

## **EXECUTIVE SUMMARY**

Green Human Resource Management (GHRM) is increasingly considered as a critical branch of Human Resource Management (HRM) and it is interesting and highly instrumental in creating and enhancing the natural environment sustainability. In the service sector, healthcare is considered as an important service provider, and is an area of focus among institutions concerned with environmental issues as a result of waste produced and energy consumption.

The healthcare industry generally does not give a priority to environmentally sustainable practices and environmental effects of the sector for a number of reasons. Employees environmental values areas an essential aspect in terms of applying green culture and values.

Hence, a research project was carried out at Base Hospital Tangalle, one of the largest secondary healthcare institutions in the southern province of Sri Lanka, with the intention of improving the green inputs and employee green performance by adopting Green Human Resource Management practices.

The project was carried out with three phases, by adopting the mixed method approach. Qualitative techniques which included focus group discussions and key informant interviews were primarily applied for planning interventions. Quantitative techniques that included customer surveys and checklist were mainly employed for assessing the effectiveness of implementation. Based on pre interventional assessment, literature review and comprehensive stakeholder consultation, an interventions package was planned and implemented. Effectiveness of the interventions was assessed at the end of three months after implementation by using the same instruments.

In the pre international phase it was revealed that there was a lack of systemic mechanism that linked employee performances and organisational performance with environmental related human resource management practice.

During the interventional phase, considering the above gaps interventions were designed and implemented. The main intervention was applying Milliman and Clair's GHRM model (1996).

It consists of four parts. It was started with the strategic change of organization's vision and mission, secondly training of the staff towards acquiring skills and knowledge on organizational green philosophy and greening; thirdly by introducing the environmental performance evaluation mechanism and finally recognizing their environmental activities and rewarding them.

GHRM practices manual, guidelines and check lists were introduced. A focal point for monitoring the GHRM practices was implemented by introducing the green team. GHRM information system and green performance evaluation system also were implemented. Green reward system was introduced to motivate the employees on green performance. Interventions were strengthened by issuing internal circulars by medical superintendent BHT.

Following implementation, it was revealed that green attitude of the employee improved from 2.03 to 3.83, green competency improved from 1.1 to 3.29 and green behaviour improved from 1.24 to 3.37 at  $p < 0.005$  level. Following green human resource management training it was revealed that levels of green conservation activities (reducing, recycling, reusing and repurposing) significantly improved at  $p < 0.005$ . Further, components of Green inputs significantly improved at  $p < 0.005$ .

It was observed that after the package of interventions, BH Tangalle has started practicing green human resource management activities: training and development, empowerments, performance assessment, reward and safety culture. Amount of waste accumulated reduced and "reduce and reuse" concept of energy has managed to save costs. Environmental protection authority of Sri Lanka has granted the Environmental Protection License -2021 which is the highest environmental related achievement of BHT in its recent history.

At the conclusion it was revealed that GHRM practices are more powerful tool in improving green inputs, employee green performance, and environmental organisational performance. Hence it is recommended to create, maintain, improve and expand green human resource management practices at healthcare institutions by adopting the experience gained throughout the interventions.

***Key Words: Green Human Resource Management, Environmental Performance, Economic Performance, Social Performance***