

# Do Green Human Resource Management Practices Improve Sustainable Performance?

## Empirical Evidence From Egyptian Private Hospitals

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### ABSTRACT

This article explores the role of green human resource management (GHRM) practices in improving the sustainable performance of Egyptian private hospitals. Based on the collected data from 398 workers in Egyptian private hospitals, the results show that Egyptian private hospitals applied GHRM practices with lower level of applying the green compensations, green job analysis and HR planning, and green recruitment and selection. The results supported the relationship between GHRM practices and sustainable performance with moderate level. This requires Egyptian private hospitals to commit to applying GHRM practices with the aim of developing environmental awareness among employees, directing them towards green behavior, and spreading green culture with the aim of supporting sustainable performance.

### KEYWORDS:

Green Human Resources Management, sustainable performance, Egyptian private hospitals, environmental sustainable, Economic sustainable, Social sustainable

### INTRODUCTION

In the landscape of modern organizational challenges, the stewardship of environmental and corporate resources has become a paramount concern. It is incumbent upon decision-makers and executive leadership to engage in the judicious management of these resources by formulating and implementing sustainable operational strategies (Chowdhury, 2017). Recent pressures from a diverse array of stakeholders have necessitated a shift towards administrative practices that are ecologically considerate, promoting sustainable organizational performance while simultaneously safeguarding vital resources amidst ongoing environmental shifts. This has precipitated the emergence of a novel paradigm that harmonizes the principles of human resources management with those of environmental stewardship, giving rise to the innovative discipline of green human resources management GHRM (Milliman, 2013).

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The conceptualization of GHRM marks a significant milestone in the evolution of corporate environmental responsibility. GHRM embodies a strategic fusion that not only advocates for environmental conservation but also aligns with the overarching goals of organizational performance. It is a discipline that requires the development of strategic policies and the execution of plans that are inherently eco-centric, fostering a workforce that is both environmentally conscious and operationally competent (Uslu et al., 2023). Despite its strategic importance, the penetration of GHRM practices in developing countries is in its infancy, especially within the healthcare sector – a sector that stands to benefit markedly from the adoption of these practices in the wake of increasing environmental and societal challenges (Alzyod, 2021).

Sustainable performance of organizations is the prevailing approach in today's world because it is the trend to improve profitability and social and environmental conditions. Sustainability expresses development that meets current needs without affecting the needs of future generations (Malik et al., 2021). It should be emphasized that sustainability is not simply a monetary consideration, but it is a more comprehensive concept concerned with the climate and the general well-being of employees, society, customers, and stakeholders (McGain & Naylor, 2014). Human resources management plays an important role in supporting sustainability; therefore, organizations have become more oriented towards individuals interested in green practices through the adoption of green human resources management and the potential it provides for achieving sustainability and building competitive capabilities.

According to Ryan-Fogarty (2016), medicine is considered one of the most important service sectors, by virtue of providing care for the health of individuals, which requires attention to environmental preservation practices; however, medical care institutions ignore sustainable environmental practices for many reasons, the most important of which is avoiding additional expenses despite the importance of preserving the environment from pollution. Therefore, the attention of health institutions must focus on creating green initiatives to maintain their sustainable performance, such as recycling, energy efficiency, disposal of the harmful medical waste, water and natural resource conservation, sustainable transportation, and green procurement (McGain & Naylor, 2014).

Our paper highlights three key contributions. First, it responds to the lack of empirical studies on GHRM practices in the service sector, and within a unique, developing country situation, and contributes value to the current body of literature by providing empirical evidence for the level of implementation of the GHRM bundle practices in this important service sector. Second, it explores the impact of the GHRM bundles on sustainable performance using mixed methods research (qualitative and quantitative) and contributes important evidence from Egypt to current GHRM practices and sustainable performance literature in the context of developing countries. Third, a conceptual framework was developed, providing a valid mechanism and useful insights for healthcare organizations to facilitate using HR practices as a means for improving sustainable performance. The paper aims to contribute to the literature on GHRM by providing an empirical investigation into its practice within Egyptian private hospitals. By exploring the relationship between GHRM practices and sustainable performance, this research seeks to provide insights that are both theoretically and practically valuable. The study also aims to develop a conceptual framework that can guide healthcare organizations in Egypt and similar contexts to effectively implement GHRM practices and achieve their sustainability objectives.

The exploration of green human resource management within the Egyptian healthcare sector has the potential to contribute significantly to the theoretical foundations of GHRM. Theoretically, this research can expand the domain of GHRM by incorporating insights from a developing country perspective, a context that remains underrepresented in existing literature. In doing so, it may challenge or affirm the prevailing theories of GHRM that have been primarily based on experiences from developed economies. The adaptability and relevance of GHRM practices within the constraints and opportunities unique to the Egyptian context, such as limited resources, policy gaps, and cultural dimensions, will add depth to the understanding of how GHRM can be conceptualized and operationalized in diverse settings. By examining the Egyptian healthcare sector's approach to

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