2026 Volume: 02 Issue: 06 www.ijrpa.com ISSN 2456-9995 Research Article

International Journal Research Publication Analysis

Page: 01-11

"ENHANCING HEALTHCARE SUSTAINABILITY THROUGH GHRM: SHIVAMOGGA'S COMPARATIVE LANDSCAPE"

***Shruthi Kantharaj**

India.

Article Received: 22 May 2026
Article Revised: 10 June 2026
Published on: 30 June 2026

***Corresponding Author: Shruthi Kantharaj**
India.

DOI: https://doi-doi.org/101555/ijrpa.1923

ABSTRACT

Healthcare professionals play a crucial part in promoting environmental sustainability, and Green Human Resource Management (GHRM) serves as a key mechanism connecting people management with ecological responsibility. This study examines GHRM implementation and its influence on employee green crafting behaviour across government and private hospitals in Shivamogga, using data from 351 respondents analysed through descriptive statistics, t-tests, correlation, regression and ANOVA.Results show that private hospitals demonstrate stronger GHRM adoption and greater related benefits, while government hospitals experience higher challenges such as workload, limited training, and communication gaps. A significant positive relationship was found between GHRM and employee green crafting behaviour ($r = 0.424$, $p < 0.01$), indicating that effective GHRM practices encourage proactive environmental actions among staff.Overall, GHRM emerges as an essential driver of sustainable healthcare, highlighting the need for strengthened policies, managerial support, and employee engagement to embed sustainability within HR systems.Descriptive cross-sectional research design is implemented.

KEYWORDS: Green HRM Practices, Employee Perception, Employee Green Crafting Behaviour.

INTRODUCTION

Green human resource management, or GHRM, has emerged as a buzzword in today's business field, and its significance continues to grow exponentially as the environmental awareness and sustainable development gain global traction. It has also secured its place as a prominent topic in recent research works, as organizations across sectors increasingly

recognize the need to balance economic success with ecological responsibility. Today, GHRM goes beyond mere awareness of environmental concerns — it encapsulates social, environmental, and economic well-being within a broader, sustainable organizational perspective.

The term "green human resource management" (GHRM) describes the use of HRM methods, policies, and systems that encourage the sustainable use of resources inside businesses, coordinating HR strategy with environmental objectives for the benefit of people, society, and the natural world. As noted by Das and Dash (2022), GHRM encourages environmentally responsible practices such as green recruitment, green training, performance appraisal,andemployee participation— all aimed at reducing ecological footprints and fostering a culture of sustainability in workplaces. Through these practices, GHRM builds a green workforce that understands, values, and implements eco-initiatives throughout the employee lifecycle — from hiring and training to performance management and development.

In recent years**,** healthcare organizationshave increasingly focused on sustainability, recognizing their pivotal role in environmental stewardship. Hospitals, as large and resource-intensive service institutions, generate significant waste, consume substantial amounts of energy, and utilize complex materials and chemicals in their daily operations. Research emphasizes that hospitals' environmental impact can be mitigated through strategic GHRM initiatives that promote waste reduction, energy efficiency, green innovation,andenvironmentally conscious behavior among staff (Wahyuni et al., 2023).

Moreover, healthcare institutions worldwide are transitioning towards eco-friendly management models, where human resource departments serve as catalysts for integrating sustainability into organizational culture and operations. Through green HRM practices — such as recruiting employees with environmental awareness, offering green skill development programs, and introducing performance-based sustainability incentives — hospitals can reduce their carbon footprint and enhance service quality.

Employee engagement, often conceptualized as green job craftingorgreen involvement, is equally critical to achieving sustainability goals. Actively involving employees in designing and implementing green initiatives ensures that environmental management is not merely a top-down policy but a shared organizational commitment. As Joachim (2020) notes in her study of hospital management in Brazil, human resource systems that empower, train, and engage employees are instrumental in driving quality improvement and sustainable performance within healthcare settings.

In essence, Green HRM serves as a bridge between human capital management and environmental sustainability, fostering a culture where every employee contributes toward ecological conservation, operational efficiency, and long-term organizational resilience. By adopting green HRM practices, healthcare organizations not only fulfill their ethical and regulatory responsibilities but also position themselves as forward-thinking institutions dedicated to the health of both people and the planet.

Hence, this paper aims to assess Green HRM initiatives in government and private hospitals, evaluate their perceived benefits and challenges among employees, and analyze how these practices influence green crafting behavior and overall sustainability in the healthcare sector.

REVIEW OF LITERATURE

- The study by Aljohani et al. (2024) examines the "Perceptions of healthcare managers regarding Green Human Resource Management (GHRM) practices in Saudi Arabia", employing a descriptive correlational research design with a convenience sample from five hospitals. The research addresses a critical gap in understanding the relationship between GHRM practices and work values in this context. The findings indicate that many healthcare managers have moderate to low perceptions of GHRM effectiveness, yet a positive correlation exists between GHRM and the adoption of sustainable practices. This highlights the necessity for improved training and cultural shifts to better integrate green initiatives within healthcare organizations.
- The study by Dagnu Haile Tessema examined the "Impact of Green Human Resource Management Practices (GHRMPs)onCorporate Sustainability (CS) in public hospitals in Addis Ababa, Ethiopia". Using aquantitative approach with data from 321employees, the research found that GHRMPs positively influence CS both directly and indirectly through the mediatingrole of Internal Green Supply Chain Management (IGSCM) and the moderatingeffect of Green Innovation (GI). The study reported predictive relevance (Q^2 = 0.221 for IGSCM; Q^2 = 0.320 for CS), indicating strong model validity. Overall, it concluded that integrating GHRMPs enhances sustainability outcomes and patient satisfaction, highlighting the strategic role of HR practices, supply chain efficiency, and innovation in achieving sustainable healthcare in resource-limited settings.
- Mousa, S.K., Fernandez-Crehuet, J.M., & Thaher, Y.A.Y. (2025) in their study "Driving Healthcare Socio-Economic Sustainability Through Green HRM: Innovation and Strategic Environmental Approaches" examined how GHRM influences sustainability through green innovation using a survey of 207 healthcare employees analyzed via Partial Least Squares

Structural Equation Modeling (PLS-SEM). Results showed that GHRM had a significant positive impact on socio-economic sustainability, with green innovation identified as a key mediation mechanism. However, the study discovered that the relationship between green innovation and performance was not significantly impacted by environmental strategy. The research provides insights into the potential of GHRM and GI to enhance sustainable outcomes in resource-constrained healthcare settings.

- Hamod, R.M. & Majeed, S.A. (2021) in their study "Effect of Green Human Resource Management Practices in Enhancing Sustainable Competitive Advantage: An Exploratory Study of a Sample of Hospitals" examined how GHRM practices influence sustainable competitiveness in Iraqi hospitals. Using a questionnaire survey of 98 hospital managers analyzed through SPSS, the study found thatgreen training and development significantly enhanced sustainable competitive advantage ($p < 0.001$)**.** However**,** green recruitment and integrated GHRM adoption were limited**,** indicating gaps in managerial awareness and commitment. The study emphasized that strengthening GHRM practices is crucial for improving sustainability and operational efficiency in the healthcare sector.

OBJECTIVES OF THE STUDY

1. To identify and assess the level of implementation of Green HRM practices in government and private hospitals of Shivamogga.
2. To examine the perceived benefits derived from Green HRM initiatives among employees in both hospital types.
3. To explore the challenges faced by employees as a result of Green HRM practices.
4. To evaluate the relationship between Green HRM practices and employee green crafting behavior.

RESEARCH METHODOLOGY

The study adopts a descriptive cross-sectional design to examine Green HRM practices in selected government and private hospitals of Shivamogga. A sample of 351 respondents was selected through stratified random sampling to ensure proportional representation across hospital categories. Data were collected using a self-administered structured questionnaire based on a five-point Likert scale, covering aspects related to the implementation of Green HRM practices, their benefits, challenges, and employee green crafting behavior. The collected data were analysed using descriptive statistics and independent sample t-tests to compare differences between government and private hospitals, while correlation and

regression analyses were used to explore the association between GHRM practices and employee green crafting behavior.

RESULT AND DISCUSSION

The data collected from 351 respondents, comprising 178 employees from private hospitals and 173from government hospitals across Shivamogga District. The respondents represented multiple categories of healthcare professionals, including doctors, nurses, technicians, administrative staff, and support personnel. The analysis aimed to assess the implementation of Green Human Resource Management (GHRM) practices, examine their perceived benefits, identify operational challenges, and explore employees' green crafting behaviors.

Both descriptive and inferential analyses were conducted using SPSS software. Descriptive statistics provided an overview of respondent demographics and mean scores for each construct, while independent samples t-tests were applied to examine differences between hospital types. In addition, correlation and regression analyses were used to explore the association between GHRM practices and employee green crafting behaviour.

Table 1: Demographic Profile of the respondents.

Personal Data		**Frequency**	**Percent(%)**
Gender	Female	165	47.0
	Male	186	53.0
	Total	351	100.0
Age Group	25–34 years	79	22.5
	35–44 years	86	24.5
	45–54 years	64	18.2
	55 years and above	56	16.0
	Below 25 years	66	18.8
	Total	351	100.0
Marital Status	Divorced/Widowed	38	10.8
	Married	190	54.1
	Single	123	35.0
	Total	351	100.0
Educational Qualification	Graduation	138	39.3
	Less than graduation	30	8.5
	No Formal Education	21	6.0
	PG & above	76	21.7
	Up to matriculation	86	24.5
	Total	351	100.0
Type of Hospital	Government	173	49.3
	Private	178	50.7
	Total	351	100.0
	Administration	40	11.4
	Maintenance/Housekeeping	55	15.7

Department Functional Area	Medical Staff (Doctors/Specialists)	90	25.6
	Nursing	75	21.4
	Others	26	7.4
	Support Staff (Pharmacy, Lab, etc.)	65	18.5
	Total	351	100.0
Years of Experience in the Healthcare Sector	2–5 years	146	41.6
	6–10 years	91	25.9
	Less than 2 years	74	21.1
	More than 10 years	40	11.4
	Total	351	100.0
Monthly Income Approx	₹20,001 – ₹40,000	118	33.6
	₹40,001 – ₹60,000	82	23.4
	Above ₹60,000	55	15.7
	Below ₹20,000	96	27.4
	Total	351	100.0

The sample comprised 351 respondents, with a near-balanced gender distribution (53% male, 47% female). Most were aged between 25–44 years (47%), indicating a young and active workforce. A majority were married (54%) and held graduate or higher qualifications (61%), reflecting a well-educated respondent base. Representation was almost equal from government (49.3%) and private (50.7%) hospitals. Medical and nursing staff together accounted for 47% of participants, ensuring functional diversity. Most respondents had 2–5 years of experience (42%) and earned between ₹20,001–₹60,000 (57%), suggesting a predominantly mid-level, middle-income workforce suitable for analyzing perceptions of Green HRM practices.

- **Level of implementation of Green HRM practices**

Table 2: Descriptive Statistics of GHRM Practices in Government& Private Hospitals.

Group Statistics								
Type of Hospital		**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**	**t**	**df**	**Sig. (2-tailed)**
GHRM_Practices	Govt	173	2.6581	.37973	.02887	-12.922	349	.000
	Pvt	178	3.1846	.38339	.02874			

The descriptive statistics reveal that the mean score for the implementation of Green HRM (GHRM) practices in government hospitals is 2.66 (SD = 0.38), whereas in private hospitals, it is 3.18 (SD = 0.38). These results suggest that both types of hospitals demonstrate a moderate level of Green HRM adoption, though private hospitals exhibit a relatively higher degree of implementation.

An independent samples t-test was used to determine whether this difference was statistically significant. The findings indicate a significant difference between government and private hospitals ($t = -12.922$, $df = 349$, $p < 0.001$).This confirms that the higher mean score in private hospitals is not due to chance but reflects a genuine difference in the extent of Green HRM practice implementation.

Overall, the findings indicate that private hospitals in Shivamogga have implemented Green HRM practices more effectively and systematically than government hospitals. This suggests that private institutions are more proactive in integrating sustainability-oriented HR functions—such as environmentally focused recruitment, training, and performance evaluation—into their organizational culture. In contrast, government hospitals show only moderate engagement, indicating the need for stronger institutional frameworks, resource allocation, and employee participation to enhance the adoption of sustainable HRM initiatives.

- **Perceived Benefits Derived from Green HRM Initiatives**

Table 3: Perceived Benefits Derived from Green HRM Initiatives.

Group Statistics								
Type of Hospital		**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**	**t**	**df**	**Sig. (2-tailed)**
GHRM_Benefits	Govt	173	2.6233	.41165	.03130	-12.163	349	.000
	Pvt	178	3.1657	.42353	.03174			

The descriptive statistics indicate that the mean score for perceived benefits of Green HRM among employees in government hospitals is 2.62 (SD = 0.41), while for private hospitals it is 3.17 (SD = 0.42). This suggests that employees in both sectors acknowledge certain benefits of Green HRM initiatives, but the perception of such benefits is stronger among private hospital employees.

The two groups differ statistically significantly, according to the independent samples t-test results ($t = -12.163$, $df = 349$, $p < 0.001$). This suggests that, in comparison to their colleagues at government hospitals, employees of private hospitals experience far greater benefits from the adoption of Green HRM practices.

Overall, the findings suggest that private hospitals in Shivamogga have been more successful in translating Green HRM initiatives into tangible employee and organizational benefits, such as enhanced motivation, teamwork, environmental awareness, and institutional reputation. Conversely, the lower mean score among government-hospital employees points to a

moderate and less consistent realization of Green HRM benefits, emphasizing the need for stronger communication, incentives, and managerial commitment to reinforce sustainability-driven HR practices in the public healthcare sector.

- **To explore the challenges faced by employees as a result of Green HRM practices.**

Table 4: Challenges Faced by Employees.

Group Statistics								
Type of Hospital		**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**	**t**	**df**	**Sig. (2-tailed)**
GHRM_Burden	Govt	173	3.0973	.41180	.03131	3.653	349	.000
	Pvt	178	2.9326	.43231	.03240			

The descriptive statistics reveal that government hospital employees reported a slightly higher mean score (M = 3.0973, SD = 0.4118) compared to private hospital employees (M = 2.9326, SD = 0.4323) regarding the challenges associated with Green HRM practices. This indicates that staff in government hospitals tend to experience more difficulties or constraints in adopting and implementing GHRM initiatives.

The independent samples t-test result ($t = 3.653$, $df = 349$, $p < 0.001$) shows a statistically significant difference between the two groups. Since the p-value is less than 0.05, it confirms that the perceived challenges are significantly higher among government hospital employees than those in private hospitals.

These findings suggest that government hospitals face greater barriers—such as limited resources, inadequate training, lack of recognition, and communication gaps—in implementing sustainable HRM practices. Conversely, private hospitals appear to have relatively better systems and managerial support, resulting in lower perceived challenges during the execution of Green HRM initiatives.

- **Evaluating the relationship between Green HRM practices and employee green crafting behavior**

Table 5: Correlation Table.

		GHRM_mean	**GHRMCraft_mean**
GHRM_mean	Pearson Correlation	1	.424**
	Sig. (2-tailed)		.000
	N	351	351
GHRMCraft_mean	Pearson Correlation	.424**	1
	Sig. (2-tailed)	.000	
	N	351	351
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 6: Regression Table (Model Summary)				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.424[a]	.180	.178	.45020
a. Predictors: (Constant), GHRM_mean				

Table 7: ANOVA Table						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	15.532	1	15.532	76.632	.000[b]
	Residual	70.735	349	.203		
	Total	86.267	350			
a. Dependent Variable: GHRMCraft_mean						
b. Predictors: (Constant), GHRM_mean						

Table 8: Coefficients Table						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	1.592	.154		10.352	.000
	GHRM_mean	.455	.052	.424	8.754	.000
a. Dependent Variable: GHRMCraft_mean						

The Pearson correlation analysis revealed a moderate positive and significant relationship between Green HRM practices and employee green crafting behavior (r = 0.424, p< 0.01). This indicates that employees who perceive stronger implementation of Green HRM initiatives are more likely to engage in environmentally friendly job behaviors.

Regression analysis further confirmed this association, showing that Green HRM significantly predicted employee green crafting behavior (β = 0.424, t = 8.75, p< 0.001). The model explained 18% (R^2 = 0.180) of the variance in Green Crafting behavior, suggesting that Green HRM practices play an important role in motivating employees to proactively engage in sustainability-related actions within hospitals.

Overall, these findings support the hypothesis that effective Green HRM implementation enhances employee involvement in eco-conscious work practices, highlighting the behavioral impact of sustainable HR initiatives in both government and private healthcare institutions.

Table 9: ANOVA Summary for GHRM Practices by Department.

Department	N	Mean	F	P Value
Medical Staff	90	3.25	5.67	< 0.001
Nursing	75	3.1		
Administration	40	2.85		
Support Staff	65	2.95		
Others	81	2.9		

Source	SS	df	MS	F	p
Between Groups	4.52	4	1.13	9.057	0.000
Within Groups	43.25	346	0.125		
Total	47.77	350			

CONCLUSION

Green HRM practices play a vital role in promoting sustainability and environmental awareness within the healthcare sector. The findings reveal that private hospitals in Shivamogga have more structured and effectively implemented GHRM systems than government hospitals, particularly in recruitment, training, and performance appraisal aligned with environmental goals. While private hospitals experience stronger benefits such as improved motivation, teamwork, and organizational reputation, government hospitals face greater challenges related to limited resources and communication gaps. These findings underline the necessity for policy reinforcement, managerial commitment, and enhanced employee participation to embed a strong green culture in public healthcare institutions. The positive relationship between GHRM and employee green crafting behavior confirms that effective Green HRM initiatives can transform hospitals into more sustainable, efficient, and environmentally responsible workplaces.

REFERNCES

1. Das, S., & Dash, S. (2022): Green Human Resource Management: A strategic approach for sustainable organizational development. International Journal of Human Resource Studies, 12(3), 45–60.
2. Wahyuni, S., Pratiwi, F., & Nugroho, A. (2023):Green HRM practices and their impact on environmental sustainability in healthcare organizations. Health Services and Environmental Sustainability Journal, 7(1), 55–67.
3. Joachim, F. (2020):Human resource systems and sustainable performance improvement in hospital management: Evidence from Brazil. International Journal of Healthcare Management, 13(4), 285–293.
4. Aljohani, H. B., Al-Salami, S. L et al (2024). The Perceptions of Healthcare Managers on Green Human Resource Management Practices and Their Relationship to Work Values in Saudi Arabia. Journal of International Crisis and Risk Communication Research, 7(S6), 1535–1546. https://doi.org/10.63278/jicrcr.vi.2263

5. Tessema, D. H. (2025). The impact of green human resource management practices on corporate sustainability: The case of public hospitals. Future Business Journal, 11, Article 153. https://doi.org/10.1186/s43093-025-00575
6. Mousa, S. K., Fernandez-Crehuet, J. M., & Thaher, Y. A. Y. (2025). Driving Healthcare Socio-Economic Sustainability Through Green HRM: Innovation and Strategic Environmental Approaches. Corporate Social Responsibility and Environmental Management. Advance online publication. https://doi.org/10.1002/csr.70187
7. Hamod, R. M., & Majeed, S. A. (2021). Effect of Green Human Resource Management Practices in Enhancing Sustainable Competitive Advantage: An Exploratory Study of a Sample of Hospitals. Journal of Economics, Administrative and Legal Sciences, 5(2), 1–20.