

## Chapter 2

# Understanding Green Human Resources in Healthcare

**Terrence Duncan**

 <https://orcid.org/0000-0002-5456-6013>

*Liberty University, USA*

**Emad Rahim**

*Bellevue University, USA*

**Darrell Norman Burrell**

 <https://orcid.org/0000-0002-4675-9544>

*The Florida Institute of Technology, USA*

**Brian Hurd**

*Washington University, USA*

### ABSTRACT

*Human resource management plays an integral role in developing capital for the triple bottom line. In the Fourth Industrial Revolution, human resources now shift their focus to advancing communication and connectivity versus focusing purely on technological advances. As the Fourth Industrial Revolution continues, communicating the effectiveness of human resource management and human capital development should be considered as an essential area of interest. As healthcare practitioners continue to provide treatment and care for those in need, human resource managers need to learn green practices to create a more sustainable environment that contributes socially and economically while adhering to the demands of the international stakeholders. As healthcare continues to be either one of the most significant expenditures or needs for numerous countries, consideration in this field provides potential holistic benefits for stakeholders.*

DOI: 10.4018/978-1-6684-3873-2.ch002

## **INTRODUCTION**

The Fourth Industrial Revolution (4IR) features the disruption of the current industrial environment due to the emergence of current and developing technologies. The disruption caused during this revolutionary period redefines work in a dynamic and sophisticated manner. Focus on interconnectivity, unpredictability, and rapid evolution of work processes and practices are inherent traits of the Fourth Revolution requiring numerous industries to recognize change agents and make rapid adjustments. Some of the benefits noted include operational efficiency, innovation, and effective deployment of assets and capital (Park, 2016). These changes not only provide value-added benefits to organizational development, but employees also benefitted from the change as well.

Organizations must contend with technological advances and competing for environmental, social, and financial demands. Known as the triple bottom line, these demands create a framework over the years to become a model for an organization's mission and vision statement. No longer defined by monetary gain, businesses now focus on sustainable solutions that provide direct and indirect benefits to the organizational culture, and the global economy (Fields & Atiku, 2017).

Human resource management plays an integral role in developing social and intellectual capital for the triple bottom line. In the 4IR, human resources now shift their focus to advancing communication and connectivity versus focusing purely on technological advances (Schwab, 2016). Technology continues to remain relevant in the development of human capital (Atiku, 2018; 2020). However, recognizing ways to become more responsive in the global environment while maintaining a strong corporate social responsibility footprint are some of the key elements found within the 4IR.

## **Green Human Resource Management**

Green human resource management (GHRM) is an approach quickly which is gaining recognition as a critical element of the 4IR. GHRM focuses on the performance of human resource functions within organizations from a sustainability perspective. The sustainable use of company resources supports ecology as well as the development of ecological sensitivity in workers (Atiku, 2019; Bombiak, 2019). GHRM generates value for company stakeholders via efficiencies in the social and environmental aspects of human resource processes (Bombiak, 2019). The application of processes in these areas provides additional value to the organizational culture and its global footprint in the environment.

The adoption and implementation of green practices, such as training, recruitment, and training and development, are useful if the staff is hired or trained in competencies related to the principles of GHRM. Those responsible for human capital management considers several functions that are incorporated in the GHRM methodology: job design and analysis, employee selection, developing working discipline, performance evaluation, employee relations, and working conditions (Bombiak, 2019; Fields & Atiku, 2017).

The demand for sustainable solutions in human capital management and development increased from a multi-national perspective. As different industries and economies growing increasingly global, competition for assets, capital, and productivity grew, as well as diversifying business processes to continue to meet such demand. Businesses were required to do more in terms of developing efficient products of value with an emphasis on corporate social responsibility to the environment. The production of goods and services for a business is essential for profitability, yet the foundation of such processes, supply-chain logistics, and delivery of the goods and services are dependent on the framework of the

16 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

[www.igi-global.com/chapter/understanding-green-human-resources-in-healthcare/295331](http://www.igi-global.com/chapter/understanding-green-human-resources-in-healthcare/295331)

## Related Content

---

### Virtual Management During COVID-19: The Need for Context and Competence Development for Virtual Managers Because of the Pandemic

Svein Bergum (2022). *Handbook of Research on Challenges for Human Resource Management in the COVID-19 Era* (pp. 163-186).

[www.irma-international.org/chapter/virtual-management-during-covid-19/308336](http://www.irma-international.org/chapter/virtual-management-during-covid-19/308336)

### The Impact of Job Satisfaction on Employee Retention in the Power Sector

Jesaya Mutileni Nghilalulwaand Sadrag Panduleni Shihomeka (2024). *Effective Human Resources Management in the Multigenerational Workplace* (pp. 215-236).

[www.irma-international.org/chapter/the-impact-of-job-satisfaction-on-employee-retention-in-the-power-sector/335450](http://www.irma-international.org/chapter/the-impact-of-job-satisfaction-on-employee-retention-in-the-power-sector/335450)

### Digitalization of Human Resources: e-HR

Elif Baykal (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 200-218).

[www.irma-international.org/chapter/digitalization-of-human-resources/295343](http://www.irma-international.org/chapter/digitalization-of-human-resources/295343)

### Managerial Ambidexterity and Firm Performance: The Mediating Role of Knowledge Brokerage

Ching Seng Yap, Rizal Ahmad, Farah Waheeda Jalaludinand Nurul Afza Hashim (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1743-1761).

[www.irma-international.org/chapter/managerial-ambidexterity-and-firm-performance/295424](http://www.irma-international.org/chapter/managerial-ambidexterity-and-firm-performance/295424)

### HRM in the Tourism Industry: Inferences From Research

Maria Carolina Martins-Rodrigues, Luciana Aparecida Barbieri da Rosa, Maria José Sousa, Larissa Cristina Barberiand Tais Pentiado Godoy (2022). *Research Anthology on Human Resource Practices for the Modern Workforce* (pp. 1944-1964).

[www.irma-international.org/chapter/hrm-in-the-tourism-industry/295435](http://www.irma-international.org/chapter/hrm-in-the-tourism-industry/295435)