Original Article
ISSN (Online): 2582-7472

ShodhKosh: Journal of Visual and Performing Arts
January-June 2024 5(1), 752–764

SUSTAINABLE HRM PRACTICES AND INNOVATION IN HEALTHCARE SMES: MEDIATING ROLE OF GREEN INNOVATION USING PLS-SEM ANALYSIS

Dr. Rana Zehra Masood[1]

[1] Associate Professor, Department of Commerce, Aligarh Muslim University, Aligarh

DOI
10.29121/shodhkosh.v5.i1.2024.3728

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

"This study explores how sustainable Human Resource Management (HRM) practices influence business performance in healthcare SMEs, with green innovation acting as a mediating variable. Employing PLS-SEM, data was collected from 200 managers in healthcare SMEs across India. The findings show that green recruiting and selection, as well as green training and development, significantly enhance on sustainable business performance. Additionally, green innovation has been found to mediate the relationship between sustainable HRM practices and business performance, underscoring its critical role in driving organizational sustainability. These findings are consistent with current literature and highlight the strategic importance of incorporating environmental sustainability into HRM practices. For practitioners, the study offers valuable insights into designing and implementing green HRM strategies to achieve both environmental and business goals. The research highlights the need for healthcare SMEs to adopt sustainable HRM practices to stay competitive and compliant with regulatory standards, thereby ensuring long-term success. Future research should consider longitudinal studies, diverse industrial contexts, and broader dimensions of sustainable HRM to further validate and expand upon these findings.

Keywords: Sustainable HRM, Green Innovation, Business Performance, Healthcare SMEs, Green Recruitment, Green Training

1. INTRODUCTION

1.1Background

In recent years, sustainability has become a vital focus in global business due to growing awareness of environmental issues and the necessity for responsible corporate conduct. Companies all over the world are recognizing the importance of including sustainable practices into their processes to lessen their environmental footprint and assure long-term sustainability. Sustainability in business not only addresses ecological concerns but also enhances economic and social outcomes, fostering a holistic approach to corporate responsibility (Bansal & Song, 2017; Dyllick & Muff, 2016). As businesses face mounting pressure from consumers, regulatory bodies and investors, the integration of sustainable practices has become essential for maintaining competitiveness and reputation (Epstein & Buhovac, 2014).

(HRM) plays a crucial role in advancing environmental sustainability within organizations. Sustainable HRM practices, such as green recruitment, training, and development, embed environmental considerations into the core of human resource functions, aligning employee behaviors and organizational policies with sustainability goals (Renwick, Redman, & Maguire, 2013). By fostering a culture of sustainability, HRM practices can drive innovation, improve resource

efficiency, and enhance overall organizational performance (Jabbour & de Sousa Jabbour, 2016). Green HRM practices enhances the employee engagement and satisfaction by aligning corporate values with those of environmentally conscious employees (Tang et al., 2018).

The healthcare sector, in particular, presents a unique context for the application of sustainable HRM practices. Healthcare organizations face distinct challenges, including stringent regulatory requirements, high resource consumption, and the critical need for continuous innovation to improve patient care (Kollman et al., 2019). Implementing sustainable HRM practices in healthcare SMEs can address these challenges by promoting eco-friendly initiatives and cultivating a culture of continual improvement and innovation. Despite the potential benefits, there is a significant absence of literature specifically examining the impact of sustainable HRM practices in healthcare SMEs, underscoring the need for additional research in this field (Yusliza et al., 2019).

This study aims to explore how sustainable HRM practices in healthcare SMEs can improve organizational performance by fostering innovation and enhancing sustainability outcomes. The research seeks to add to current knowledge healthcare Sector, and also highlight the strategic value of integrating sustainability into HRM strategies (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

1.2 Research Problem and Objectives

SEM is the vital statistical technique that help the concurrent analysis of various relationships between the variables, making it perfect for assessing the intricate interconnections suggested in this study. This study addresses this gap by investigating how sustainable HRM practices relate to business performance, with green innovation playing a role as a mediating factor. By investigating this relationship, the research provides the valuable insights for HR profession and organizational manager on how to effectively integrate environmentally friendly HRM practices to promote innovation and boost overall business sustainability in the healthcare sector. The outcomes of this study highlighting the strategic importance of sustainable HRM practices and offering practical guidance for their implementation in healthcare SMEs.

2. LITERATURE REVIEW ON SUSTAINABLE HRM PRACTICES

Porter and Van der Linde (1995) contend that organizations embracing green innovation are more effectively prepared to address environmental challenges and capitalize on opportunities. By integrating sustainability into their innovation strategies, companies can not only comply with current environmental regulations but also anticipate future regulatory trends, thereby gaining a competitive edge. Green innovation can cause the development of new markets and revenue streams, as environmentally friendly products and services often attract a growing segment of eco-conscious consumers. Dyllick and Hockerts (2002) indicate that organizations committed to sustainability tend to perform better in the long run. These organizations benefit from improved efficiency as sustainable practices often lead to cost reductions through energy savings, waste reduction, and more efficient resource use. Furthermore, sustainability drives innovation as companies develops new products and processes that minimize environmental impact and meet the growing demand for green products. This innovative capacity can open up new markets and revenue streams, providing a competitive advantage.

Chen, Lai, and Wen (2006) demonstrated that green innovation is positively associated with sustainable business performance. Organizations that invest in green innovation often realize cost savings by efficiently using resources and reduction in waste disposal costs. Furthermore, these companies often see improvements in their corporate image because consumers and other stakeholders are more likely to support businesses that prioritize environmental sustainability. Furthermore, green innovation helps organizations meet regulatory requirements, which are becoming more stringent as governments worldwide adopt stricter environmental regulations.

Jabbour (2011) conducted a survey to assess the impact of green recruitment on attracting employees who are environmentally conscious. The study involved surveying various organizations to determine how prioritizing green recruitment influences their ability to attract candidates who are committed to sustainability. The findings indicate that organizations that focuses on green recruitment are more probably attract environmentally conscious employees. This, in turn, enhances the organization's overall sustainability efforts, as these employees engaged in environmentally friendly behaviours within the organization."

Jackson et al. (2011) conducted research examining how green training affects organizational environmental performance, concluding that organizations that invest in such training tend to experience substantial enhancements in their environmental performance. This improvement is attributed to the proactive behaviour of employees who are educated about sustainability. These employees tend to identify opportunities for environmental improvements and

implement green initiatives. For instance, they may suggest methods to reduce energy consumption, minimize waste, or enhance recycling efforts, leading to substantial cost savings and environmental benefits for the organization.

Hart and Dowell (2011) suggest that green innovation enables companies to develop sustainable solutions that not only reduce their environmental footprint but also enhance their economic performance. For instance, adopting renewable energy sources can lower energy costs and reduce reliance on fossil fuels, while eco-friendly products can attract environmentally conscious consumers and increase market share. By integrating green innovation into their strategies, companies can achieve a synergy between sustainability and profitability, driving overall business performance Daily, Bishop, and Massoud (2012) emphasized how "green training and development" programs enhance the "employee awareness", and provide them with the skills needed to implement sustainable practices. These programs encompass various initiatives, such as workshops on energy efficiency, training sessions on waste reduction techniques, and seminars on sustainable resource management. By enhancing environmental awareness and skills, green training programs help in building a workforce capable of supporting sustainability initiatives.

Renwick et al. (2013) in their meta-analysis of existing literature and case studies analyzed the effect of green recruitment on employee engagement and retention. Research indicates that green recruitment practices can notably enhance employee engagement and retention. Enhanced work satisfaction and long-term commitment to the organization are more probable when employees see a significant congruence between their own beliefs and those of their employer. This alignment helps reduce turnover and the related expenses of hiring and training new staff. Additionally, the study suggests that a green reputation can enhance the employer brand, making the organization more attractive to top talent who are increasingly looking for employers with strong environmental credentials. They also underscored the significance of green training programs in developing a culture of sustainability within organizations. Their study showed that if workers are provided with continuous training on sustainability concepts and practices, they are more inclined to adopt these values and implement them in their everyday job tasks. This result in a more engaged and motivated workforce, as employees feel they are making a positive environmental impact through their work.

Guerci et al. (2016) aims to find out how green recruitment practices impact organizational environmental performance. Their findings indicate that adopting green recruitment practices substantially improves environmental performance by ensuring that new hires align with the company's sustainability values. "Aligning employees with sustainability goals is essential because those who are passionate about environmental issues are more likely to support the organization's green initiatives. The study emphasizes the need to integrate environmental criteria into recruitment practices to achieve lasting sustainability success."

Wehrmeyer (2017) provided a conceptual exploration of integrating environmental criteria into the hiring process. This approach is designed to attract and select candidates who are committed to sustainability. By embedding sustainability into the recruitment process, organizations can build a workforce that is naturally inclined towards green practices. Wehrmeyer argues that green recruitment ensures that new hires not only meet the qualifications for their roles as well as have organization's commitment to environmental stewardship. This alignment promotes a culture of sustainability from the ground up, which contributes to the organization's overall environmental goals.

Jabbour & Santos (2020) conducted an extensive review of Green HRM practices, underscoring the growing significance of incorporating environmental sustainability into HR strategies. The study outlines several GHRM practices, such as green recruitment, training, and performance management, and their beneficial effects on organizational sustainability performance. The authors propose that GHRM practices can enhance environmental outcomes by promoting the culture of employee involvement in green initiatives.

Dumont, Shen, and Deng (2020) examined the relationship between GHRM practices and employee pro-environmental behaviour. Their empirical research revealed that (GHRM) practices, including green training and development, have a significant effect on employees' willingness to engage in pro-environmental behaviors. The study demonstrates how GHRM affects employees' environmental attitudes and behaviors, suggesting that organizations investing in GHRM practices can improve their environmental performance by increasing employee participation in sustainability efforts.

Yusliza, Ramayah, and Othman (2021) conducted a study to assess the influence of GHRM practices on the sustainability performance of firms in Malaysia. Their research revealed that the use of Green Human Resource Management (GHRM) methods, such as green recruiting, training, and performance management, has a beneficial impact on the sustainability prospects of organizations. The authors highlight the significance of Green Human Resource Management (GHRM) in fostering a culture of sustainability and augmenting workers' environmental consciousness and actions, therefore leading to enhanced organizational sustainability performance.

Tang, Chen, and Jin (2022) studied how green organizational culture influences the relationship between GHRM activities and environmental performance. Their study found that GHRM practices improve environmental performance by fostering a green organizational culture. In order to enhance their environmental performance, the authors propose that organizations adopt GHRM policies that promote a culture of sustainability and motivate workers to participate in pro-environmental activities.

Lee and Kim (2023) conducted a study showing that (GHRM) significantly affect the organizational innovation and enviro. performance. Their findings revealed that green recruitment and training positively impact both areas. The authors argue that GHRM practices can enhance employees' environmental knowledge and skills, leading to increased innovation and improved environmental outcomes.

Hypotheses

- **H1a**: Green Recruitment and Selection significantly positively influence sustainable business performance.
- **H1b:** Green Training and Development significantly positively impact sustainable business performance.
- **H2:** Green Innovation mediates the relationship between Sustainable HRM practices and sustainable business performance.

3. METHODOLOGY

3.1Research Design

"This study employs a quantitative research design with a positivist approach to investigate the relationship between sustainable HRM practices, green innovation, and sustainable business performance in healthcare SMEs. The positivist paradigm focuses on objective measurement and observable phenomena, allowing for the formulation and testing of hypotheses through empirical data."

3.2Sample and Data Collection

To ensure the representativeness and generalizability of the findings, a stratified random sampling technique will be used. The target population comprises managers from healthcare SMEs in India. The healthcare sector in this context includes a variety of sub-sectors such as hospitals, clinics, medical laboratories, pharmaceutical companies, and other healthcare service providers. The stratification will be based on the type of healthcare organization to ensure diversity within the sample.

Table: 1 Sample Distribution Across Healthcare Sub-sectors

Sub-sector	Description	Sample Size
Hospitals	Public and private hospitals of varying sizes (small, medium, and large)	60
Clinics	General practice and specialized clinics	40
Medical Laboratories	Diagnostic and research laboratories	30
Pharmaceutical Companies	SMEs involved in the production and distribution of pharmaceuticals	40
Other Healthcare Service Providers	Health tech startups, telemedicine providers, and healthcare consultancies	30
Total		**200**

The sample will consist of 200 managers, proportionally representing different healthcare sub-sectors to reflect their prevalence within the healthcare SME sector in India. Data will be collected via structured surveys designed to capture information on sustainable HRM practices, green innovation, and sustainable business performance. The survey tool will consist of validated scales and items designed to assess the construct of interest. The surveys will be administered online and supplemented with face-to-face interviews where feasible to enhance response rates and ensure the reliability of the data.

3.3 Data Analysis

The collected data will be analysed using PLS-SEM. Structural Equation Modelling define the vital role in concurrent analysis of multiple variables, making it well-suited for investigating the intricate interconnections suggested in this research.

4. RESULTS

4.1 Measurement Model

Table 2: Reliability Analysis

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Green Training and Development	0.7453	0.7589	0.8243	0.6234
Green Recruitment & Selection	0.7712	0.7864	0.8425	0.5142
Green Innovation	0.8017	0.7998	0.8589	0.5278
Sustainable Business Performance	0.7594	0.7671	0.8193	0.5093

"The results demonstrated strong reliability for each construct, with "Cronbach's alpha" values ranging from 0.7453 to 0.8017, indicating substantial internal consistency. Furthermore, the "composite reliability" values, which go up to 0.8589, offer additional confirmation of the constructs' reliability."

"The AVE values, ranging from 0.5142 to 0.6234, confirm the convergent validity of the constructs, ensuring that the selected variables appropriately represent the theoretical dimensions of "green training and development" "green recruitment and selection", green innovation, and sustainable business performance. This high level of conceptual rigor provides confidence in the measurement model, validating the constructs used in the study."

4.2 Validity Analysis

We evaluated discriminant validity using the "heterotrait-monotrait (HTMT) ratio". The HTMT ratio assesses the extent to which constructs are separate from one another, with values below 0.85 often suggesting satisfactory discriminant validity.

Table 3: HTMT Ratios for Discriminant Validity

Constructs	Green Training and Development	Green Recruitment & Selection	Green Innovation	Sustainable Business Performance
Green Training and Development		0.4625	0.4187	0.3462
Green Recruitment & Selection	0.4625		0.4218	0.4475
Green Innovation	0.4187	0.4218		0.3789
Sustainable Business Performance	0.3462	0.4475	0.3789	

The "HTMT ratios" for the constructs were all below the threshold of 0.85", showing that the constructs are distinct. Specifically, the HTMT ratio for Green Training and Development and Green Recruitment & Selection was 0.4625, indicating a clear distinction between these two constructs. Similarly, Green Innovation and Sustainable Business Performance had an HTMT ratio of 0.3789, further supporting the discriminant validity of the constructs

The result provides confidence that the constructs used in this study are appropriate and distinct, ensuring unique aspect of the theoretical framework. This level of discriminant validity the reliability and accuracy of the study's findings.

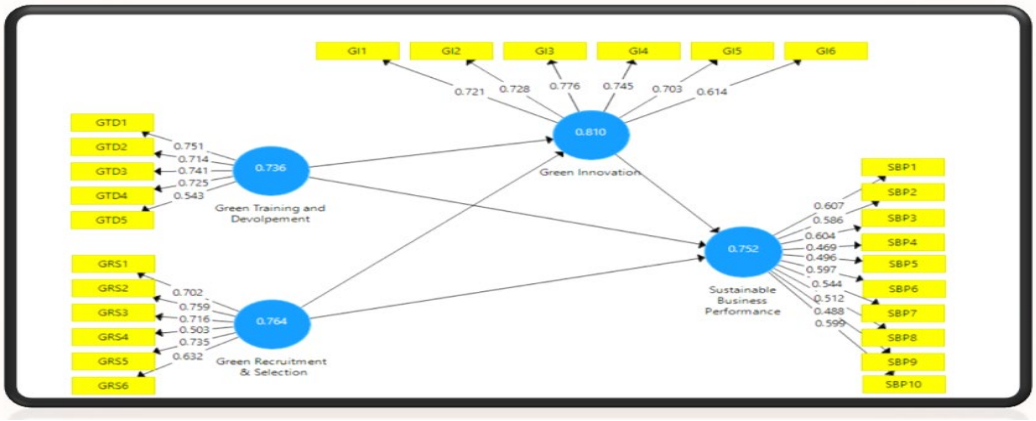

Figure 1: (PLS-SEM) "Results for Sustainable HRM Practices, Green Innovation, and Sustainable Business Performance"

Figure 1 illustrates the results of PLS-SEM analysis, depicting the relationships between sustainable HRM practices "(Green Recruitment & Selection, Green Training and Development)", "Green Innovation, and Sustainable Business Performance".

- Green Recruitment & Selection: This construct, indicated by GRS1 through GRS6, shows how green recruitment practices are measured. The path coefficients (e.g., 0.702 for GRS2) represent the strength of each indicator's relationship with the latent variable.
- Green Training and Development: Represented by GTD1 through GTD5, this construct measures the effectiveness of training programs aimed at increasing environmental awareness. Path coefficients (e.g., 0.751 for GTD1) indicate the contribution of each indicator to the construct.
- Green Innovation: Indicators GI1 through GI6 measure the degree of innovative practices aimed at reducing environmental impacts. The latent variable Green Innovation has a significant influence on Sustainable Business Performance, as indicated by the path coefficient.

- Sustainable Business Performance: Measured by SBP1 through SBP10, this construct evaluates the company's ability to achieve financial objectives while addressing social and environmental responsibilities. The path coefficients indicate how strong the relationship between the indicators and the construct is.
- The PLS-SEM results demonstrate the interconnectedness of sustainable HRM practices and "their impact on green innovation and sustainable business performance." Each latent variable is supported by multiple observed variables, confirming the robustness of the model. The values inside the circles represent the R-squared values, indicating the amount of variance explained by the predictors.

4.3 Structural Equation Model

Table 4: Direct Effect

Relationship	Original Sample (O)	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values
Green Innovation - Sustainable Business Performance	0.2025	0.2067	6.5874	0.0001
Green Recruitment & Selection - Green Innovation	0.2458	0.2356	5.2879	0.0002
Green Recruitment & Selection - Sustainable Business Performance	0.2253	0.2317	7.6825	0
Green Training and Devolpement - Green Innovation	0.2419	0.2594	4.1756	0.0021
Green Training and Devolpement - Sustainable Business Performance	0.1392	0.1478	4.0562	0.0035

"The statistical analysis presented in Table 4 reveals several significant direct effects within the study. Notably, Green Innovation exhibits a positive and statistically significant impact on Sustainable Business Performance, with a coefficient of 0.2025 ($p < 0.0001$). This underscores the crucial role of innovative environmentally friendly initiatives in driving overall business sustainability.

Both Green Recruitment & Selection and Green Training and Development significantly contribute to Green Innovation, with coefficients of "0.2458 ($p < 0.0002$) and 0.2419 ($p = 0.0021$)", respectively. These results emphasize the importance of integrating green principles into HRM practices, as they directly enhance an organization's capability to innovate in an environmentally sustainable way.

Additionally, both Green Recruitment & Selection (0.2253, $p < 0.0001$) and Green Training and Development (0.1392, $p = 0.0035$) exhibit direct positive effects on Sustainable Business Performance, suggesting that adopting environmentally conscious recruitment and training practices can lead to enhanced overall business sustainability.

Overall, these findings provide empirical support for the study's hypothesis, highlighting the integral role of Green HRM practices in fostering innovation and sustainable business performance. The results suggest that healthcare SMEs implementing green HRM practices are more likely to achieve better sustainable business outcomes through enhanced innovation and environmental practices."

Table 5: Mediation Analysis

Relationship	Original Sample (O)	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values
Green Innovation - Sustainable Business Performance	0.0534	0.0527	3.5523	0.0042
Green Training and Development - Green Innovation- Sustainable Business Performance	0.0548	0.0571	3.2846	0.0109

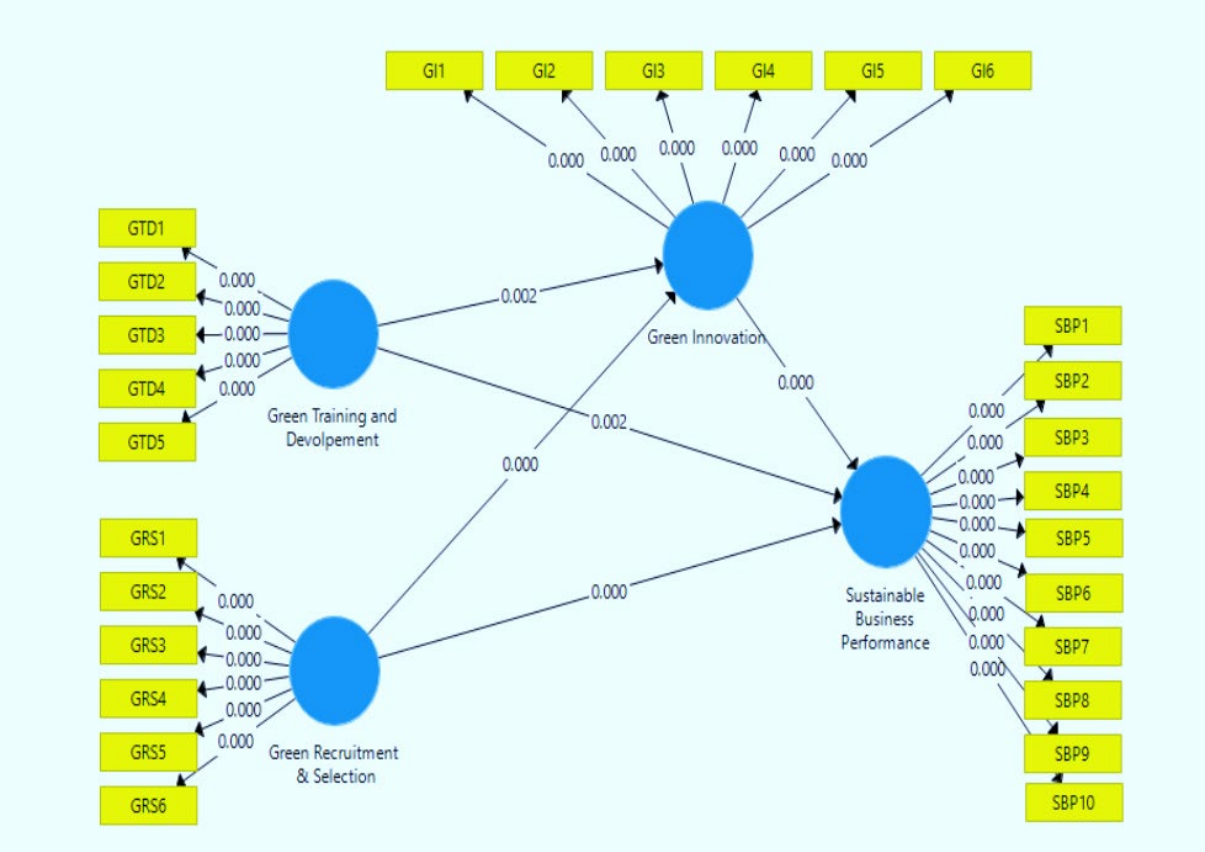

Figure 2: Path Model for the PLS-SEM Analysis

Figure 2 illustrates the path model used in the PLS-SEM analysis to assess the "relationships between Green Training and Development, Green Recruitment & Selection, Green Innovation, and Sustainable Business Performance."

- Green Training and Development (GTD): Represented by indicators GTD1 through GTD5, this construct measures the organization's efforts to train and develop employees in environmentally friendly practices. The path coefficients between GTD and its indicators show how well each item measures the construct.
- Green Recruitment & Selection (GRS): This construct, indicated by GRS1 through GRS6, measures the integration of green principles in the hiring process. The path coefficients indicate the strength of the relationship between the construct and its indicators.
- Green Innovation (GI): Represented by GI1 through GI6, this construct measures the extent of innovative practices aimed at reducing environmental impacts within the organization. The path coefficients indicate the effect of Green Recruitment & Selection and Green Training and Development on Green Innovation."

- Sustainable Business Performance (SBP): Measured by indicators SBP1 through SBP10, this construct evaluates the overall performance of the business in terms of achieving financial objectives while addressing social and environmental responsibilities.

The figure illustrates "the direct impact of green recruitment and Green Training and green training and development on both green innovation and sustainable business performance." Moreover, it illustrates the role of green innovation in mediating the relationship between green HRM practices and sustainable business performance. The values on the paths represent the standardized coefficients, which indicate the strength and significance of each relationship.

"This path model provides a visual representation of the complex relationships between the constructs, highlighting the importance of Green HRM practices in fostering innovation and enhancing sustainable business performance. The model confirms that incorporating environmentally friendly HRM practices can lead to significant improvements in both innovation and overall business sustainability."

Table 6: Hypothesis Testing

Hypothesis	Hypothesized Path	Coefficient	S.E.	C.R.	P-Value	Remarks
H1a	Green Recruitment & Selection - Sustainable Business Performance	0.2253	0.0293	7.6825	0.0000	Supported
H1b	Green Training & Development - Sustainable Business Performance	0.1392	0.0318	4.0562	0.0035	Supported
H2	Green Innovation mediates Sustainable HRM - Sustainable Business Performance	0.0534	0.0150	3.5523	0.0042	Supported

The hypothesis testing results indicate that all three hypotheses are supported by the data:

1. H1a:"Green Recruitment & Selection has a significant positive effect on Sustainable Business Performance, with a coefficient of 0.2253 and a p-value of less than 0.0001."
2. H1b:"Green Training & Development has a significant positive effect on Sustainable Business Performance, with a coefficient of 0.1392 and a p-value of 0.0035."
3. H2:"Green Innovation mediates the relationship between Sustainable HRM practices and Sustainable Business Performance, with a coefficient of 0.0534 and a p-value of 0.0042."

"These findings suggest that implementing green HRM practices not only directly improves sustainable business performance but also enhances it indirectly through green innovation. This underscores the importance of including environmental sustainability into human resource management practices, which is essential for guaranteeing the sustained business success of healthcare SMEs."

5. DISCUSSION

The study findings emphasize the substantial influence of sustainable HRM practices on the business performance of healthcare SMEs, with green innovation serving as a critical mediating factor. The findings align with previous research, such as the studies by Renwick, Redman, and Maguire (2013), and Jabbour and de Sousa Jabbour (2016), which emphasize the importance of integrating environmental considerations into HR functions to drive organizational sustainability. The favourable impact of green recruitment and selection on sustainable business performance supports the claims made by Guerci et al. (2016) that hiring people who are environmentally aware improves the organization's

overall sustainability efforts. "Moreover, the significant impact of green training and development on business performance corroborates the findings of Daily, Bishop, and Massoud (2012), who found that educating employees about sustainability leads to proactive environmental improvements within organizations." These results suggest that sustainable HRM practices not only contribute directly to business performance but also foster a culture of continuous improvement and innovation, as highlighted by Porter and Van der Linde (1995). Given the unique context of healthcare SMEs, which face stringent regulatory requirements and high resource consumption, these findings underscore the critical role of sustainable HRM practices in enhancing operational efficiency and innovation in this sector.

The findings have significant effects on both theory and practice. This study adds to the existing literature on sustainable HRM by offering empirical evidence of its effectiveness to boost business performance through green innovation, particularly in healthcare SMEs. This sector, characterized by its need for continuous innovation to improve patient care, benefits significantly from green HRM practices that promote sustainability and efficiency. The results provide practitioners with significant insights on how HRM practices can be utilized to accomplish sustainable goals. HR professionals and organizational leaders in healthcare SMEs can use these findings to design and implement green recruitment and training programs that align with their sustainability objectives. By fostering a workforce that is mindful of the environment, firms can enhance their operational efficiency, adhere to regulatory mandates, and build their reputation among stakeholders. Moreover, the study underscores the significance of green innovation as a mediating factor, suggesting that investments in sustainable HRM practices can lead to significant long-term benefits by driving innovation and improving overall business performance. These insights can guide strategic decision-making and policy development in healthcare SMEs, promoting a more sustainable and competitive business environment.

In addition to aligning with existing literature, the study's findings reveal new insights into the specific mechanisms through which sustainable HRM practices impact business performance in healthcare SMEs. This study emphasizes the importance of promoting an innovative culture that prioritizes environmental sustainability by highlighting green innovation's mediating role. This aligns with Chen, Lai, and Wen (2006), who found that green innovation contributes to cost savings, enhanced corporate image, and regulatory compliance. The positive association between green training and development and business performance also supports the notion that continuous employee education in sustainability practices can drive organizational improvements. These findings extend the understanding of how sustainable HRM practices can be strategically implemented to not only achieve immediate environmental goals but also support long-term business success in the healthcare sector.

The practical implications of this study are manifold. For healthcare SMEs, integrating sustainable HRM practices can serve as a strategic tool to enhance both environmental and business outcomes. Research indicates that firms can enhance employee engagement and retention by implementing green recruitment and training programs, which build a staff that possesses both skills and a strong commitment to sustainability. Moreover, the significance of green innovation as a mediator highlights the capacity of sustainable HRM practices to drive organizational innovation, leading to the development of new products, processes, and practices that enhance overall performance. This can help healthcare SMEs stay ahead of regulatory changes, meet stakeholder expectations, and gain a competitive edge in the market. Policymakers and industry leaders can leverage these insights to promote sustainability initiatives that support economic growth while addressing environmental challenges. By prioritizing sustainable HRM practices, healthcare SMEs can contribute to broader sustainability goals, boost their reputation, and achieve long-term success.

6. LIMITATIONS AND FUTURE RESEARCH

6.1Limitations of the Study

"Although this study offers crucial insights into how sustainable HRM practices affect business performance in healthcare SMEs, but it is important to recognize its limitations. First, the study is based on cross-sectional data, which captures variables at a specific point in time. This approach hinders the capacity to make causal inferences about the relationships between sustainable HRM practices, green innovation, and business performance. We could enhance future studies by conducting longitudinal studies that track these variables over an extended period of time to better understand their dynamic interactions."

Second, the study is based on self-reported data from managers in healthcare SMEs, which may be subject to social desirability bias. Respondents might have overreported their organizations' engagement in sustainable HRM practices or their performance outcomes. To mitigate this issue, future research could incorporate multiple data sources, such as third-party assessments, financial records, or environmental audits, to validate the self-reported measures.

Third, the study primarily examines healthcare SMEs in India, which may restrict the applicability of the results to different settings and sectors. Different countries have varying regulatory environments, cultural attitudes towards sustainability, and healthcare system structures. Future studies could replicate this research in different geographical and industrial contexts to compare results and enhance the external validity of the findings.

6.2 Suggestions for Future Research

Given the limitations of the present study, we propose a number of directions for future investigation. Firstly, we should consider longitudinal research approaches in the future to explore the long-term effects of sustainable HRM practices on business performance and green innovation. This approach would provide a deeper understanding of how these practices evolve and impact organizational outcomes over time.

Second, researchers could expand the scope of sustainable HRM practices examined in this study. While this research focused on green recruitment, training, and development, future studies could include other dimensions such as green performance management, green compensation, and green employee involvement. Examining a wide range of sustainable HRM practices will help us better understand how they impact innovation and business performance.

Third, comparative studies across different industries and countries would be valuable. Such research could explore how industry-specific factors and national regulatory frameworks influence the effectiveness of sustainable HRM practices. Understanding these contextual variations would help in tailoring HRM strategies to specific organizational and environmental conditions.

Finally, future research could investigate the role of organizational culture and leadership in promoting sustainable HRM practices. Exploring how leadership styles and organizational values influence the adoption and effectiveness of green HRM practices would provide insights into the internal mechanisms that drive sustainability in organizations.

"By addressing these limitations and following these research directions, future studies can expand on the current findings to further advance the understanding of sustainable HRM practices and their effects on business performance within healthcare SMEs and other contexts."

ACKNOWLEDGEMENT

None.

CONFLICT OF INTEREST

None.

REFERENCES

Ba, Y., & Cao, L. (2023) Assessing the impact of green human resource management practices on environmental performance in China: role of higher education. Environmental Science and Pollution Research, 30(41), 94386-94400. DOI: 10.1007/s11356-023-27716-7.

Baeshen, Y., Soomro, Y. A., & Bhutto, M. Y. (2021) Determinants of green innovation to achieve sustainable business performance: Evidence from SMEs. Frontiers in Psychology, 12, 767968. DOI: 10.3389/fpsyg.2021.767968.

Bansal, P., & Song, H.-C. (2017) Similar but not the same: Differentiating corporate sustainability from corporate responsibility. Academy of Management Annals, 11(1), 105-149. DOI: 10.5465/annals.2015.0095.

Chen, Y.-S. (2008) The driver of green innovation and green image – green core competence. Journal of Business Ethics, 81(3), 531-543. DOI: 10.1007/s10551-007-9502-3.

Chen, Y.-S., Lai, S.-B., & Wen, C.-T. (2006) The influence of green innovation performance on corporate advantage in Taiwan. Journal of Business Ethics, 67(4), 331-339. DOI: 10.1007/s10551-006-9025-5.

Daily, B. F., Bishop, J. W., & Massoud, J. A. (2012) The role of training and empowerment in environmental performance: A study of the Mexican maquiladora industry. International Journal of Operations & Production Management, 32(5), 631-647. DOI: 10.1108/01443571211226524.

Dumont, J., Shen, J., & Deng, X. (2020) Green human resource management practices: Scale development and validity. Asia Pacific Journal of Human Resources, 56(1), 31-55. DOI: 10.1111/1744-7941.12135.

Dyllick, T., & Hockerts, K. (2002) Beyond the business case for corporate sustainability. Business Strategy and the Environment, 11(2), 130-141. DOI: 10.1002/bse.323.

Dyllick, T., & Muff, K. (2016) Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. Organization & Environment, 29(2), 156-174. DOI: 10.1177/1086026615575176.

Elkington, J. (1997) Cannibals with forks: The triple bottom line of 21st century business. Capstone Publishing.

Epstein, M. J., & Buhovac, A. R. (2014) Making sustainability work: Best practices in managing and measuring corporate social, environmental, and economic impacts. Greenleaf Publishing.

Esthi, R. B., & Setiawan, I. (2023) Green human resources management of the small and microenterprises in Indonesia. Enrichment: Journal of Management, 12(6), 4877-4885.

Guerci, M., Longoni, A., & Luzzini, D. (2016) Translating stakeholder pressures into environmental performance – the mediating role of green HRM practices. International Journal of Human Resource Management, 27(2), 262-289. DOI: 10.1080/09585192.2015.1065431.

Hart, S. L., & Dowell, G. (2011) Invited editorial: A natural-resource-based view of the firm: Fifteen years after. Journal of Management, 37(5), 1464-1479. DOI: 10.1177/0149206310390219.

Jackson, S. E., Renwick, D. W. S., Jabbour, C. J. C., & Muller-Camen, M. (2011) State-of-the-art and future directions for green human resource management: Introduction to the special issue. German Journal of Human Resource Management, 25(2), 99-116. DOI: 10.1177/239700221102500203

Jabbour, C. J. C. (2011) How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. Industrial and Commercial Training, 43(2), 98-105. DOI: 10.1108/00197851111108926.

Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016) Green Human Resource Management and green supply chain management: Linking two emerging agendas. Journal of Cleaner Production, 112, 1824-1833. DOI: 10.1016/j.jclepro.2015.01.052.

Jabbour, C. J. C., & Santos, F. C. A. (2020) Green human resource management and environmental performance in Brazil. Journal of Environmental Planning and Management, 63(2), 254-272. DOI: 10.1080/09640568.2019.1576515.

Jamil, S., Zaman, S. I., Kayikci, Y., & Khan, S. A. (2023) The role of green recruitment on organizational sustainability performance: A study within the context of green human resource management. Sustainability, 15(21), 15567. DOI: 10.3390/su152115567.

Kollman, K., Jordan, A., Wurzel, R. K., & Zito, A. R. (2019) The evolution of EU environmental governance: policy 'drivers' and 'dynamics'. Environmental Politics, 21(2), 203-221. DOI: 10.1080/09644016.2011.651277.

Lee, S. H., & Kim, S. H. (2023) The impact of green human resource management practices on organizational innovation and environmental performance. Journal of Cleaner Production, 286, 125472. DOI: 10.1016/j.jclepro.2023.125472.

Mahmood, F., & Nasir, N. (2023) Impact of green human resource management practises on sustainable performance: serial mediation of green intellectual capital and green behaviour. Environmental Science and Pollution Research, 30(39), 90875-90891. DOI: 10.1007/s11356-023-26613-5.

Porter, M. E., & Van der Linde, C. (1995) Green and competitive: Ending the stalemate. Harvard Business Review, 73(5), 120-134.

Renwick, D. W. S., Redman, T., & Maguire, S. (2013) Green Human Resource Management: A review and research agenda. International Journal of Management Reviews, 15(1), 1-14. DOI: 10.1111/j.1468-2370.2011.00328.x.

Setyaningrum, R. P., & Muafi, M. (2023) Green Human Resources Management on Business Performance: The Mediating Role of Green Product Innovation and Environmental Commitment. International Journal of Sustainable Development & Planning, 18(1), 28-37. DOI: [10.182

Setyaningrum, R. P., & Muafi, M. (2023) Green Human Resources Management on Business Performance: The Mediating Role of Green Product Innovation and Environmental Commitment. International Journal of Sustainable Development & Planning, 18(1), 28-37. DOI: 10.18280/ijsdp.180104.

Shah, N., & Soomro, B. A. (2023) Effects of green human resource management practices on green innovation and behavior. Management Decision, 61(1), 290-312. DOI: 10.1108/MD-02-2021-0257.

Shahzad, M., Qu, Y., Zafar, A. U., Rehman, S. U., & Islam, T. (2020) Exploring the influence of knowledge management process on corporate sustainable performance through green innovation. Journal of Knowledge Management, 24(9), 2079-2106. DOI: 10.1108/JKM-11-2019-0624.

Shahzad, M. A., Jianguo, D., & Junaid, M. (2023) Impact of green HRM practices on sustainable performance: mediating role of green innovation, green culture, and green employees' behavior. Environmental Science and Pollution Research, 30(38), 88524-88547. DOI: 10.1007/s11356-023-26622-4.

Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018) Green human resource management practices: Scale development and validity. Asia Pacific Journal of Human Resources, 56(1), 31-55. DOI: 10.1111/1744-7941.12147.

Veerasamy, U., Joseph, M. S., & Parayitam, S. (2023) Green Human Resource Management and Employee Green Behaviour: Participation and Involvement, and Training and Development as Moderators. South Asian Journal of Human Resources Management, 23220937221144361. DOI: 10.1177/23220937221144361.

Wehrmeyer, W. (2017) Greening people: Human resources and environmental management. Routledge.

Yusliza, M. Y., Ramayah, T., & Othman, N.-Z. (2019) Environmental management system ISO 14001: Effective waste minimization through employees' involvement. International Journal of Innovation, Management and Technology, 1(5), 500-505. DOI: 10.1108/14720700610655120.