The Perceptions Of Healthcare Managers On Green Human Resource Management Practices And Their Relationship To Work Values In Saudi Arabia 2024

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Abstract:

Background: Green human resources management (GHRM) is the alignment of established human resource practices with environmental goals and policies. Integrating sustainable practices has become crucially important as healthcare facilities deal with growing environmental issues.

The study aimed: To assess the perceptions of healthcare managers (HCMs) on Green Human Resource Management practices (GHRMP) and their relationship to work values.

Methods: A descriptive correlational research design was used in five Hospitals, Jeddah, Saudi Arabia. All healthcare managers which consider a convenience sample of healthcare managers who were working at Hospitals during the period of data collection. Three tools: personal data, Green Human Resource Management Practices Scale, and Work Value Questionnaires were used to collect data needed for the current study.

Results: According to the study's findings, a significant portion of hospital HCMs gave "low" answers to the GHRMP dimensions; also, over two-thirds of HCMs demonstrated low levels of work values.

Conclusion: There is a statistically significant positive association between the study participants' overall work values and their total GHRMP. Healthcare managers' roles and objectives should be defined in a green manner, and evaluations should incorporate some green outcomes. Green performance indicators should be used in the evaluation and performance management system.

Keywords: Green human resource management practices (GHRMP), healthcare manager & work values.

Introduction:

These days, the world needs to improve people's welfare through social welfare, economic progress, and the advancement of technology and innovation. Additionally, this problem is related to maintaining ecological safety, which is a component of sustainable development [1]. The nations should create a sustainable and eco-friendly economy as part of the framework for economic recovery. In order to stop detrimental climate change worldwide, decisive action must be taken. As a result, businesses

implementing the green transition would have greater success, while those using the outdated method would lose market share [2].

Green management at hospitals refers to the practice of implementing environmentally sustainable policies and procedures in the operation and management of healthcare facilities [3]. To understand "Green Management" as a term there is a need to trace its origin. This concept developed gradually over time due to urgent need for increasing environmental awareness‖ among people, as the world is witnessing aggressive violation towards the nature [4].

Recently, a number of industries, including the healthcare sector, have given the concept of sustainability a lot of attention. The incorporation of "green" or environmentally conscious techniques into several facets of management has become a priority as firms work to reduce their environmental impact and contribute to a more ecologically responsible future. This trend has also affected human resources (HR), a crucial department in businesses. Adoption of "Green Human Resources Practices" (GHRP), which are endeavors to align HR procedures with sustainable and environmentally friendly concepts, is a significant part of this changing paradigm [5].

The term GHR has become widely used in all business sectors and has become a new research topic as global awareness of environmental challenges management and sustainable approach development has grown. One of the best and most significant agreements is GHR, which aims to improve employee satisfaction, which enhances the sustainability of the company and increases staff retention and skill levels. In a more comprehensive context, green human resources management (GHRM) integrates social and environmental wellness for the company and its workers with environmental consciousness [6]. The integration of well-established human resource procedures (including training and performance reviews) with environmental objectives and regulations is known as GHRM. GHRM is considered to be the same as HRM when it comes to hiring, placement, training, performance evaluation, teamwork, and the workplace [7].

Current HR practices that help businesses reduce operating costs, improve the lives of their employees, and reduce the amount of time needed to complete tasks include job sharing, teleconferencing, flexible work schedules, carpooling, telecommuting, e-filling, e-recruitment, online training, paper recycling, and online jobs. These practices are all examples of GHRM. However, all of these methods achieve appropriateness and assist the preservation of the company's and the environment's resources. However, HR procedures may greatly aid in the preservation of environmental resources and assist the nation in achieving sustainability by putting Green HR practices into place and fostering a shared company culture. As a result, workers would be more dedicated to the company and would enhance their green practices [8].

As important leaders in hospital administration, HCMs are essential in promoting change and serving as role models for nurses. The degree to which GHR principles are embraced and incorporated into day-to-day operations can be strongly impacted by their opinions about them. Improving sustainability in healthcare companies requires an understanding of the complex interaction between HCMs' views of GHR practices and their work values [9].

According to a study by Liao et al. (2021) [10], nurse managers who were highly environmentally conscious were more likely to use GHRM practices in their companies. Additionally, they discovered that nurses were more likely to endorse and engage in GHRM practices if they had high environmental work values. According to a study by Abd El-Monem et al. (2022) [11] carried out in Egypt, there is a high statistical correlation between the organization's overall innovativeness and the perception of green HRM practices by all head nurses.

There are no studies in Saudi Arabia that examine GHRMP as HCMs understand it and how it relates to work values. The study advances our understanding of how sustainable practices are viewed and applied in the healthcare industry, with implications for employee engagement, organizational strategies, and larger sustainability projects. Therefore, the aim of the current study aimed to assess HCMs' perception about green human resources practices and its relation with work values.

Methods:

A descriptive correlational research design was used in five Hospitals, Jeddah, Saudi Arabia. All healthcare managers which consider a convenience sample of healthcare managers who were working at Hospitals during the period of data collection. To fulfill the purpose of the current study, three tools were used namely, Personal data Sheet, Green Human Resource Management Practices Scale

(GHRMPs), Work values Questionnaire (WVsQ).

The first tool: Personal Data Sheet developed by the researchers to collect data such as age, gender, years of experience, marital status, and undertake any courses on sustainable human resource management practices.

The second tool: Green Human Resource Management Practices Scale (GHRMPsS) developed by the researchers after reviewing literature [12-17]. A total of 40 items made up the scale, which was divided into six subscales as follows: green managing of performance appraisal (5 items), green reward and pay system (5 items), green employee engagement and empowerment (12 items), green training and advancement (6 items), Green Selection and Recruitment (6 items) and organization's green culture management (6 items). From "1" (disagree) to "3" (agree), a 3-point Likert scale was used to score each issue. **GHRMPs scoring:** The overall score varied from 40 to 120, the perception level of HCMs was rated as low from 40 to 66 points, scores from 67-93 were designated as "moderate GHRMPs," and scores from 94 to 120 were rated as "high GHRMPs."

The third tool: Work Values Questionnaires devolved by Lin et al., (2015) [18]. Consist of 17-item It used to assess HCMs perception level toward work value. All responses were anchored on a 3-point Likert scale, with 1 denoting disagreement and 3 denoting agreements, for each statement. The total score ranged from (17 to 51), and the questionnaire was categorized as follows: low from (17 to 28 points), moderate (29 to 40), and high (41 to 51).

The content validity of the study's instruments was determined by a team composed of three healthcare administration experts, two professors, and one assistant professor. Each expert received a copy of the instrument with instructions to examine its content, coverage, clarity, language, length, structure, and general presentation. The surveys' high reliability was demonstrated by the reliability test, which was determined for the three instruments using Cronbach's Alpha Coefficient. Green HRM practices received a score of 0.87, and the scales assessing work value gave results of 0.78.

All participant HCMs verbally consented before any data was collected. Before researchers started gathering data, subjects were informed of the purpose of the study. All participant information was anonymity and kept confidential. Each participant was given the guarantee that participation in the study was completely voluntary. They were informed that they could leave the study at any time and for any reason.

The tools were Arabic-translated. Official approval was given following a clarification of the work's nature to the ethics committee. After outlining the nature of the activity, official approval was granted by the hospitals' directors. The pilot research was carried out on 10% of the current sample to make sure the items were correct and relevant and to determine how long it would take to complete the questionnaire. The results showed that the survey took 15 to 20 minutes to complete. The pilot inquiry's conclusions and suggestions were followed, and the required modifications were made. Consequently, not all pilot experiments were included in the study sample as a whole.

For data entry and statistical analysis, SPSS version 28 was utilized. The appropriate descriptive statistics, such as means, frequencies, and percentages, were applied to the quantitative and qualitative variables, respectively. The degree of the factor relationships was evaluated using the connection coefficient (r) test. At a p-value of 0.05, whole tests were deemed statistically significant.

Results:

Table (1) discovers distribution of personal data of HCMs. The most of the HCMs (77.9%) aged > 30 years with mean score 37.36±3.85. Also, (89.5%) of them were female in addition, (69.5%) had > 11 years of experience and (83.2%) were married. Moreover (41.1%) of them undertake courses on sustainable human resource management practices, and in contrast (58.9%) of study participate do not take any programs or seminars about green human resource management practices.

Table (1): Percentage distribution of the HCMs' personal data

Personal data	%
Age	
<30 yrs.	22.1

Personal data	%
>30 yrs.	77.9
Mean ± SD	
Gender	
Female	89.5
Male	10.5
Years of experience	
- <10yrs	28.4
>11 yrs.	69.5
Marital status	
Single	16.8
Married	83.2
Did you undertake any courses on sustainable human resource management practices?	
- Yes	41.1
- No	58.9

Table (2): Illustrates HCMs' perception level regarding dimensions of GHRMPs, explores that, a majority of HCMs exhibited "low" responses toward GHRMP dimensions which include ", green managing of performance appraisal, organization's green culture management, green training and advancement, green reward and pay system, green recruitment and selection and green employee engagement and empowerment " by (53.7%, 52.6%, 47.5%, 45.3%, and 41.2%) respectively.

Table (2): Percentage distribution of perception levels among HCMs regarding green human resource management practices dimensions at the selected Hospitals

Green Human Resource Management Practices Dimensions	High %	Moderate %	Low %
Green managing of performance appraisal	13.6%	31.7%	54.7%
Green reward and pay system	18.9%	33.6%	47.5%
Green employee engagement and empowerment	23.1%	35.7%	41.2%
Green training and advancement	15.7%	36.8%	47.5%
Green Selection and Recruitment	22.1%	32.6%	45.3%
Organization's green culture management	0%	47.4%	52.6%

Table (3) shows that, spearman correlations between total green human resource management practices with their dimensions among HCMs. As notices from the table, all green human resource management practices subscales were statistically significant positive correlations with total GHRMPs ($p<0.001$**).

Table (3): Spearman correlations between total GHRMPs with their dimensions among HCMs

Dimensions		
Green Recruitment and Selection	R	0.974
	P- value	0.001**
Green Employee Participation and Empowerment	R	0.991
	P- value	0.001**
Green Training and Advancement	R	0.987
	P- value	0.001**
Management of Green Organization Culture	R	0.977
	P- value	0.001**
Green Performance Appraisal Management	R	0.947
	P- value	0.001**
Green Pay and Reward Management	R	0.970
	P- value	0.001**

Table (4) reveals that there was a difference that statistically significant between the HCMs that attended a course about GHRMPs and the overall number of GHRMPs, with a P value of (0.052*). Green HRM practices and other HCMs' personal data did not differ in a statistically significant aspect.

Table (4): The relation between personal data and GHRMPs among HCMs

Variable	GHRMPs		
Variable	Mean+ SD	F-test	P-value
Age			
<30yrs >30yrs	70.85+21.45 76.42+24.54	1.02	0.311
Gender			
Female Male	72.68+22.41 67.00+20.14	0.765	0.446
Years of experience			
<10yrs >10yrs	71.25+30.10 66.20+15.6	0.421	0.681
Marital status			
-Single - Married	75.56+20.38 71.37+22.55	0.687	0.494
Variable	Mean+ SD	F-test	P-value
Did you undertake any courses on sustainablehuman resource management practices?			
No Yes	75.76+23.6 66.79+18.8	1.97	0.052*

* p≤0.05 (significant) T-test: P – value based on independent sample t-test, F-test P – Value based on compares mean, * Statistical significant difference

Table (5) demonstrates that among HCMs, there weren't difference statistically significant between personal data and work values.

Table (5): The relation between personal data and work values among HCMs

Variable	Work values		
Variable	Mean+ SD	T-test	P-value
Age			
<30yrs >30yrs	30.36+11.6 26.66+9.89	1.32	0.190
Gender			
-Female -Male	29.24+11.3 32.10+11.5	.749	0.456
Years of experience			
<10yrs >10yrs	30.28+11.8 27.86+10.2	.957	0.341
Marital status			
-Single - Married	33.18+13.00 28.81+10.9	1.41	0.161
Variable	**Mean+ SD**	**F-test**	**P-value**
Did you undertake any courses on sustainable human resource management practices?			
No Yes	28.73+10.2 30.71+12.8	0.836	0.405

Discussion:

The importance of GHRM in businesses has increased dramatically along with the popularity of

environmental management techniques. The importance of GHRM is best illustrated by its emphasis on green HRM practices. These include reducing unnecessary expenditure, enhancing employee performance, reducing expenses, and enhancing work ethics [19]. The phrase "green human resource management," describes rules and regulations that assist companies in being more ecologically conscious. Making sure that resources are used effectively and efficiently inside an organization is your responsibility as an HR manager. Furthermore, "GHRM" can be used to describe the deliberate and rational balance of an organization's environmental aims with its regular human resource management procedures [20].

According to the study's findings, most HCMs were over 30 years old, had more than 11 years of experience, and had a mean score of 37.36+ 3.85. Furthermore, the majority of them were married women. Additionally, almost 50% of participants did not receive any GHRMP instruction. The results of this study showed that just over half of HCMs knew very little about GHRMPs and their dimensions. At least one-third of them had a moderate level of perception, and a minimal percentage had a high level. This result may be explained by the lack of a comprehensive plan to implement GHRMPs, the fact that nurses were not informed about green practices, and the fact that over 15% of the study sample did not take part in any training for GHRMPs to enhance the knowledge and skills of HCMs.

The study's findings agreed with those of Imran et al. (2023) [21], who asserted that top managers lacked perceptions, knowledge, and comprehension of GHRM procedures. Furthermore, the majority of HCMs expressed negative opinions on the GHRS, according to Swanson (2022) [22]. In addition, the current study's findings support those of Abd El-Monem et al., (2022) [11] in certain areas, such as the discovery that one-third of HCMs had a moderate level of perception regarding green HRMS, but not in others, such as the discovery that roughly two-thirds of HCMs had a high level of perception regarding these strategies. Additionally, Mamdouh & Samir (2022) [23] discovered that over two thirds of the participants showed a moderate level of perspective towards HRMS.

In contrast, Saaeb and Al-Saidi, (2021) [24] findings showed that the research sample were well-versed in the theoretical and conceptual underpinnings of GHRM techniques. The study conducted by El-Gazar and Zoromba, (2021) [25] also reported improved psychological well-being, increased contentment with GHRMS, and a greater desire to be creative at work. Furthermore, Amy et al. (2018) [26] found that most managers agreed that having an efficient GHRMS which includes processes for hiring, selection, training, development, performance reviews, and compensation and rewards is essential to encouraging innovative behavior, independence, and personal development in workers.

According to the results of the current study, around two thirds of HCMs had demonstrated poor levels of work values. Additionally, only 15% of HCMs had high level, while less than 20% had moderate level. These findings can be explained by the lengthy development process for GHRM work values in hospitals, a novel GHRM concept that necessitates more extensive manager training, and, lastly, the challenge of altering employee behavior because of environmental variations. Furthermore, they could not understand the importance of this issue or lack the courage and support required to voice their response.

In a similar vein, Wang et al. (2019) [27] discovered that employees' well-being is negatively impacted by working hours due to decreased levels of intrinsic job value orientation. Furthermore, Habeeb (2022) [28] asserts that workers mostly depend on their individual experiences or company culture to uphold their ethical commitment. They are claimed to lack occupational standards knowledge and comprehension, as well as the ability to use them as a guide for ethical action.

These findings are corroborated by Ahmed et al. (2020) [29], who discovered a positive correlation between organizational loyalty and employee job satisfaction and HCMs' favorable opinion of GHRM procedures. Additionally, they discovered that GHRM practices were more likely to be adopted and used by staff members who had high environmental work values. Furthermore, HCMs who had a favorable opinion of GHRM practices were more likely to adopt them in their healthcare organizations, according to Lu et al., (2019) [30].

Conclusion:

The majority of HCMs, around two-thirds of them, had low work values and low perceptions of GHRMs. Additionally, there were statistically significant positive relationships between total work values and overall Green HRM practices. Hospital administrators can consider strategies tailored to

green human management practices and the work values in order to maintain and increase their motivation. Develop green leadership initiatives and instruct executives in adopting green HR management practices.

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