

Research Article

# Green Human Resource Management Practices in Health Service Organizations: A Qualitative Study from Nekemte Comprehensive Specialized Hospital, Ethiopia

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## Abstract

Organizations have been paying more attention to the environment in recent years, especially since the sustainable development target was established worldwide. The main purpose of this research is to explore green human resource management practices in Nekemte comprehensive specialized hospital (NCSH), one of the public hospitals in Nekemte city, east Wallaggaa zone of Oromia regional state. To achieve objectives of the study, data was collected through in-depth interview (IDI) and document analysis. Qualitative data analysis was conducted for the IDI data. The document analysis and the IDI result have revealed that there are currently three GRHM practices in Nekemte Comprehensive Specialized Hospital; green training and development, green reward and compensation and green performance management and appraisal. The conclusion from results of document analysis and IDI is that there are practices of GHRM in the hospital. The overall conclusion of the study is that there are limited GRHM practices in the health service organization. The policy implication is that better organizational performance of the hospital demands continuous effort of putting GRHM practices in the center of the organizational goals.

## Keywords

GHRM Practices, NCSH, In-depth Interview, Document Analysis, Nekemte City

## 1. Introduction

Regardless of connected disciplines, whether they are governmental or private organizations, the twenty-first century has seen a global upsurge interest in environmental and sustainability concerns. Nowadays, businesses are worried about adopting eco-friendly procedures that save costs; increase profits, and benefit their staff [17].

The notion of environmentally conscious human resource management is currently garnering attention from scholars and corporate HR managers. One of the primary concerns in addressing environmental challenges is implementing human

resource management inside the firm [4].

Green human resource management, according to [14], is the entirety of an organization's policies, procedures, and processes that make the organization and its employees green for the benefit of the business, society, the environment, and the individual [33].

To guarantee that their staffs members comprehend and encourage environmentally friendly behavior, companies implement green HRM practices by adapting recruitment and selection, training, pay and benefits, and performance evalu-

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ation processes [24]. This demonstrates how the practices of green HRM are reflected in them.

The notion of green human resource management has been brought up in the quest for efficient environmental management within both public and private enterprises due to the increased awareness of environmental sustainability and the accompanying regulations.

The corporate mission statement, which emphasizes sustainability and environmental awareness, was mostly formulated by the human resources department [9]. Employees develop a green behavior pattern as a result, and they frequently carry it over into their personal lives. This demonstrates that, although being less well-known, green HRM is gaining traction as a component of sustainable development [15].

Many sub-Saharan African countries have passed laws and regulations to guarantee environmental sustainability as a result of their efforts to protect the environment from harmful behaviors. The primary role that human activity plays in environmental deterioration has been highlighted by studies in the subject of environmental sustainability [22].

The use of green human resource management in healthcare organizations is becoming more and more necessary. A relatively recent idea in public health organizations, green HRM calls attention to sustainability through a number of redesigned procedures at the health center. The implementation of green human resource management techniques can be encouraged as a component of an organization's availability of green social capital in order to obtain resources [1].

Creating a green workforce that comprehends, values, and practices green initiatives and upholds its green objectives throughout the human resource management process is the main and most obvious reason for implementing green human resource management in health care organizations [23].

The idea of a human resource has changed over time. The idea of human resource management first surfaced in the 1980s. Although rebranding people management gained popularity quickly, the theory underlying the notion was not well-known in many firms. The field of human resource management encompasses all facets of employee employment and management within firms [2].

The phrase personnel management, which replaced earlier nomenclature such as labor or welfare management, has mainly been replaced by the word human resource management. A number of scholars started to consider individuals in organizations from a different angle in the 1980s, when the economy was struggling and businesses were facing more pressure from globalization, technological advancements, and increased demands on them [25].

The phrase "strategic human resource" replaced the more common "human resource management" starting in the 1990s. This is done in order to highlight the goal of aligning with the human resource management idea, which is currently known as "green human resource management" [16]. Since the

adoption of the sustainable development objective in particular and the millennium development goal in general, it has become more and more popular.

In addition, the challenges of sustainable development—meeting present needs without jeopardizing the ability of future generations to satisfy their own—led to the development of sustainability and green HRM. It follows that in order to face the problem of sustainable development, sustainability and green HRM emerged. Sustainable development is currently on the global agenda for 2030 [20].

Studies on green HRM practices are still few, despite a wealth of literature in Africa and other parts of the world. Ethiopia has a little body of literature, despite the fact that the environmental concept and organizational performance issues are given priority.

However, the international strategy that is being implemented in conjunction with the sustainable development goal is green human resource management. Ethiopia's human resource policy also backs the human resource management strategy that opposes sustainability and the environment.

The scope of human resource management studies is restricted to evaluating the difficulties associated with managing human resources in businesses, analyzing the variables influencing HR practices, investigating HR roles across various Ethiopian industries, and evaluating the advantages of HR practices for workers' job satisfaction.

Furthermore, to the best of the researcher's knowledge, no study has looked into how Nekemte Comprehensive Specialized Hospital has benefited from green HRM. As a result, this study adds to the body of knowledge already in existence by examining the impact of green HRM. Additionally, qualitative analysis has been included in the research. In order to quantify the impact of green HRM practices on the performance of public organizations at Nekemte Comprehensive Specialized Hospital, this study used the structural equation model, which is more effective in this regards. This study is aimed to identify the green human resource management practices in Nekemte comprehensive specialized hospital, East Wollega zone of Oromia Regional State, Ethiopia.

## 2. Review of Related Literatures

### 2.1. Evolution of Green Human Resource Management

The history of HRM is said to have started in England in the early 1800s during the craftsmen and apprenticeship era and further developed with the arrival of the industrial revolution in the late 1800s. Throughout its evolution various developments have been emerging to make HRM meeting different demands in the business world. One of the most important catalysts for the emergence of HRM developments came from thinking strategically about how businesses will need to adapt to change and survive in different time periods [8, 17].

In the last few years, global concerns have increased regarding environmental issues, especially after consolidation of the industrial revolution which increased environmental degradation. These concerns generated more pressure and necessitated business and industries to develop and use green management by adopting environmentally-friendly practices and products. Today, more than ever before, people are willing to operate in an environmentally responsible way and they understand that they are part of society and should therefore adopt green practices in organizations [12, 17].

## 2.2. AMO Theory in Relation to the GHRM

AMO stands for ability, motivation and opportunity. This theory is recently becoming familiar. According to the theory; performance is a function of employees' ability, motivation and availability of opportunities to perform. This implies that, a firm is more likely to perform better when employees have right knowledge and skills, are well motivated and are offered with opportunities to use their knowledge and skills. Since its emergence in 2000, the ability, motivation and opportunity framework has been largely accepted for explaining the linkage between human resources management and performance [19, 21].

The choice of the theory has been done based on its relevance to green HRM. Practicing green HRM may be influenced when employees have the right green knowledge and ability, are offered financial and non-financial incentives to adapt and use green HRM (motivation) and are given chances to use their green knowledge and skills in organizations. Further, numerous studies have used this theory in their studies relating to green HRM [30].

## 2.3. Green Human Resource Management Practices

There are several literatures that are conducted on the green human resource management indicating that the issue is contemporary. For instance, [17] reviewed highlights an urgent need for refined conceptualization and measurement of GHRM and develops an integrated model of the antecedents, consequences and contingencies related to GHRM. Their study found that seeking to better understand research opportunities and advance theoretical and empirical development, evaluates the emergent academic field of GHRM with a narrative review. Similarly, previously [30] has found that cognitive-social theory to Green HRM, articulating a meta-theory based on cognitive-social HRM information processing which centers on initiation and maintenance of green HRM behaviors.

Another empirical study by [27] found that the implementation of green supply chain management practices, such as green purchasing and cooperation with customers, presents several challenges, often due to a lack of green training. Further, green training topics that are appropriate and current

for company activities, green training contents created through a systematic analysis of training gaps and needs; and employees who receive green training and have the opportunity to apply green knowledge in everyday activities.

The study Wagner, [28] has found that green human resource management is very important. There is only little systematic insight into such activities of firms, particularly regarding human resource management aspects. This study improves the empirical knowledge for the manufacturing sector, by exploring the incidence of environmental activities and by analyzing the determinants of their use, particularly in terms of the incidence of environmental training activities for employees.

Similar idea was [26] studied the green employee empowerment as part of knowledge and only focused on 104 of recent green empowered employees is a novel concept as introduced by this research paper but also has strong literature support stemming from the concept of employee empowerment. Their study concluded that empowered employees are more motivated to perform environmental tasks which pay to be green. Human resources are truly the back bone of any successful organization, so motivated green workforce has a deep influential effect on social organizational profitability and productivity.

Further, the study of [2] has conducted empirical study effect of green human resource management practices on organizational sustainability using 165 managerial personnel to find that mediating role of environmental performance and employee's performance between GHRM practices and organizational sustainability. Green management initiatives have become an important factor in forward thinking businesses around the world. Employees must be inspired, empowered and environmentally aware of greening initiatives. This is important in developing environmentally innovative solutions. The GHRM is an innovative idea in developing countries, and additional studies are needed to identify sustainability issues and evaluate the impacts of GHRM practices in the textile and manufacturing industries in Pakistan.

Another similar study by [6] has found that the influence of green human resource management practices on environmental performance using data from higher education institutions, and green HRM practices positively enhance environmental performance via employee's environmental passion.

Another empirical research on green human resource management was studied by [16] examined how to improve employees' eco-friendly behavior and hotels' environmental performance through green human resource management to find that green human resource management enhances employees' organizational commitment, their eco-friendly behavior, and hotels' environmental performance. Similar study by [10] investigated green human resource management with the main objective of a framework for sustainable organizational development in an emerging economy.

Using the multi method approach, their study highlighted

that highlights status of green human resource practices such as environmental training, green recruitment, performance appraisal, employee involvement and compensation. Their study has also found that there is further scope to utilize the full potential of GHRM practices for encouraging pro-environmental behavior in the organizations. The same study was conducted by [7] who examined organizations performance on the basis of GHRM practices using BWM and Fuzzy TOPSIS to find that provides a framework for managers to evaluate their organization's performance on the basis of GHRM practices.

The study by [18] has found that pro environmental HRM practices including hiring, training, appraisal, and support the development of the enablers of green organizational culture. We suggest the key enablers of green organizational culture include leadership emphasis, message credibility, peer involvement, and employee empowerment. Their paper contributed to HRM theory in terms of originality and utility of research by explaining that the enablers of green organizational culture positively mediate the relationship between GHRM practices and environmental performance.

The study that related this was conducted by [29], who studied how organizational green culture influences green performance and competitive advantage with the main objective of the mediating role of green innovation. The study has found that the results show that both green innovations completely mediates between OGC and green performance, and that it has a partially mediating effect on the relationship between organization green culture and competitive advantage under environmental pressing.

### 3. Design and Method of the Study

#### 3.1. Description of the Study Organization

Nekemte Comprehensive Specialized Hospital (NCSH) is one of the historical hospitals in Oromia regional state of Ethiopia. The idea of constructing hospital in Nekemte was started with the Russian explorer visit to Nekemte in 1897. The time was when Nekemte acquired some importance as Bekere Godana and later his son Moroda Bekere, the then leaders of the Wallagga region, made it the capital of the kingdom of Wallagga in the mid-19th century [32].

The idea of hospital construction got acceptance with the official establishment of a central government customs office in the city in 1905. With this, the construction of Nekemte comprehensive specialized hospital was began in 1927, and was completed in 1932. The project was funded by Swedish missionaries and Emperor Haile Selassie government. The hospital was formally inaugurated 16 February 1932 [31].

Currently, Nekemte comprehensive specialized hospital is one of hospitals with high burden in the region responsible for providing a comprehensive package of preventive, curative and rehabilitative health services to the community at large. Found at a distance of 331km from the Addis Ababa to the

west, it has been giving service for the past 90 years with few renovation and expansion. The hospital got the name Nekemte specialized hospital in 2017 GC and its current name comprehensive specialized hospital in 2019 GC by federal ministry of health and Oromia regional health bureau.

Over the past year as the need of community health-seeking behavior exponentially increasing the hospital management and governing board decide and take an action to start new service like well-equipped adult ICU service and separate obstetrics operation theatre. Currently, according to the data from the hospital, it is one of the comprehensive specialized hospitals in Oromia region as the population getting served from the hospital has exponentially increased in number to reach the current catchment population of 3.5 million. In addition to this, the hospital is serving as a referral center for the western part of Ethiopia for about 11 million populations.

#### 3.2. Design of the Study

The study employed the cross-sectional survey research design as it provides opportunity to collect insights from a target audience at a particular time interval. This design enables to obtain quick collected information in a brief period within Nekemte comprehensive specialized hospital. Further, cross-sectional studies are relatively cheap and less time-consuming than other types of research which justify this study. The actual data is collected in the month of June, 2022. This shows that appropriate research design has been employed in study.

#### 3.3. Type and Sources of Data

The study employed both primary and secondary data to achieve the objectives of the study. The primary data was generated from employees and management of Nekemte comprehensive specialized hospital. Further, the document was generated from the formal documents of the hospital. Nekemte comprehensive specialized hospital is a public hospital owned by Oromia regional state that is administered by the health bureau of Oromia.

In addition to this, the human resource managers and the medical directors of the hospital were one of the sources of the primary data as in-depth interview was carried out. It was conducted just to substantiate the data obtained from the questionnaire. Thus, the data for this study was sourced from the reliable source. The data for the document analysis was sourced from notice documents, green human resource management related documents of the hospital.

Regarding secondary data, several published and unpublished but reliable documents, magazines and hospital reports were used. It was checked that the source is reliable and accurate as the purpose of the study was to come up with reliable finding that enables the trustable recommendations. Therefore, the data for the study was sourced from reliable sources. It is now safe to go to data collection.



### 3.4. In-depth Interview as a Data Collection Method

The study employed an in-depth interview as a method of data collection. It is conducted to achieve the specific objective one of the study. The in-depth interviews are a key qualitative data collection method for social science research. It was conducted with the medical director, human resource manager, environmental issue manager and team leaders of Nekemte comprehensive specialized hospital. Further, the structured in-depth interview was conducted as it has the advantages of they are mainly useful in cases where there is need to attain highly personalized data. The other reason why structured in-depth interview was employed in this study is that it is continuous and flexible. It enables to intensively deal with individual that knows about the idea of green human resource management in the hospital. It follows that it enables to obtain rich data as it a means of sharing information in the relaxed information [13].

In addition to this, they also become a viable option where there are limited respondents and a good return rate is important. An in-depth interview is pre-planned, accurate, and consistent in hiring the respondents in this type of study. Here, the effectiveness of the in-depth interview is high as it avoids a tremendous waste of time and effort of both the interviewer and the interviewee [11]. In order to achieve the objectives of the study, ten in-depth interviews were conducted in Nekemte comprehensive specialized hospital. The in depth interview less than ten cannot provide the adequate data for the study, while more than ten IDI are hardly manageable. Thus, this study conducted ten IDI which is manageable in the course of interpretation. This IDI is adequate to obtain appropriate information in all teams of the hospital.

### 3.5. Document Analysis Data Collection Method for the Study

The study employed the document analysis for this study as it provides an efficient and effective way of gathering data from practical resources. In addition to this, documents are a very accessible and reliable source of data. Further, documents are stable and non-reactive data sources. Another major reason why document analysis was selected in this study is that it remains unchanged by the researcher's influence [5].

As a means of qualitative research technique, document analysis involves analyzing physical documents and written documents in the hospital. The study has dealt with physical evidences in the hospital as indicators of the green human resource management. Accordingly, official files, posters and training materials were included in the document analysis. It was mainly used for the purpose of triangulating the other data's collected through questionnaire and interview. Further, it provides supplementary research data and valuable information to a study. This method is very important as the concept of green human resource management is not well studied

in the study area [3].

The documents were included in the analysis based on the criteria. First, it was checked that the documents are official documents. Secondly, it was authenticated that documents are available in the public record of the hospital. Thus, all documents analyzed here in this document are well and formally documented. In addition to this, credibility of the documents is checked. As the major objectives of the study are to assess the GHRM practices in the hospital, the documents analyzed in this study are used as a means of communication and appreciation in the hospital. Thus, the documents analyzed in this study are credible. Further, the sources are authoritative sources have at least the logo, motto and of the hospital.

### 3.6. Data Collection Management and Ethical Issues

During the study, in-depth interviews were documented by taking comprehensive field notes and photos by mobile phone camera. Results from the in-depth interviews for use in analysis were included notes of the discussions. The researcher noted down the in depth interview as interviewee speak, using the words they used. In addition, the investigator was also noting occasions when participants disagree on the ideas and concepts of the focus group discussion. Moreover, direct quotations were recorded where they illustrate an important point. The work of changing main records of in-depth interviews was done by the investigator.

### 3.7. Ethical Consideration During Data Collection

Currently, ethical considerations are considered as, not only the issue of ethics, but also the part of method of the study especially in qualitative researches. Therefore, this section outlines of general guidelines and conduct IDIs. It also sets out some general norms of behavior when working in a study area. Though it is obvious, but it is very important to ensure that our research is both accurate and ethical. To ensure successful data collection, ethical clearance was obtained from department of management, Wallagga University, together with a permission letter approved by the hospitals consisting objectives of the study.

During qualitative data collection, all the participants were clear about their role. They were also highly motivated to seek fully informed consent. They were also encouraged to answer questions openly. Moreover, the researcher assured that the participant's response during the study were highly confidential. Therefore, the participants were not felt demeaned or offended by anything the investigator done, said or asked or by investigators behavior in in the public hospitals during the study.

The researcher is in the community and respects respondents and their culture. This is very important to collect appropriate data for the study. The investigator has communicated with the

respondents so that expectations of employees of the hospital and interviewee must not be raised by anything the investigator do or say during the research. Therefore, they understood that this study is just for academic purpose.

In addition to this, potential respondents understand that no explicit or implicit pressure to participate in the study either from the researcher due to the participation in this study. Finally, participants were well informed that the study is more accurate if participants see no reason to adjust their responses in a particular way. Therefore, respondents understand that the study is more precise if they feel comfortable during the IDI.

The investigator insured that permission is sought for the interview to go ahead. Clear parameters for the IDI were communicated for the interviewee. The researcher communicated that maximum time for the IDI is twenty minutes. The awareness was also given to the interviewees that they have right to withdraw at any time from the IDI. The idea that the researcher is absolutely independent from implementing agents such as employees of the public hospitals and administrations of the staff was also communicated with the participants of the study.

Moreover, IDI was set at time and in places that are convenient to respondents. The fact that relates to this is that the safety and protection of study participants were ensured. The environment in which IDI was carried out was physically safe and the researcher acted as a facilitator. Another ethical consideration well focused is the IDI language. IDI was conducted by Afan Oromo to ensure that interviewee understand what is happening at all times during the study. It is checked that all participants speak Afan Oromo as their mother tongue.

During the IDI, the right to privacy was given for IDI respondents. These rights include ensuring anonymity and confidentiality, in record-keeping and report-writing. It was also clear that the flow of question was bidirectional as IDI respondents were encouraged to equally ask questions. The researcher introduced himself for the interviewees. The subject and objectives of the IDI was clearly introduced to the interviewees. It was checked that the participants feel comfortable with what is going to be asked in interview. This was very important to create common understanding on the objectives of the study between the respondents and investigator of the study.

## 4. Results and Discussions

This section attempts to analyze the qualitative data collected through in-depth interview. The study has conducted six in-depth interviews with experts (medical doctor, leader of office of the environment of the hospital, ward team leaders and human resource team leader of the hospital) to address the specific objective one of the study. The detail explanations of the results are provided below.

The first specific objective of the study is to identify the green human resource management practices in Nekemte

comprehensive specialized hospital. From the in-depth interview conducted to identify practices of human resource management practices with medical doctor, leader of office of the environment of the hospital, ward team leaders and human resource team leader of the hospital, the following findings are obtained. It is now time to discuss the findings from the in-depth interview.

### 4.1. Green Training and Development as GHRM Practice in the Hospital

According to the interview conducted on types of green human resource management practices in the hospital, green training and development is one of the dominant green human resource management practices in Nekemte comprehensive specialized hospital. It is provided as part of health education for both staffs and customers of the hospital.

One of the respondents of IDI of study has responded as follows:

*For me, the majority of the training provided in the hospital are environmental oriented. Maintaining clean environment is considered as the obligation of the public hospitals. Accordingly, much training promotes environmental sustainability. They teach importance of clean environment. Through training and development, both workers and customers (family of patients caring patient in the hospital during the medical care) of the hospitals are invited to take training that focus on environment and sustainability of the clean environment. My initial perception itself is that environment of the hospital is different from the other environments. I expect better and cleaner environment in the hospital. We give training on environmental health. Like we are concerned on human health, we also provide equivalent focus to health of environment. We equip both employees and customers on this environmental cleanness issue (IDI, medical doctor, male).*

From these words of the IDI respondent of the study, it is revealed that green training and development is among the green HRM practices in Nekemte comprehensive specialized hospital. In addition, it also has link with national health policy of the country which promotes prevention and in turn environmental quality. The concept of this green human resource management has also something to with the concept of sustainability. This may be service delivery sustainability and environmental sustainability. In other words, the provision of the sustainable service is possible only in sustainable environment. This sustainable environment is practiced through green training and development. The concept of clean lines and sustainable hygiene is the concept well known in the hospital. It is the responsibility of all the hospital community. Green training and development is one of very important green human resource management practices of the hospital.

Further, one of the respondents of the in-depth interview has revealed that green training is attached with the professional development and performance appraisal system of the organization. In the words of the in-depth interviewee has

responded as follows;

*Training in the hospital is based on willingness and interest. Every worker and staff member receives training on the time convenient to him or her. For instance, I have taken many environmental oriented trainings as part of health education and as part of my carrier development. No body obliges you to take green training. If you take the green training you will be better during the performance appraisal. If not you will pay cost during the performance evaluation. To improve yourself you search and take green trainings. It is the business of every worker in the hospital. Both employees and employer of this hospital are responsible for this. Hospital also invites the employees to take environmental oriented trainings. This is posted through the internal notice of the hospital (IDI, pediatrics ward team leader, female).*

The interpretation of this in-depth interview can be viewed from the aspects of the means of promoting green training and development in the hospital. It encourages green training by incorporating it in the evaluation systems. It follows that providing green trainings for stake holders enhances the performance of the worker while failing to do this deteriorate performance of that worker. The implication of this is that the public hospitals are practicing green training and development as one of the green human resource management in the public hospitals.

## 4.2. Green Training and Development Focused on Waste Minimization

The IDI conducted with human resource director, it is found that waste minimization is one of the focus areas of the green training and development. For instance, one of the administrative staff of the hospital has witnessed in his own words as follows.

*What I know is that waste minimization is almost culture of the hospital. Environmental quality and cleanness is what not only employer demands, it is also what employees and customers demands. It is the concern of all employees, employer and customers. I always try to minimize waste. Because the better the waste minimization I have conducted, the better will be my performance evaluation. Thus, green training and development, environmental issue is the issue of improving my performance (IDI, human resource management director, male).*

This shows that one dimensions of the green human resource management is waste minimization. The training regarding waste minimization is thus termed as the green training and development. Thus, the employer promotes the practices that direct towards developing employee skills and learning knowledge that provides them with environmentally acceptable methods of work. Further, one of the main focuses of the green training and development in Nekemte comprehensive specialized hospital is waste minimization. This implies that all stake holders should be actively engaged in the waste minimization. It follows that all admitted patients and

attendants take training regarding waste disposal and waste minimization.

The words of another IDI respondent (human resource management director) are provided as follows:

*All employees of the hospital have cleaning campaign. They have their own schedule. As the hospital, we have one common day campaign per month. Cleaners have 3 days cleaning campaign per week. The other campaign are hand washing campaign and clinical pain campaigns. All are very important campaigns for environmental cleanness. Every employee takes training on all these concepts. The training is environmental oriented. Thus, we call it green training and development. Because of this we have relatively clean and better environment in our hospital (IDI, human resource management director, male).*

From the words of the IDI interview respondent, we can find that there is a practice of green training and development. There is a group called environmental health. In order to improve the health of the environment, the hospital provides green training and development. This reveals that green training is the human resource management practice in the hospital.

Another dimension of the green training and development is the training focused on the proper use of resources. It follows that the better proper use of resources, the better will be the performance of the organization. According to the in-depth interview, the hospital provides green training on the proper use of resources. The team leader of laboratory technicians has witnessed the following facts. In the words of the team leader;

*I have taken several training and development regarding the proper uses of resources. It was about how to use laboratory resources and office resources in a proper ways. After the training I am improving resources uses. Due to this, my individual performance is improving. This is indicated in my performance appraisal result. By the way employer considers the proper use of resources including human resources. The hospital seeks proper uses of human resources and other physical resources. This is to be built through green training and development system. This has improved my efficiency and performance (IDI, laboratory team leader, male).*

## 4.3. Green Reward and Compensation as GHRM in the Hospital

The qualitative data collected to achieve the first specific objective through IDI shows that green reward and compensation is one of the green human resource management practices in the public hospital in Nekemte city. It is obvious that green compensation rewards and compensation are the major HRM practices through which employees are rewarded for their environmental related performance in the hospital. These HR practices are the most powerful method which links together an individual's interest to that of the organization's.

One of the respondents of the IDI has responded that he knows that there is the practice of the green reward and compensation in the public hospitals. The words of the in

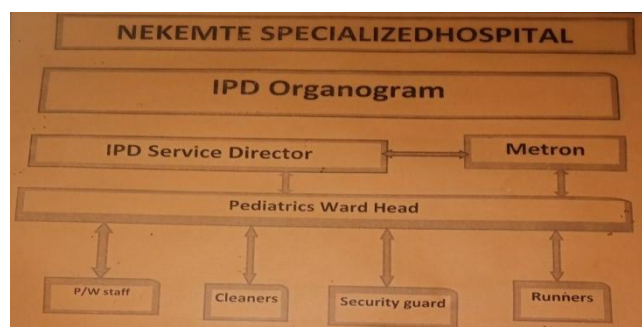


depth interview is reported as follows;

*Several workers have received different recognitions for the environmental related extraordinary performances. Participation in keeping hygiene and work environmental health is one of the criteria of providing reward and compensation for the employees of hospital. The better performed workers obtain the next level education or certificate of recognition. As the environmental performance is the concern of every employees and society, the recognition therefore includes society. Thus, I would like to assure you that there is green reward and compensation in our hospital. There is a principle and rule of compensating peoples for their environment related performance. At the same time, there is also reward system through which employees and surrounding society obtains value given in return for their better contribution in keeping the hospital work environment (IDI, medical director of the hospital, male).*

From the words of the respondent, we can understand that there is a practice of mobilizing human resources for the purpose of betterment of work environment. The ideas of the environmental betterment and environmental health are not only the responsibility of the employees of the hospital but also the responsibility of the surrounding society. Further, there is associated reward for depending on their level of performance. This reward and compensation is for all participants that have extraordinary contribution in the environmental conservation. Reward and compensation of the public hospitals includes all stake holders that worked for the green work environment.

The document analysis conducted on the official posters in this case, has shown that there is a practice of green training and development as a part of practice of green human resource management in the hospital.



Source: Author's ward's structure document analysis, 2022

**Figure 1.** Cleaners (environment) as green training and development practice.

The document in the Figure 1 above reflects that clean environment is as important as the staff of the wards and the security guards. They are responsible for the head of the pediatric wards. Although it is technical, the document further reflects that environment is the concern of all staffs. This is means of informing and teaching others through this docu-

ment. This document is posted to all rooms of the pediatric wards. The implication is that there is a practice of using human resources for maintaining sustainable and safe care. In addition to this, there is a means of using human resources for the purpose of maintaining organizational sustainability and cleanness reflecting the green training and development as one of the indicator of the GHRM the hospital.

Sagantaa Duula Qulqullinaa Hospitaala Ispeeshaalaayizidii Naqamtee Bara 2012 EC		
Lakk	Ji'oota Duula Qulqullinaa	Guyyaa Duula Qulqullinaa
1	Adoolessa	25/11/2011
2	Hagayya	30/12/2011
3	Fulbaana	29/01/12
4	Onkoloolessa	27/02/12
5	Sadaasa	25/03/12
6	Mudde	30/04/12
7	Amajjii	28/05/12
8	Guraandhala	26/06/12
9	Bitootessa	24/07/12
10	Tbila	26/08/12
11	Caamsaa	27/09/12
12	Waxabajjii	25/10/12

**Figure 2.** Cleaning campaign schedule as practice of green training and development.

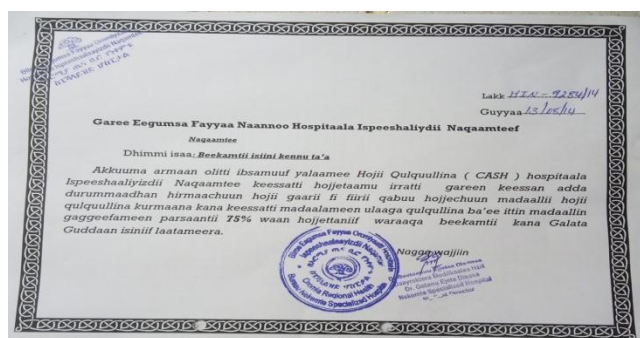
Source: Author's environmental concerned (plan) document analysis, 2022

This document in the Figure 2 is an official banner used for the document analysis. The document is communicated in Afan Oromo on the environmental cleaning issue. The document supports the schedule of waste minimization. The document is safe to be analyzed because it is official document that enhanced communication between the employees and official administration. The document shows that how much the issue of the environment is scheduled and organized. It is divided into months. The campaign is for all. It is posted on the public places in the hospital.

Further, the document in Figure 2 shows that the waste minimization, one of the indicators of the green training and development, is well scheduled in Nekemte specialized hospital. The campaign is at the hospital level. Further, environmental cleaning and the act of waste minimization are among the program of the hospital that lasts full year, the 24 months of the year. It is the campaign that is divided in to four quarters of the month. This shows that there is a practice of green human resource management practices. The document on Figure 2 was scheduled for 2011-2012. This shows that the concept of waste minimization as green training and development was the culture of the hospital.



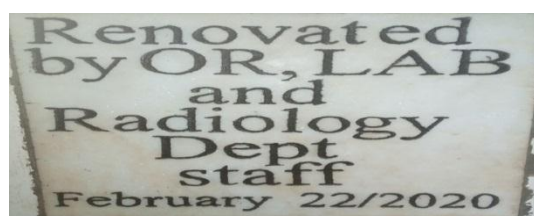
As indicated in the Figure 3 below, the document analysis shows that there is green reward and compensation practice that is based on the performance in the study organization. The document below shows that the hospital staffs gets recognition as part of green reward. It is in Afan Oromo, as the working language is Afan Oromo in Oromia regional state. It is a certificate of recognition for better performance of the employees regarding the cleanness of the hospital working environment.



Source: Author's reward document analysis, 2022

**Figure 3.** Green reward and compensation practice in the hospital.

In the Figure 3 above the practice of green reward and compensation is revealed. The date is very recent. This shows that the hospital is carrying out the GHRM practices even during the data collection. This is the document awarded for one of the office that performed well. This indicates that green reward can be proved at group level or individual level. The last sentence of the document says that recognition is providing with thanks for their environment related recognition. The other fact is that recognition is for relatively extraordinary performance of the group. This means that the compensation principle and reward systems are attached to the level of performance appraisal.



Source: Author's staff rewards document analysis, 2022

**Figure 4.** Green reward and compensation for the staff of the hospital.

Figure 4 shows the recognition provided for the staff of the hospital regarding their contribution to the environment. The document on the Figure 4 is posted officially on the wall ren-

ovated by the staff in the hospital. The hospital staffs members are recognized in the formal way. They obtained this for their contribution to the environment. They renovated the hospital building and the environment is now clean. Due to this, three team staffs are recognized. Or staff, LAB staff and radiology staffs are recognized. This implies that there is green reward and compensation mechanism in the hospital.

Another finding from the document analysis is that the other recognitions were staff reward and compensation. They were recognized publically as shown 5 below.



Source: Author's staff rewards document analysis, 2022

**Figure 5.** Green reward and compensation for the hospital staffs.

The document analysis in the Figure 5 shows that there are staffs recognitions in addition to the recognitions provide to the society and investors in the city above. This reward and compensation is related to their contribution to the environment. From this, we see two major terms of reward and recognitions. One phrase says 'our heroes' reflecting the recognitions of the hospital staffs in their respective group. As it is possible to observe in the document above, five groups are recognized as heroes. The hospital is emphasizing on the phrase 'our heroes', written in red, just to show that it is recognitions. It is backed by the thanks from the hospital. This picture is posted publically in public places and main roads of the hospital. The document analysis has explained that the recognition was included the supportive staffs, doctors, nurses, midwiferies and pharmacists.

#### 4.4. Green Performance Appraisal Practices in the Hospital

The document analysis conducted has shown that there also the practice of the performance appraisal in the hospital. The document analysis below is prepared in English. The hospital administration has the criteria for controlling performance. This is due to the fact that the well-controlled performance will lay the foundation for the reward and compensation. Each block and ward's rooms should be clean. There are criterions for this. This is very helpful to measure performance as indicated in the Figure 6 below.

criteria to recognize for clean ward Quarter 3 of 2014

No	Name of the ward	Floors	Walls	Corridor and sitting	carriers	Beds	Bed rails	Bed side equipment	Door handles and shelf	Light Switches	Patient charts	Windows	Hand rails	Toilets	Toilet Flushers	Sound & medical trolley/carts	Telephones	Call bells	Sinks/Dust bins	Blood pressure cuff	Tables	Stethoscopes	Monthly Cleaning campaign	Emergency response time	Foot	Total net	100%	Remark
1	AICU	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	19/23	83	1 flaa
2	KEMO	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	18/22	82	2 flaa
3	NICU	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16/20	80	3 flaa
4	OR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15/19	79	4 flaa
5	TB	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	17/22	77	5 flaa
6	LB	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	10/15	77	5 flaa
7	M/Ward	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16/21	76	6 flaa
8	GYN/OR	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	17/21	73	8 flaa
9	MCH	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12/16	75	7 flaa
10	Yaa/dhi/sa	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15/20	75	7 flaa
11	Office area	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	9/12	75	7 flaa
12	S/ward	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16/21	76	6 flaa
13	ART	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12/16	75	7 flaa
14	OB	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	17/22	77	5 flaa
15	Farmuasti	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8/11	72	9 flaa
16	OPD	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12/16	75	7 flaa
17	PED Ward	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	16/21	76	6 flaa
18	EOPD	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12/17	71	10 flaa
19	Orto	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	14/19	73	9 flaa
20	Gyn Waard	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	17/22	77	5 flaa

Source: Author's rewarding criteria document analysis, 2022

Figure 6. Criteria's for green performance appraisal in the hospital.

Figure 6 shows the document analysis, the hospital wards are ranked based on their performance and their contribution to the environmental quality. As the document is prepared in English, the topic says criteria to recognize clean ward. This shows that this performance appraisal is for the environment. Human resource is now mobilized and evaluated from the environmental contribution points of view. The mark is given for each criterion. If the wards have clearly done it 1 mark otherwise they will obtain zero. Finally percentage of their performance is indicated and their rank is explained in the last column. The rank is provided from first to tenth based on their performance.

## 5. Conclusion and Recommendation

### 5.1. Conclusion

This study was mainly aimed at identifying the green human resource management practices in Nekemte comprehensive specialized hospital. The study used qualitative data analysis method in assessing the GHRM in the organization.

The finding from the IDI and document analysis has shown that there are GRHM practices in the hospital. It follows that there is a practice of incorporating the issue of environment in the human resource management in the hospital. Further, three GRHM practices are very active and they are highly recognized in Nekemte comprehensive specialized hospital; green training and development, green reward and compensation and green performance management and appraisal in the health service providing organization, the hospital.

Another point of conclusion from the finding of the study is

that green training and development (GTD) as a practice of green human resource management serves three purposes in the hospital; to minimize wastage of resource in the process of resource utilization, to enhance appropriate use of resources and to maintain clean working environment. From the document analysis conducted, it is concluded that the green reward is practiced widely to provide clean working environment. Similarly, green reward and compensation is also the practice serving as a means of enhancing organizational performance and green performance. Green performance management is a system in which the employees of the organization are evaluated for their green contribution to the environment. The finding from the document analyses shows that there is period and regular green performance appraisal in the organization. Finally, the finding from the in-depth interview has also fully revealed that there are three active green human resource management practices in the hospital.

### 5.2. Recommendations

The result from the in-depth interview and document analysis conducted, it is concluded that there are three major practices of GHRM in the hospital; green training and development, green reward and compensation, and green performance management and appraisal. Thus, this study recommends the hospital to sustain the existing green human resource management practices. Further, the hospital administration and entire management of the hospital need to introduce other practices such as green recruitment and selection, green human resource planning, green employee's relation and green employee's incentives beyond green reward and compensation.

The recommendation for the entire hospital community also consider the issues of the green human resource management as their own matter since other works of the organizational are null without appropriate mobilization of human resource for environmental conservation in general and working environment in particular. If the better organizational performance is demanded in the hospital, there should be continuous effort to keep up the beginnings of GRHM and adopt the new practices in the hospital.

### 5.3. Recommending Further Future Researches

It is imperative for researchers to show the directions to the future researches due to the fact that any scientific test has its own limitation. Future researches may therefore focus on conducting comparative study to just see the difference between impacts of green human resource management practices among or between organizations.

Further, the future studies may also focus on assessing if there is a dissimilarity in the GRHM practices in the hospitals and if the effect of GHRM varies depending on the nature of existing different practices in the organizations. Thus, the future studies may utilize Likert scales with seven ratings to investigate the effect of GRHM on organizational performance of the hospitals.

### Abbreviations

AMO	Ability, Motivation and Opportunity
EC	Ethiopian Calendar
GHRM	Green Human Resource Management
NCSH	Nekemte Comprehensive Specialized Hospital

### Author Contributions

Isubalew Daba Ayana is the sole author. The author read and approved the final manuscript.

### Conflicts of Interest

The author declares no conflicts of interest.

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