere
	Political consideration	
	Legal requirements	
	National interest	
	Regional pressure	
II	Organizational policy	In-house
	Brand name / Goodwill management	
	Improving productivity/Service	
	Employees' satisfaction	
	Workload management	
III	Competitive advantage	External
	Societal contribution	
	Customer welfare	
	Technological requirement	
	Faster and economical in services	

Source: Primary Data

The table 3 presents the components in which the constructs are loaded. The first component comprises of 5 constructs and named as atmosphere factor, the second component consists of 5 constructs and named as in-house factor and third component consists of 5 constructs and named as external factor.

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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