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A CONCEPTUAL RESEARCH ON GREEN HUMAN RESOURCES MANAGEMENT IN GREEN HOSPITALS

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Abstract

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Green human resources management, which requires change, contributes to changing the culture, structure, strategy and regulations in healthcare organizations in a way that encourages environmental sustainability. The aim of the study prepared based on this reality is to evaluate the knowledge stock in the literature on the subject of "the role of green human resources management practices in creating a sustainable environmental culture in green hospitals". The research was prepared with the qualitative research method; It includes the presentation of the basic concepts related to "green hospital" and "green human resources management" and the relationships between these concepts in a pattern from general to specific and the drawing of their boundaries. The fact that health services are directly related to human life necessitates individuals from different professions to work in harmony in teams, and the management of complex relationships between teams increases the need for effective human resources management in health services. As a result of the research, it was seen that the green management approach applied in hospitals provides savings by using existing resources without waste and brings the responsibility of protecting the environment. It was understood that green managements create green behaviors, and these behaviors provide waste reduction, cost savings, competitive advantage for employees and benefits the environment. It was also revealed that green human resources practices are positively affected by environmentally oriented leadership. Despite their strategic importance, green human resources management practices are still in their infancy in the health sector. However, health organizations have begun to understand the need to increase environmental awareness with these practices in order to ensure their long-term sustainability.

Keywords: Green Management, Green Hospital, Green Human Resources Management in Green Hospitals.

Jel Codes: I, I-19, M, M-1

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1. Introduction

Today, organizations are trying to adapt social responsibility and environmental practices to their organizations in order to ensure their sustainability, increase their efficiency and thus maintain their existence in the competitive arena, and they focus on issues such as minimizing the damage to the environment. Indeed, variable and competitive market conditions and sustainability-efficiency issues of organizations are of primary importance. In other words, organizations are expected to exhibit sustainability by adopting environmentally friendly/green practices in terms of environmental and social actions (Zafar, et all., 2023:1). Green workforce motivation, which plays a key role in the functionality of these elements, gave birth to the concepts of "environmentally friendly/green company" and "green management" in the 1990s (Uslu & Kedikli, 2017: 71). The success of green operations to be exhibited by green company and green management depends on the voluntary green participation of employees (Zafar, et all., 2023:1). Because natural disasters affecting all species worldwide show the contribution of reckless actions of human beings that harm the environment and ecological system, it is important to remember that environmental problems cannot be overcome without their participation. In this sense, studies have shown that green human resources management practices significantly improve the environmental behavior of employees (Sharma,et all., 2024, Online).

In terms of environmental and social actions, generally environmentally friendly/green practices; and specifically green human resources management play an important role in every environmentally friendly business (Abdelrahman, et all., 202:131). However, green human resources management has a different importance in health organizations. The fact that the ultimate outcome of health services provided in health institutions is related to human life has made individuals receiving services from hospitals more sensitive to social issues; increased environmental awareness, and shifted their preferences to services that do not harm nature and humanity.

The research was prepared with the qualitative research method and includes the presentation and drawing of boundaries of the basic concepts related to "green hospital" and "green human resources management" and the relationships between these concepts in the form of a pattern from general to specific. In the study, it was aimed to fill in the content of the concept of green human resources management and to convey in which dimensions, meanings or limitations this phenomenon should be addressed and interpreted or what meanings it will carry when reflected in practice. In the study that started with "Introduction", first the

“Green” Phenomenon in the Management Process was addressed and then the “Green Hospital” Phenomenon was examined. In the following titles; “Human Resources Management in Hospitals, Green Human Resources Management and Green Human Resources Management in Green Hospitals” were addressed. The study was completed with “Conclusion and Evaluation”.

2. The Concept of “Green” in the Management Process

Green symbolizes the color of nature, hope, fertility, freshness and positivity. Being an environmentalist means pursuing practices that encourage environmentally friendly and ecologically responsible lifestyles and decisions, help protect the environment, and preserve natural resources for current and future generations. From one perspective, green is “mainstream-basic, solid, better and more protective, and elegance” (Ottman, 2011:1-4). Green is used as a symbol representing many brand positioning strategies such as organic, energy, efficient and environmentally friendly (Gedik, 2019:7). In the literature, many concepts related to green are widely used in our daily lives, from green thinking to green awareness, from green management to green hospital (Sevgi, 2020: 45-57). Observing the increase in environmental awareness and sensitivity in society, today's organizations have had to move on to the "Green Renaissance" period (Eroymak, et al., 2018: 965).

2.1.Green Management

The concepts of social and environmental sustainability have become one of the basic elements for today's sustainability-oriented businesses. In addition, businesses have begun to understand that they must develop their social awareness and responsibilities in environmental issues. As a result; to the extent that businesses can achieve sustainability and become a "green organization"; it will be easier to achieve environmental, social and economic sustainability goals. In this sense, environmental management strategies developed by companies to manage the environment are stated as an application of "green management" (Uslu & Kedikli, 2017: 69-70). The concept of green management means the necessity to save money and protect the environment by using the existing resources as much as possible without wasting them. In other words, it means that companies operate with a sense of environmental responsibility. Thus, it is seen as an understanding that changes the existing processes in service, production and design, strives to instill the culture of protecting environmental values in all business personnel and also fulfills its duties towards society with such a social project (Kara, 2017: 56).

Green management is an application that should be adopted especially from the top manager to the lowest employee in the enterprises. Thus, all stages of green management applications, namely planning, organization, implementation and supervision of green business practices are realized with green management applications (Behçet, et al., 2022:132). On the other hand, studies conducted on the subject show that green human resources practices are positively affected by environmentally oriented (green) leadership (green management) (Zafar, et al., 2023: 1; Zhang et al., 2023:1).

2.2. Green Business

According to the International Labor Organization, "a business is a green business if it contributes to sustainable production, saves energy and natural resources, uses renewable energy sources, does not cause environmental and air pollution, and protects biological diversity" (Yılmaz, 2021: 98). From the perspective of entrepreneurs, green business is defined as the process of producing products or services that benefit the environment (Başol, 2015: 4).

2.3. Green Collar Workers

One of the important issues that entered the world agenda in 2008, "green collar workers" generally refers to "those working in green, sustainable and ecological jobs", but there is no common definition. It is stated that "those who produce the least waste, get their energy from renewable sources, work in non-polluting jobs and devote themselves to the sustainability of natural resources" are green collar workers; "all managers and engineers who invent, design and test ecological and technological products, investors and financiers who support green jobs, those in the marketing sector who encourage the purchase of environmentally friendly products and services, those who design green structures, businessmen who do environmentally friendly work and educators working on sustainability" are counted as green collar workers (Yılmaz, 2021:163). In recent years, due to the increase in the number of workers employed in sectors that produce independently of fossil fuels to prevent global climate change and the advances in environmental technologies, some blue-collar and white-collar workers have begun to be referred to as "green-collar workers". In fact, the term green-collar is used not only to refer to those in sectors that contribute to the protection of the environment, but also to those working in jobs that offer better working conditions. Green-collar workers can find employment opportunities at all levels, from low-skilled jobs to high-skilled jobs (Görmüş, 2019:34-35).

2.4. Green Behavior/Green Organizational Behavior

Green behavior is a “specific type of pro-environmental behavior”. The reflections of green behavior can be seen as “waste reduction, cost savings, competitive advantage of employees and environmental benefits” (Yiğit, 2022: 187). Encouraging employees to engage in green behavior is of critical importance for businesses in today's global economy. Because the assumption that green behavior is an important determinant of environmental performance can be said to be the idea that employees go beyond their job requirements by performing environmentally responsible behaviors and help their organizations improve their environmental efficiency (Akandere, 2019: 389).

3. Regulations Regarding “Green”

The regulations regarding the “Green” phenomenon can be summarized as follows (iso.org.tr; 2025):

- **European Green Deal:** On December 1, 2019; the policy package called “European Green Deal” was prepared, which aims to “reduce net greenhouse gas emissions of European Union countries to zero by 2050, ensure that economic growth is independent of natural resources and that no region is left behind in this goal”. In addition to combating climate change, the European Green Deal aims to;
 - ✓ Encouraging green investments, creating new employment opportunities, ensuring the transition to clean energy and strengthening environmental justice,
 - ✓ Economic and social transformation,
 - ✓ Planning and implementing efforts to combat climate change in a way that covers all segments of society (just transition principle)
 - ✓ Protecting workers’ rights, reducing inequalities and ensuring the participation of communities in sustainable transformation processes by considering social justice in the process of zeroing out net greenhouse gas emissions.
- **Fit for 55:** Fit for 55 is a package of legislative amendments prepared to review the EU's climate, energy, land use, transportation and taxation policies in a way that will achieve a 55 percent reduction by 2030 compared to 1990 emission levels.
- **SKDM Regulation:** The SKDM Regulation, which was prepared to protect the competitiveness of the EU industry by preventing carbon leakage that will occur due to the investments and reforms made by the EU to comply with the climate targets, entered into force on October 1, 2023, with a limited reporting obligation. In this context, the “Border Carbon Adjustment Mechanism Implementation Guidelines”

were implemented with the support of the ISO 36th Group Iron, Steel and Hot Rolled Products Industry and ISO 37th Group Aluminum Products Industry Professional Committees in cooperation with the Istanbul Chamber of Industry and the Ministry of Commerce of the Republic of Turkey.

- **Twin Transformation:** The “Twin Transformation”, which is among the supporting elements of the European Green Deal, means considering green and digital transformation together, and with this concept the EU aims to transform the economy in line with both its climate and digital targets.
- **EU Net Zero Industry Law:** The EU Net Zero Industry Law aims to simplify the regulatory framework for the production of key technologies and the essential components required for these technologies in order to achieve climate neutrality.
- **Green Agreement Industrial Plan:** The EU's aim is to maintain its competitive advantage against other countries in the development and use of green technologies in the "Green Transformation" process and to establish policies and financing mechanisms for this goal.
- **EU Net Zero Industry Law:** The EU Net Zero Industry Law aims to simplify the regulatory framework for the production of key technologies and the basic components required for these technologies in order to achieve the climate neutrality target, thus increasing the competitiveness of the EU's net zero technology industry and accelerating the storage capacity of carbon dioxide emissions.
- **Critical Raw Materials Regulation:** The Critical Raw Materials Regulation aims to secure the EU's access to critical raw materials that it will need in the green transformation process. In this context, critical raw materials will be defined, supply security will be ensured and usage efficiency will be increased in accordance with the principles of the circular economy.
- **Circular Economy Action Plan:** With this Action Plan, the EU aims to increase resource efficiency, reduce waste generation and transform waste into valuable resources.
- **Sustainable Product Initiative, Eco-Design Regulation for Sustainable Products and Digital Product Passport:** Within the scope of the initiative, common rules have been determined throughout the EU for environmental sustainability, aiming for all products on the EU market to be environmentally friendly, circular and energy efficient from the design stage to the point of becoming waste. With the initiative, the Eco-Design legislation applied only to energy-based products has been expanded and

a draft “Eco-Design Regulation for Sustainable Products” has been created, which includes detailed rules on sustainability on a product basis, in order to cover all products except food, feed and medical products. A Digital Product Passport will be issued for each product within the scope of the Eco-Design legislation.

4. The Concept of “Green Hospital”

The green hospital movement began in 1998 with the determination of LEED certification standards published by the US “Green Building Council” (Baytaş, 2021:66). The green hospital practice, which is seen as an important element for sustainable cities (Wu, 2021:1), includes processes such as *“less waste production, ensuring carbon balance, reducing energy and water consumption, improving and increasing occupational safety, increasing recycling practices and deactivating hazardous materials and toxic chemicals”* (Gerwig, 2015:9).

It is seen that the concept of green in hospitals not only refers to energy management, but also many issues such as the suitability of physical areas for use, reducing waste in material management, management of medical and non-medical wastes, and environmental greening studies (Kılıç & Güdük, 2018:167). In fact, the concept of "green hospital" was created based on the green building model. All developments related to environmental pollution, especially the phenomenon of global warming, products and technologies used in service delivery, consumed resources, and waste have rapidly increased the need for the "green building concept" in hospitals (Setyowatia, et al., 2013:190; Aver, 2021:10). Considering that hospitals today are not only managed as a "social" organization, but also a "healthcare business" that includes various aspects of healthcare services, low-consumption green buildings are needed to reduce annual operating expenses (Noor Muhammad, et al., 2021:1; Saifudin, et al., 2020; 171).

Green buildings are designed, operated and completed in a way that minimizes the negative impacts of the built environment on human health and the natural environment. Research on green buildings shows that when buildings are designed and operated in this way, energy use can be reduced by 24% to 50%, CO2 emissions by 33% to 39%, water consumption by 30% to 50%, solid waste by 70% and maintenance costs by 13% compared to average buildings designed and operated with traditional methods (Palteki, 2013: 22). Sustainable healthcare architecture in the context of “green building” can be defined by 31

different key indicators, from site planning to external appearance and shape; from water and energy to other materials(Guenther, 2013: 29).

5. Human Resources Management in Hospitals

In the process called the “agricultural period” when people transitioned from nomadic life to settled life, the workforce gained a natural course and working life and home life presented an integrated structure. The main historical event that initiated the transformation of human resources is the industrial revolution based on the background of the Renaissance, Reformation and the French Revolution (Yüksel, 2014: 258). In the process following the industrial revolution, automation integrated with computers and electronic devices was introduced (Hoger, et al., 2022: 3). In the 20th century, Taylorist theories (Çelik, 2001:22) based on the view that “the best should emerge and those who do not deserve to win should be eliminated” (Weaver, 1997: 36) came to the fore. Especially towards the 21st century, the approach of human resources management has shifted from the personnel management approach to "a system consisting of parts that affect each other, such as the selection, training, development, motivation, performance enhancement and health and safety of employees" (Firat, 2008: 2).

With the globalization process defined as “a whole picture shaped by economic fragmentation”, national and local economies have found themselves obliged to act according to a route drawn by global game changers (Dulupçu, 2001:3). In parallel with this globalization based on the idea of “*interdependence and integration across national borders*” (Bailey, et al., 2018: 4), businesses have turned to strategic human resources management. (Wright & Mc. Mahan, 1992: 297). In the following period, also defined as the “information age” (Hoger, et al., 2022: 3), it is seen that human resources management practices have developed in many parts of the world; sometimes similar and sometimes differences in application.

Hospitals that provide 24-hour uninterrupted service aim to keep individuals' health at the desired level. In addition to treatment and medical care, these institutions are organizations that train doctors and auxiliary health personnel, and provide medical research and community health services. The fact that health services are directly related to human life, the necessity of people from different professions to work in harmony in teams, and the necessity of effectively managing complex relationships between teams and individuals also increase the need for effective human resources management in health services. In fact, in a study conducted in 52 hospitals in England, when other variables were controlled, a striking

finding was reached that complementary HRM practices reduced patient mortality rates (Sağlam Arı & Özenci, 2020: 367).

Today, many companies aim not to miss the potential of “digital labor/talent” (Vural, 2023:12; Çelik& Başol, 2022: 36) and “*artificial intelligence in human resources management*” as a new form of labor in parallel with the development of information and communication technologies (Aydın, 2023: 3). Artificial intelligence applications, which have become widespread everywhere especially in the last twenty years, stand out in almost all fields, especially in medicine, engineering and organizational management (Nawaz, et al., 2024: 1). Another prominent phenomenon in the field of human resources management is “*green human resources management*”.

6. Green Human Resources Management

6.1. The Birth, Development and Applications of the Green Human Resources Management Concept

In the second half of the 1990s, the relatively new concept of “green human resources management”, which began to be used to combine environmental management disciplines with human resources management, has increased its acceptance and importance within the corporate community (Elhararı, 2023: 13).

When the foundations of the green HRM concept were laid in the 1990s and 2000s, the environmental management system began to be structured in technical dimensions under international quality standards (ISO 14000, EMAS). In this direction, the EMAS environmental management system standard was first announced in 1993, and the ISO 14000 environmental management quality standard in 1996. The concept of Strategic HRM, which came to the fore in the following period, was seen as the first condition for the decisions to be made on how the enterprise will manage its human resources in order to increase its financial performance. This perspective requires the effective use of HR to achieve financial goals. Studies on strategic HRM and environmental management show that focusing only on financial performance limits the field and that a new model that addresses many different components together is needed (Öner, 2021: 18).

In the last decade, as strategically focused human resources management has become more functional, business initiatives called Green HRM practices have been further encouraged (Khurram, et al., 2023: 2). Green HRM practices have taken their place as a current and important topic in recent studies thanks to the increasing awareness of

environmental management and sustainable development on a global scale. It is much more than a fad in management. Even though the concept is still in its infancy, businesses are beginning to understand the need to promote environmental awareness through green human resources policies and practices in order to ensure their long-term sustainability (Elhararı, 2023:14).

Although the concept of Green HRM has attracted great attention after the 2000s, the inadequacy of studies in the domestic literature and the deficiencies in the theoretical framework are striking. The theoretical framework of Green HRM can be drawn with various theoretical approaches. In this sense, in the literature review studies between 1998 and 2011, the Ability-Motivation and Opportunity Theory was used to classify the literature. The Ability-Motivation and Opportunity Theory suggests that HRM practices that improve the firm's human capital with increased human capabilities translate into performance results such as higher productivity, less waste, higher quality and profit (Mardin Yıldırım, 2024:9). The concept of Green HRM is an interdisciplinary theoretical approach used in the relationship between HRM and environmental management systems, and its fields of origin are environmental management, environmental psychology and HRM literature. The basis of the concept lies in finding the answer to the question of what the role of HRM practices is in the establishment of environmental management systems of enterprises and the development of their environmental performance (Öner, 2021:11). In this sense, some practices for green HRM are as follows (Oncer, 2019: 201):

- ✓ Using electronic and digital filing alternatives instead of physical storage and avoiding unnecessary paper use,
- ✓ Turning to car sharing to save fuel and time in traffic,
- ✓ Conducting teleconferences and online trainings,
- ✓ Using daylight as much as possible, using LED bulbs in electricity usage,
- ✓ Supporting the construction of green buildings that allow natural heating and lighting,
- ✓ Creating non-smoking offices (no smoking room areas, etc.),
- ✓ Rewarding employees for sustainable green ideas,
- ✓ Providing information to employees about greening and waste management.

6.2. Definition of the Concept of Green Human Resources Management

Green human resources, which consists of human resources management practices and policies that ensure the sustainable use of resources and encourage employees to adopt an

environmentalist view, contribute to the green economy with environmentally friendly practices (Yavuz, 2020: 2671). aims to improve their plans and environmental outcomes. In addition, social information processing theory predicts that YİKM enables employees to live in a green atmosphere, store green information in their memory, and make innovative green decisions in the workplace (Yang&Li, 2023: 4).Green human resources is a concept that can create and implement a green culture in an organization, and is focused on "*creating green jobs*" by embedding this understanding in all its functions. However, green human resources management includes less documentation in all human resources functions in order to create a sustainable, environmentally friendly and competitive advantage through employee participation (Yavuz, 2020: 2671).

There is a rich literature written by experts and authors on Green HRM. In a comprehensive sense; "*a sustainable system that aims to make the organization environmentally sensitive with the participation of all stakeholders, especially employees and the organization itself, in a way that will yield results for the benefit of individuals, the organization and society, and sees this as an 'organizational strategy'*" (Noor, et all., 2023:1), and the definitions of green HRM that can be found in the relevant literature by year are shown in the table below (Elhararı, 2023:15-16).

Table-1: *Green HRM Definitions Developed in Literature Over the Years*

YEAR	DEFINITION
1996	Making greening people a critical goal for everyone, towards a more ecologically sustainable economy.
2008	Integrating environmental considerations into human resources management procedures.
2010	It is a green movement that aims to protect the environment and prevent future tragedies that may occur on our planet.
2012	It is a concept that combines two basic elements: environmentally responsible human resources management practices and the demonstration of knowledge capital.
2013	It refers to the actions in the process of designing, implementing and maintaining a system that aims to make a company's employees environmentally friendly.
2014	It is the use of human resources efforts to promote sustainable practices.
2015	It uses human resources policies, attitudes and practices within businesses to improve resource sustainability and prevent damages from environmental problems.
2016	It is the actions, procedures and behaviors of an organization to maintain ecological harmony while conducting different HRM operations such as recruitment, selection, induction, training and development and performance appraisal.
2017	The use of HRM techniques to promote environmentally friendly practices and increase employee awareness of environmental sustainability issues.
2018	It refers to the practices, strategies and procedures carried out to increase environmental awareness in organizations, society, people, companies and the environment.
2019	It is a phenomenon that is responsible for creating a green workforce that is aware of, supports and participates in green activities and ensures that the company's green goals are achieved in all human resources management processes.

Reference: (Elhararı, 2023:15-16)

As can be seen from the definitions in the table, green human resources management has been defined in a wide range, but all definitions are based on a green environment focus (Noor, et al., 2023: 2). In this sense, green Human Resources Management is defined in three main segments (Uslu& Kedikli, 2017: 72):

- **First Segment:** It is related to the development of green policies and practices such as selection, recruitment, training and development of green knowledge and promotion of environmental management leadership.
- **Second Segment:** It is related to the determination of employee motivation, evaluation and rewards in accordance with green practices.
- **Third Segment:** It is related to the promotion of employee participation and expression of the value of tacit (implicit) knowledge, staff empowerment and the establishment of a green organizational culture.

Strategies and practices that will encourage environmental awareness within the scope of Green HRM in an organization include hiring individuals who prioritize environmental concerns, providing sustainability training, establishing environmental targets in performance management systems, integrating green practices into wage and reward structures, encouraging employee participation, and implementing environmentally friendly workplace practices (Taneja&Bansal, 2024, Online).

The impact of Green HRM on corporate performance is addressed in the dimensions of “*green recruitment, green training, green welfare, and salary*” (Yang & Li, 2024:4). In this sense, it is possible to summarize green practices in the HRM process in more detail as shown in Table 2 (Uslu& Kedikli, 2017:75):

Table 2: Overview of Green-HRM Practices

Developing Skills	Motivation of Employees	Offering Environmental Opportunities
<u>Selection/Recruitment</u>	<u>Performance Management</u>	<u>Empowerment and Participation</u>
Branding the employer on being green	Including green performance indicators and tools in the performance management system and evaluation	Encouraging employees to make improvements or make suggestions regarding environmental management
Stating green issues in job descriptions	Establishing communication and dialogue on green issues throughout the company (among employees at all levels)	Increasing motivation of employees in environmental management by psychologically empowering them
Green issues in the recruitment and socialization process	Common green goals, objectives and responsibilities among managers and employees	Providing supportive behavior of managers to ensure employee participation in environmental management
Environmentally friendly personnel candidate	Managers setting specific goals for successful achievement of green results	Employee Participation practices; suggestion and recommendation plans, groups authorized to solve problems, low carbon emission champions, teams engaged in environmental activities, etc.
Businesses select a workforce that is aware of environmental awareness	Identifying useless performance management systems that do not comply with environmental management objectives	
<u>Training and Development</u>	<u>Wage and Reward System</u>	<u>Supportive Organizational Culture/Organizational Climate</u>
Personnel training within the scope of environmental management to increase awareness, skills and expertise	<u>Rewarding employees'</u> suggestions in environmental management	Supporting an environmentally friendly (green) culture in environmental management
Mixed training within the scope of environmental management to ensure green collar and employee participation	Creating a reward system where employees can earn more thanks to their environmental management skills	Environmental management programs for union members
Green (environmentally friendly) knowledge management	Environmental benefits (transportation and travel) Financial incentives (bicycle loans, use of low-emission vehicles, etc.)	Joint management/union training programs
Using the tacit knowledge of employees in environmental management	Monetary-based environmental management reward system	Green union representatives
Training workshops for managers	Monthly administrative bonuses for environmental management products	
Providing green management style and attitude	Reward systems that include "green targets" for senior managers	

Reference: (Uslu& Kedikli, 2017:75)

6.3. Purpose and Importance of Green Human Resources Management

The conceptualization of green human resources management points to an important turning point in institutional development in the context of environmental responsibility. Green human resources management not only advocates the concept of “*environmental responsibility*” but also embodies a strategic combination. Therefore, green human resources management is a discipline that requires the development of strategic policies and the implementation of plans. Because it inherently promotes a workforce that is both environmentally sensitive and operationally sensitive (Allam & Mansour, 2022: 2). Therefore, green HRM is a framework that incorporates environmental sustainability principles into various human resources practices. The main purpose of green HRM is to create a sustainable workplace environment while achieving positive environmental outcomes. In other words,

green HRM aims to integrate HRM practices with environmental sustainability goals in order to achieve organizational goals and promote ecological balance (Taneja & Bansal, 2024, Online). In this sense, it is also aimed to make employees adopt the understanding of actively participating in environmentally sustainable practices in a comprehensive manner (Ridoy, et al., 2024: 2).

Green HRM is also important in reducing environmental waste, paper, and unwanted travel. In addition, encouraging issues related to environmental sustainability, green management thinking, human resources management policies and practices, educating individuals and implementing laws related to environmental protection are important in green human resources management. Therefore, green human resources management can increase the sustainable performance of organizations; it can encourage conscious actions such as adopting an ecologically sustainable culture among employees; it can improve employees' knowledge and skills in this regard (Ridoy, et al., 2024:2). In addition, green HRM is important because it provides the following benefits (Sayın, 2023:53-56):

- **Environmentally Friendly Business Decisions:** Employees who are aware of environmental concerns can bring creative solutions and decisions to business challenges by considering sustainability.
- **Employer Desirability:** Employers can gain a competitive advantage by hiring green people who are knowledgeable about environmental concerns and sustainability and by incorporating these talents into organizational policy.
- **Employee Retention:** Companies that use green human resource management or hire green workers have lower employee turnover rates. According to the Human Resources Management Green Workplace Survey, more than 60% of employees want to stay with companies that follow green practices.
- **Increased Sales:** According to the "Green Gap Trend Tracker Survey," most Americans consider environmental issues when shopping and prefer companies that use green practices in their purchasing decisions.

Businesses need green human resources management for reasons such as “*promoting a healthy work environment, increasing competitiveness by promoting corporate social responsibility, strengthening the company’s image, encouraging growth and innovation, protecting the natural environment, and encouraging employees to learn about the environment*” (Elharari, 2023: 21; Sayın, 2023: 50). Because sustainable development requires balancing the social, ecological, and economic aspects of growth while prioritizing

human resources (Ilic, 2023: 1). In addition, in the context of a threatened environment that directly and indirectly affects humanity, businesses are increasingly focusing on green human resources management. Because Green HRM refers to the sustainable use of resources within the business, increasing the capacity and satisfaction of employees, protecting the environment, and green economic growth. Since employees who have the ability to adapt to Green HRM are valuable assets for a company, it is necessary to ensure and maintain their comfortable and harmonious work. HRM practices are also effective on employees' green organizational citizenship behaviors and green business behavior (Tran&Hai2023: 2). Therefore, green human resources management is increasingly adopted to help the organization achieve environmental goals, contribute to the improvement of employees' individual green value level, and meet customers' green focus. (Cao,et all., 2023: 270).

6.4. Criticisms Towards Green Human Resources Management

In general, green management is important, but it is also subject to some criticisms. For example, according to green management skeptics, when the background of green management is examined, a defensive bias is striking. Because skeptics argue that not everything green management brings is new. In this context, they give the example that the environmental movement dates back to the 1960s. In addition, according to skeptics, green managers' excessive use of "deception tactics" that are open to ethical questions in order to overcome the "failure of green management" or "the damage it causes" can reduce the credibility of green management (Olson, 2022: 806).

On the other hand, the development of green jobs can lead to some negative effects listed below or be subject to criticism in this sense (Yılmaz, 2021: 104; Keleş, 2007: 29; Çavuşoğlu, 2021:2147):

- ✓ Green jobs can have negative effects such as increasing costs, decreasing demand or reducing competitiveness, and this can be reflected in labor markets.
- ✓ When existing businesses and industries want to make their operations greener, potential job losses may occur.
- ✓ In the business world, it is quite difficult to clearly define what protects the environment and what pollutes. For example; a company may have an environmental reputation but violate workers' rights. Or a company may be on both the "greenest" and "most toxic" lists.

- ✓ There are unexpected situations such as green products not increasing in market share despite consumers with environmental concerns purchasing green products.
- ✓ Problems such as consumer cynicism, green product complexity, green insistence and trust problems for green management in general may arise.
- ✓ Consumers have to pay some costs in the transition from non-green behavior to green behavior.
- ✓ Green consumption requires some sacrifices such as “paying more for green”, “needing to put in more effort for some behavioral changes”.
- ✓ One of the reasons why green management is subject to some criticism is defined by the concept of “greenwashing”. Greenwashing is the frequent use and popularity of advertising terms such as “green, eco and environmentally friendly”, making many green claims vague and unreliable.

When examining the issue in the context of some functions of green human resources management, it is seen that green recruitment does not always have a direct positive effect on employee satisfaction. The main reason for this is that employee job satisfaction is affected by various factors such as working conditions, recognition, compensation and career development opportunities. Although green recruitment conveys positive values about sustainability, if basic elements such as the working environment and compensation are not properly met, it may not directly increase job satisfaction. Therefore, while green recruitment can improve the overall image of a company, its effect on employee job satisfaction may be more limited compared to other factors that directly affect their daily work experiences. On the other hand, it is stated that green rewards do not always directly affect employee job satisfaction. Green rewards can be considered as one aspect of a larger compensation package, but their effect on employee job satisfaction may be more limited compared to these factors. Therefore, while green rewards can be important in strengthening a company's reputation for sustainability and social responsibility, their effects on employee job satisfaction may not be as great as other factors that directly affect their daily work experiences.

6.5. Compliance of Green Management Practices with Corporate Social Responsibility Strategies

The development of green management has essentially been realized through processes such as “sustainability and environmental friendliness” (Prieto-Sandoval, Elba, Guevara, García-Díaz, 2022: 4). According to some sources, this process consists of the

stages of “green targeting, determination of green strategies, environmental orientation and responsible organization” (Çınar, 2017: 4-5)

In order for organizations to gain competitive advantage through corporate/environmental responsibility, they must first adapt to green human resources. Companies can increase their brand and corporate image with the social responsibility projects they implement. If we look at the role of green human resources management in corporate social responsibility activities, green human resources management emerges as an organizational tool in corporate social responsibility practices in organizations (Kavgacı, Erkmen, 2021: 801).

In this context, it is seen that green recruitment has a significant impact on corporate reputation for several basic reasons. First, green recruitment practices demonstrate a company's commitment to sustainability and social responsibility. In sectors where environmental issues such as water management, waste and raw material use are critical, companies that adopt green recruitment are seen as pioneers in addressing these challenges. This can improve the company's image in the eyes of consumers, investors and the public, who are increasingly concerned about environmental issues (Faeni, Retno Oktaviani, Riyadh, Faeni, Beshr, 2025:6). In addition, green training has a significant impact on corporate reputation for several basic factors. First, green training demonstrates a company's commitment to sustainability and environmentally friendly practices. In this sector, where environmental issues such as waste management, energy use, and sustainability of raw materials are of critical importance, companies that invest time and resources in green training will be considered leaders in environmental protection efforts. Apart from this, green training can also increase employees' competence in sustainable practices (Opoku Mensah et al., 2021). Employees who are well-trained in waste management, energy efficiency, or sustainable use of raw materials will be better able to contribute to the company's sustainability goals. This can have a positive impact on the company's operational performance and reduce negative impacts on the environment. As a result, the company's reputation as a socially and environmentally responsible organization will increase, and the company's position in the eyes of consumers, investors, and the public will be strengthened (Faeni, Retno Oktaviani, Riyadh, Faeni, Beshr, 2025: 7)

In addition, green awards have a significant impact on corporate reputation for several main reasons. First, green awards reflect a company's commitment to sustainability and social responsibility. In a context of increasing concern about environmental issues, companies that

adopt green awards practices show that they are not only focused on profitability but also pay attention to their impact on the environment and society. Green awards can also improve a company's image in the eyes of consumers, investors, and the general public. While consumers tend to favor products from companies known for their sustainable practices, investors are generally more interested in investing in companies with a positive track record of social and environmental responsibility. Green awards can help differentiate a company from its competitors in an increasingly competitive market by strengthening a company's reputation as a leader in sustainability.

7. Green Human Resources Management in Green Hospitals

Healthcare institutions, which are among the service businesses, have a different structure compared to other sectors. The ultimate result of the health services provided in health institutions is related to human life. Therefore, health services cannot be postponed, there is no substitute, errors and uncertainties cannot be allowed, and they are labor intensive. Due to these characteristics of health services, the implementation of Green HRM will be an important step in order to transfer both health services and environmental management practices to the personnel more effectively (Sarıyıldız, 2021: 156). Because, starting from the employment of health workers, ensuring that they work in the enterprise with green goals and sensitivity is considered an important success of human resources management. It is thought that this success will facilitate the adaptation process in health institutions in extraordinary situations such as epidemics and disasters. In addition, it is thought that the adoption of Green Human Resources Management practices by health institutions will be beneficial to increase the motivation of employees and ensure organizational commitment in employees. On the other hand, providing services in line with environmental sensitivity and activity presentation in hospitals is also important in terms of the social image and usefulness of hospitals (Çatalkaya, 2023: 42).

The requirements that are of high importance for the provision of green human resources management in healthcare institutions are; the creation of a green organizational culture climate and the increase of practices that ensure the adoption of green by employees (Uslu, et al., 2022: 614). The ability to turn the hospital culture into green is to design and implement green job design processes, to plan green recruitment, in-service green training and development activities (Çelebi, 2023: 61; Uslu, et al., 2022: 614). Therefore, one of the tools to further increase the external benefits of healthcare services in hospitals is to make environmental (green) awareness a part of green human resources management (Çatalkaya,

2023: 41). However, despite its strategic importance, the spread of green human resources management practices is in its infancy, especially in developing countries, especially in the healthcare sector (Allam & Mansour, 2022: 3).

8. Findings

A research model has been established in the literature in which different green human resource management practices affect employee green behavior. As a result of the analysis conducted based on the survey data collected from 333 employees working in Chinese electric vehicle companies, it was found that green human resource management practices affect employee green behavior. However, green reward management negatively affects employee green behavior, while green training and development moderates green behavior. In addition, the findings show that green training and development shows the highest performance, while green participation and commitment have the greatest overall impact on employee green behavior (Xie, Ho, Nurlida, Lau, 2024: 1)

A study evaluating the impact of Green Human Resource Management on the economic, social and environmental performance of food manufacturing plants in Spain found that green human resource management is associated with potential variables that can catalyze sustainable performance of firms.

When we look at global businesses with Green HRM Practices in general, one of the good examples is “Patagonia”. Patagonia, a pioneer in sustainability, encourages its employees to come to work by bike and increases the use of renewable energy. In addition, it focuses on developing products that will protect natural resources by avoiding activities that harm the environment. Another good example of a business with Green HRM Practices is “Unilever”. Unilever, which includes environmental and social sustainability in its management processes, takes environmental and social factors into account in its supply chain management and encourages its employees to contribute to sustainability goals. In this sense, “Google” Google, which continues its activities using renewable energy sources within the scope of the green energy program it launched in 2007, takes various measures to increase energy efficiency in its data centers and offices.

One of the good examples among the businesses with green HRM practices in Turkey is “Garanti BBVA”. Garanti BBVA, which adopts sustainable living principles, implements WWF’s green office standards and follows policies to reduce resource consumption by appointing “Sustainability Representatives” to all its branches.

Anadolu Efes” can be given as another good example. Anadolu Efes, the first company to be entitled to be a green office in its sector, implements waste management and recycling policies such as ending single-use plastic consumption, reducing paper use and saving toner in its offices. Similarly, Yemek Sepeti: CK Enerji is a company that has received the International Renewable Energy Certificate (I-REC) through Boğaziçi Elektrik and provides all of its annual electricity consumption from renewable energy sources.

Except for a few studies, there is no study in our country regarding green human resources management in green hospitals. In this sense, according to the findings of a study conducted by Çatalkaya; “The adoption of green human resources management practices by healthcare institutions will be beneficial in increasing the motivation of employees and ensuring organizational commitment among employees” (Çatalkaya, 2023: 42). Uslu and his friends also listed “the requirements that are of high importance for the availability of green human resources management in healthcare institutions; creating a green organizational climate and increasing the practices that ensure the adoption of green by employees” (Uslu et al., 2022: 614).

Ab and Wahyuni, Karpagamıgı and Anıtha also emphasize that previous studies on green human resources management are mainly related to the manufacturing industry, whereas not much work has been done in hospitals (Ab&Wahyuni, 2023:160; Karpagamıgı, & 2022: 440). According to the results of the research conducted by Karpagamıgı and Anıtha in hospitals in the Coimbatore region of India, green human resources management positively affects the performance of hospitals (Karpagamıgı&Anıtha, 2022: 447). In this context, Saifudin, Sutawijaya, Sugiyono and Aima also stated that human resources management in health organizations is a subsystem of the overall system (Saifudin, et al.,2020:172). According to the results of the research conducted by Allam and Mansour in private sector hospitals in Egypt, participants expect the implementation of practices such as "establishing green health and safety strategies and developing rules regarding green environmental behaviors" of green human resources management. Again, according to the findings of this study; "There is a very strong linear correlation between green human resources management practices and sustainability performance, environmental performance and social performance in private sector hospitals in Egypt" (Allam &Mansour, 2022: 12).

9. Conclusion and Evaluation

Green hospitals are defined as “health structures that positively affect patients and users throughout the service period, facilitate recovery, consume natural resources efficiently

and carry out the entire service process with environmentally sensitive approaches". In this context, the green hospital system is seen as "a system that primarily ensures that the necessary environmental conditions are observed for the continuation of human life, that these destroyed environments are recreated and that emerging diseases are eliminated with minimal waste" (Çatalkaya, 2023:31). Green human resources are an extremely useful tool as a management model in ensuring the "service quality" that green hospitals are highly dependent on (Das & Dash, 2022:53). Because green human resources management plays a catalytic role in helping organizations develop and maintain a "sustainability" focused business strategy; and in helping the formation and spread of green culture. In addition, the implementation of HPRM also provides economic benefits by improving the firm's brand image, attracting and retaining talent, encouraging innovation, and creating operational costs. On the other hand, by aligning human resource practices with sustainability, companies can access new markets and business opportunities related to environmentally friendly products and services (Montalvo-Falcon, et al., 2023: 3).

However, when the relevant literature is examined, it is seen that despite the numerous studies focusing on green human resources management, there is still a lack of understanding about when and how different green human resources management practices affect employees' green behavior.

On the other hand, it is known that green human resources management practices include various problems as well as the potential benefits they can provide to both employees and employers. For example, it is difficult to change employees' behavior quickly and not all employees are equally motivated to participate in the promotion of the organization's Green HRM practices. In addition, finding and hiring well-equipped green employees is a challenging process. In addition, it can be difficult to measure how green human resources methods affect employees' behavior (Elharari, 2023: 31).

In light of all evaluations; "hospitals should promote green culture at both individual and organizational levels in order to develop green-minded employees" can be put forward as a suggestion.

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