

Exploring the Impact of Leadership and Organizational Culture on ESG Outcomes through Sustainable HRM Practices: Hospitals in Navi Mumbai.

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ABSTRACT

This study explores how Organizational Culture and Leadership affect Environmental, Social, and Governance (ESG) outcomes, with a special emphasis on Sustainable Human Resource Management (HRM) techniques. The study examines how various Leadership approaches and organizational culture constructs affect the efficacy of ESG activities in the context of Sustainable HRM concerning hospitals in Navi Mumbai. A culture of compassion and ethical responsibility serves as the cornerstone of the Hospital's ESG initiatives, impacting everything from staff engagement to stakeholder relationships. This study examines how the Hospital's culture supports sustainability and how this culture translates into fruitful ESG outcomes. Sustainable HRM practices establish the link between Leadership and Culture and their impact on ESG results. The study attempts to look at how the Hospital's HRM procedures support these results and demonstrate the hospital's dedication to ESG objectives. The study uses quantitative techniques, including in-depth interviews with important stakeholders and document analysis within the Organization, to give a thorough grasp of how HRM practices, Leadership, and Culture interact to drive ESG performance. A supportive Organizational Culture and strong, values-driven Leadership are essential for integrating sustainable practices into HRM procedures, according to the study's key results. Leaders who place a high priority on Environmental, Social, and Governance (ESG) issues and foster a Sustainable Culture are more likely to adopt HRM strategies that work and produce improved ESG results. In addition, the study highlights particular HRM strategies at Hospitals that have been especially effective in achieving ESG goals, providing other Organizations looking to improve their ESG performance with best practices. This research has a wide range of consequences. It is essential for Organizations looking to enhance their ESG results to comprehend how Leadership and Culture influence Sustainable HRM practices.

Keywords: Leadership, Organisational Culture, ESG Outcomes, Sustainable HRM Practices, Sustainability, Human Resource Management, Corporate Governance, Environmental Responsibility.

1. INTRODUCTION:

The importance of organizations in advancing sustainability has been brought to light by the increased focus on Environmental, Social, and Governance (ESG) considerations. Hospitals are essential healthcare facilities that are crucial in addressing ESG outcomes, particularly in a fast-rising area like Navi Mumbai. To shape sustainability initiatives, especially through Sustainable Human Resource Management (HRM) practices, effective leadership and corporate culture are essential. According to Jabbour (2013), sustainable HRM practices include a range of tactics to support long-term corporate growth while encouraging environmental stewardship and social responsibility. ESG can be significantly impacted by hospital leadership, particularly when it comes to decision-making, ethical issues, and cultivating a sustainable culture (Smith & Lewis, 2011).

The connection between leadership and organizational culture in hospitals and their impact on ESG outcomes remains underexplored, especially in the Indian context. Hospitals in Navi Mumbai face unique challenges due to

the growing population and the increasing demand for sustainable healthcare practices. To achieve robust ESG outcomes, these hospitals need leadership that prioritizes sustainability and integrates these goals into their organizational culture (Delmas & Toffel, 2008). Additionally, Sustainable HRM practices, which include employee engagement, training on sustainability issues, and eco-friendly HR policies, can bridge the gap between leadership intentions and actual ESG performance (Hussain et al., 2020).

Through sustainable HRM practices in Navi Mumbai hospitals, this study seeks to investigate how organizational culture and leadership affect ESG outcomes. The study aims to advance knowledge of how hospitals can strategically use their resources to increase their operational efficiency and their contribution to more general environmental and social goals by concentrating on this region (Zhu et al., 2013). The alignment of HRM practices, cultural values, and leadership behaviors in influencing sustainable ESG outcomes in healthcare organizations will also be investigated in this study.

2. REVIEW OF LITERATURE AND CREATION OF A CONCEPTUAL FRAMEWORK-

Organizational Culture (OC): The adoption of sustainable HRM practices is greatly impacted by the common values and norms that shape behavior inside a company.

Better results for the company and the communities it serves are achieved when employees are encouraged to embrace activities that support ESG goals by fostering a sustainable culture (Schein, 2010). Studies have indicated that healthcare facilities with robust sustainability cultures are better able to draw in and keep talent, which enhances patient care and operational effectiveness. (Hoffman, 2018).

Cultural Commitment and Sustainability: Studies reveal that companies with a sustainability-focused culture typically outperform others on ESG criteria. Companies with strong environmental values, for instance, integrated sustainability into their business strategy, leading to higher environmental performance, according to a (2019 study by Hiller et al.). The study looks at how organizational culture affects performance in India's public and private hospitals. It discovered that the most common culture was hierarchical, with clan, market, and adhocracy cultures following. In terms of overall performance and staff satisfaction, private hospitals did better than state hospitals. According to the findings, healthcare managers and legislators should embrace flexible management strategies, deal with structural problems, and enhance employee engagement and the working environment. P. Nambiyar. 2023.

Leadership (L) – For the sake of their companies, communities, and the environment, healthcare executives must place a high priority on sustainable and high-quality practices. Effective governance and execution depend on an understanding of sustainability, corporate social responsibility (CSR) concepts, and environmental, social, and governance (ESG) principles. Healthcare businesses can benefit from ESG reporting frameworks. (Nakielski, Monica L.2023) Leadership is undeniably crucial, as individual leaders shape strategy, make decisions, and manage talent. However, the broader context of organizational leadership is even more significant. Cultivating a pipeline of future leaders who can influence culture and create sustainable practices is vital for long-term success. This focus on developing leadership within the organization ensures resilience and adaptability, fostering an environment where effective leadership can thrive. (Dave V.2021)

ESG - India's primary healthcare system faces challenges like low budgets, limited access, doctor shortages, and regulatory issues, but there are promising developments to improve outcomes. Worthington, R., & Gogne, A. (2011).

Sustainability & ESG Outcomes: These include an organization's social responsibility, environmental performance, and governance procedures. According to Eccles et al. (2014), these characteristics show how companies handle sustainability-related risks and opportunities. Understanding Leadership in Hospitals: Hospital leadership involves a range of approaches that direct organizational conduct and decision-making. Fostering a culture that promotes ESG goals requires effective leadership (Eisenbeiss et al., 2008). The healthcare sector is addressing various ESG issues, including environmental, social, governance, and governance sustainability. These issues can impact companies' financial performance and reduce compliance costs. However, by integrating ESG considerations into corporate strategies, organizations can transform risks into opportunities, mitigating unsustainable issues and promoting economic prosperity. This chapter discusses the risks and opportunities faced by the healthcare industry and how ESG alignment can lead to sustainable development. Leung, T., & You, S. (2023). Climate change poses a

significant threat to population health, impacting ecosystems, food production, and overall well-being. Given that it accounts for 5% of global greenhouse gas emissions, the healthcare industry has the potential to significantly contribute to the fight against global warming.

Green interventions can reduce healthcare's carbon footprint, but systemic mitigation strategies are needed. Sustainable healthcare practices, including cutting back on waste and unnecessary care, can improve economic and health outcomes while addressing climate change. Z., & Seppänen, A.-V. (2024). Climate change negatively impacts the real economy sector, increasing costs and inhibiting sustainable development" According to a 2011–2021 study on A-share listed companies, corporate ESG performance is significantly harmed by climate change. However, eliminating resource misallocation can mitigate the effects. Climate change improves ESG performance by breaking the resource curse phenomena in resource-based cities. The public and analysts' corporate pressure can encourage companies to improve their ESG performance, and large, established companies are better at reducing negative consequences. Li, C., Tang, W., Liang, F., & Wang, Z. (2024).

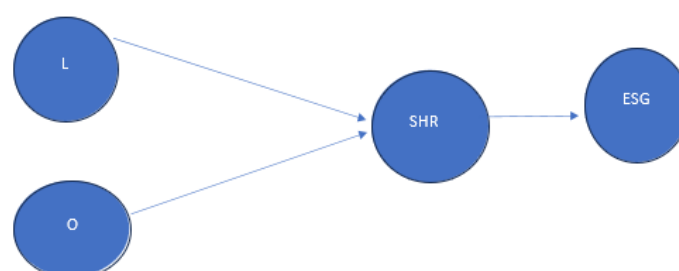
Sustainable HRM practices- Hospitals are realizing the need for ESG (environment, social, and governance) outcomes that can be improved by sustainable HRM practices.

Corporate culture and leadership have a big impact on how effective these tactics are. The literature on sustainable HRM practices in hospitals is examined in this review, with an emphasis on the roles that culture and leadership play in enhancing ESG results. The term "sustainable HRM" describes HRM procedures that support community, environmental, and employee well-being while also being in line with sustainability goals. To develop a sustainable corporate ethos, key strategies include hiring, training, employee engagement, and performance management (Renwick et al., 2013). Recruitment and Selection: Employers who are dedicated to sustainability principles should be sought out, according to sustainable HRM. According to research, motivation and engagement are increased when employee values and company goals are in line (Brewster et al., 2016). Employee accountability and engagement with regard to ESG results can be increased by implementing performance management systems that are effective and integrate sustainability metrics. Hospitals may promote a sustainable culture by identifying and rewarding sustainable activities (Bhanot & Singh, 2021). Continuous improvement requires measuring the effect of sustainable HRM practices on ESG outcomes. Important insights can be gained from metrics like environmental impact evaluations, health care quality, and staff satisfaction (Gupta & Sharma, 2022).

ESG outcomes in Hospitals-1. Environmental Sustainability: Waste management and energy efficiency are two strategies in hospitals are progressively implementing to lessen their environmental impact. By promoting employee involvement in green activities, sustainable HRM practices can strengthen these efforts (Choudhary et al., 2021).2. Social Responsibility: Social justice in healthcare is a major priority. By encouraging diversity and inclusion across healthcare teams, sustainable HRM practices can help reduce inequities and improve patient care and community participation (Raghavan et al., 2020).3. Ethics and Governance: Ensuring accountability in the healthcare industry requires strong ethics and governance. Sustainable HRM techniques that prioritize moral conduct and openness improve governance results and boost stakeholder trust (Dunn et al., 2020).

This review synthesizes existing literature on the intersections of leadership, organizational gaps in the current research. By doing so, it aims to provide a comprehensive framework for healthcare leaders seeking to enhance ESG outcomes through strategic HRM initiatives.

3. CONCEPTUAL MODEL:



4. OBJECTIVES OF THE STUDY:

Objective-1: To examine how leadership influences ESG outcomes in hospitals.

Objective-2: To analyse the role of Organisational Culture in promoting Sustainable HRM practices.

Objective-3: To explore the impact of sustainable HRM practices on ESG performance in hospitals.

5. HYPOTHESIS OF THE STUDY:

1. H1: Leadership commitment to sustainability improves ESG outcomes through sustainable HRM practices.

2. H2: A sustainability-focused organizational culture enhances ESG outcomes via sustainable HRM practices.

6. Research Design:

Sample Method: Random Sampling Method.

Primary and secondary data have been collected.

Data collection method: A survey and focus group interview method is initiated.

Tests and Analysis Requirement: A pilot study is conducted to understand the validity and reliability of the questionnaire, using various statistical methods such as correlation and regression.

7. RESEARCH METHODOLOGY:

This study adopted a mixed-methods approach, integrating both quantitative and qualitative research techniques. This combination enables a thorough examination of how Leadership and Organisational Culture influence ESG Outcomes through Sustainable HRM practices in hospitals in Navi Mumbai.

8. DATA COLLECTION:

Structured Online Questionnaire (Quantitative)

Platform: Google Forms

- Design: Likert scale

- Data Collected: Hospitals in Mumbai region- Private, Govt. Hospitals, Govt health centres.

- Sample: 100 departmental heads and employees of hospitals in Navi Mumbai.

- Sampling: Stratified Random Sampling

9. DATA DESCRIPTION, ANALYSIS, AND DISCUSSION OF STUDY-QUANTITATIVE:

9.1 Overview: This study explores how leadership and organizational culture influence ESG outcomes in Navi Mumbai's hospitals. It examines the role of Organizational Culture in promoting Sustainable HRM practices. Statistical methods will test the impact of these factors on ESG outcomes.

9.2 Data Description: Data were collected through a structured online questionnaire using Google Forms and a Likert scale to assess the impact of leadership and organizational culture on ESG through sustainable HRM practices. The survey measured various cultural factors and sustainable HRM practices with ESG parameters. Demographic details such as age, gender, and departments were also gathered. The study targeted employees in hospitals in Navi Mumbai with a sample size of 100 participants.

10. DATA ANALYSIS:

Reliability Testing:

Constructs	Cronbach's Alpha	N of Items
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OC	.957	30
SHRM	.956	30
ESG	.958	30

Interpretation: All constructs have Cronbach's Alpha values ranging from 0.956 to 0.958, indicating good internal consistency and reliability for each scale, as any value above 0.7 is acceptable. The results demonstrate that organisational Culture, Sustainable HRM practices, and ESG are reliable for further analysis.

Validity Index-OC:

SR.No.	Dimensions	High	Low	Discriminatory Power	Validity Index
1	Commitment to Sustainability a core value	3.5	2.2	1.3	4.55
2	Uncertainty Avoidance	3.3	2.1	1.2	3.96
3	Power Distance	3.4	2.2	1.2	4.08
4	Ethical Communication	3.2	2.1	1.2	3.84
5	Employee Well-being	3.2	2.1	1.1	3.52
6	Learning Culture	3.3	2.2	1.0	3.30
7	Continuous Improvement	3.3	2.1	1.2	3.96
8	Sustainable Sourcing	3.3	2.1	1.2	3.96
9	Policies and procedures	3.3	2.2	1.0	3.30
10	Diversity &Inclusion	3.3	2.0	1.3	4.29

Interpretation: The above table indicates that "Commitment to Sustainability as a Core Value" achieved the highest validity index (4.55), highlighting its strong role in distinguishing organizational sustainability practices. Dimensions such as "Power Distance" and "Sustainable Sourcing" also showed high validity, reinforcing their relevance. In contrast, "Continuous Improvement" had a lower score (3.30), suggesting it may be less impactful. These results help identify the most effective dimensions for evaluating sustainability culture.

Validity Index -SHRM:

SR.No.	Dimensions	High	Low	Discriminatory Power	Validity Index
1	Environmental Stewardship	3.4	2.1	1.3	4.42
2	Statutory Compliance	3.3	2.2	1.0	3.30
3	Stakeholders' engagement	3.3	2.3	1.0	3.30
4	Responsibility& Fair Practices	3.3	2.3	1.0	3.30
5	Communication &	3.3	2.1	1.2	3.96

	Reporting				
6	Succession planning	3.3	2.2	1.1	3.63
7	Workforce Training & Development	3.3	2.2	1.1	3.63
8	Performance management	3.3	2.3	1.0	3.30

Interpretation: The analysis indicates that "Environmental Stewardship" received the highest validity index at 4.42, making it the most effective dimension for measuring sustainability practices. "Communication & Reporting" and "Succession Planning" also performed well, scoring 3.96 and 3.63, respectively. In contrast, "Statutory Compliance" and "Performance Management" had lower validity scores of 3.30, suggesting they are less effective at differentiating responses. These findings emphasize the key areas for evaluating sustainability initiatives.

Validity Index-ESG:

SR.No.	Dimensions	High	Low	Discriminatory Power	Validity Index
1	Environment	3.3	2.3	1.0	3.30
2	Social	3.3	2.3	1.0	3.30
3	governance	3.3	2.3	1.0	3.30

Interpretation: The results indicate that the Environment, Social, and Governance dimensions each have a validity index of 3.30. This implies they are equally effective at measuring sustainability factors and differentiating responses.

Model Summary-Power Distance:

Model	R	R Square	Adjusted Square	St. Error of the Estimate
1	.962	.925	.918	.18114

Predictors: (Constant), Performance management, Environmental Stewardship, Succession Planning, Stakeholders' engagement, responsibility, fair Practices, Communication reporting, Statutory Compliance, Workforce training.

The model shows a very strong relationship between the variables (dependent Variable Power Distances) indicating ($R = 0.962$), explaining 92.5% of the variation in the outcome ($R^2 = 0.925$). The Adjusted R^2 of 0.918 suggests the model fits well even after considering the number of factors. The Standard Error (0.18114) shows that the predictions are quite close to the actual values, with only a small error.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.887	8	4.486	136.720	.000 ^b
	Residual	2.920	89	.033		
	Total	38.807	97			

a. Dependent Variable: powerdistance

b. Predictors: (Constant), performancemgt, EnvironmentalStewardship, successionplanning, stakeholdersengagement, responsibilityfairpractices, communicationreporting, statutorycompliance, workforce training

Interpretation: The ANOVA results show that the regression model is statistically significant ($F = 136.720$, $\text{Sig.} = 0.000$), meaning the predictors explain a significant portion of the variation in power distance. The model explains most of the variability ($R^2 = 0.925$), and the predictors (performance management, environmental stewardship, succession planning, etc.) collectively have a meaningful impact on power distance.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.074	.101		.737	.463
	Environmental Stewardship	.373	.051	.437	7.366	.000
	statutory compliance	.381	.054	.405	7.104	.000
	stakeholders engagement	.184	.051	.189	3.639	.000
	responsibility fair practices	.322	.056	.313	5.748	.000
	communication reporting	2.744E-005	.047	.000	.001	1.000
	succession planning	-.018	.049	-.020	-.374	.709
	workforce training	-.243	.061	-.264	-4.000	.000
	performance mgmt	-.011	.059	-.010	-.181	.857

a. Dependent Variable: power distance

Interpretation: Statutory Compliance 381 and Environmental Stewardship. .373 indicates a strong Statistical relationship.

Model Summary -Regression Analysis:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Commitment and Sustainability	.877	.769	.749	.34835
Uncertainty Avoidance	.880	.775	.754	.36045
Ethical Communication	.892	.796	.778	.333777
Employee well-being	.892	.796	.778	.333777
Learning Culture	.914	.835	.820	.28390
Continuous Improvement	.924	.853	.840	.29612
Sustainable Sourcing	.912	.832	.817	.29238

Interpretation: Regression analysis results show strong relationships between the independent variables and the dependent variable, with R-squared values ranging from 0.769 to 0.853. The highest explanatory power is seen in "Continuous Improvement" ($R^2 = 0.853$) and "Learning Culture" ($R^2 = 0.835$). All models indicate a good fit, as evidenced by adjusted R-squared values close to R-squared, and the standard errors are relatively low, suggesting accurate predictions. Overall, these factors, including "Commitment and Sustainability" and "Ethical Communication," significantly explain the variance in the dependent variable.

		Correlations							
		Environmental Stewardship	statutory compliance	stakeholders engagement	responsibility fair practices	communication reporting	succession planning	workforce training	performance mgt
Environmental Stewardship	Pearson Correlation	1	.726	.758	.725	.721	.730	.821	.628
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	98	98	98	98	98	98	98	98
statutory compliance	Pearson Correlation	.726	1	.735	.731	.753	.617	.756	.769
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	98	98	98	98	98	98	98	98
stakeholders engagement	Pearson Correlation	.758	.735	1	.713	.691	.707	.726	.673
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	98	98	98	98	98	98	98	98
responsibility fair practices	Pearson Correlation	.725	.731	.713	1	.739	.742	.792	.703
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	98	98	98	98	98	98	98	98
communication reporting	Pearson Correlation	.721	.753	.691	.739	1	.725	.757	.768
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	98	98	98	98	98	98	98	98
succession planning	Pearson Correlation	.730	.617	.707	.742	.725	1	.764	.675
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	98	98	98	98	98	98	98	98
workforce training	Pearson Correlation	.821	.756	.726	.792	.757	.764	1	.761
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	98	98	98	98	98	98	98	98
performance mgt	Pearson Correlation	.628	.769	.673	.703	.768	.675	.761	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	98	98	98	98	98	98	98	98

**. Correlation is significant at the 0.01 level (2-tailed).

Coefficient Correlation-SHRM:

Interpretation: The correlation matrix reveals that all variables exhibit positive and significant relationships ($p < 0.05$). Environmental Stewardship demonstrates a strong correlation with Workforce Training ($r = 0.821$) and Performance Management ($r = 0.628$). Similarly, Responsible HR Practices are strongly linked to Workforce Training ($r = 0.792$). These statistically significant connections highlight meaningful interdependencies, suggesting that enhancing one factor could have a beneficial impact on others within the organization.

11. FINDINGS:

Leadership Commitment and ESG: Strong leaders in hospitals who focus on sustainability can make a big difference. They push for eco-friendly policies, fair governance, and programs that benefit society. As a result, hospitals that prioritize these values perform better in ESG (Environmental, Social, and Governance).

Sustainable HR practices like training, wellness programs, and keeping employees engaged help improve ESG. Hospitals in Navi Mumbai with committed leaders have shown better results in these areas.

Organizational Culture and ESG: A culture of sustainability in hospitals—encouraging transparency, ethics, and social responsibility—leads to better ESG outcomes. Promoting diversity, equity, and fair labor practices plays a role here.

Sustainable HRM's Impact on ESG: In hospitals where this culture exists, employees feel more involved and aligned with ESG goals. This means better environmental efforts, improved care for patients, and stronger ties with the community: Sustainable HR practices such as green policies, employee wellness programs, and continuous learning help hospitals achieve ESG goals. Hospitals in Navi Mumbai that adopt these practices have reduced their environmental impact and improved their social and governance efforts. When hospitals prioritize employee well-being through health benefits, work-life balance, and professional development, staff satisfaction and retention improve. This creates a healthier workforce that provides better care to patients and supports overall hospital stability. Sustainable HR practices such as green policies, employee wellness programs, and continuous learning help hospitals achieve ESG goals. Hospitals in Navi Mumbai that adopt these practices have reduced their environmental impact and improved their social and governance efforts. When hospitals prioritize employee well-being through health benefits, work-life balance, and professional development, staff satisfaction and retention improve. This

creates a healthier workforce that provides better care to patients and supports overall hospital stability.

12. LIMITATIONS OF THE STUDY:

The limitations of this study include its focus on a single geographical area (Navi Mumbai), which restricts the ability to generalize findings to other regions or healthcare systems. Self-reported data may introduce bias, as respondents might overstate their adherence to ESG practices. Additionally, the cross-sectional design captures data at only one point in time, making it difficult to draw causal conclusions or assess long-term effects. The study primarily examines the role of HRM practices, potentially overlooking other key factors influencing ESG outcomes, such as governance and financial resources. Lastly, the cultural and organizational context specific to hospitals in Navi Mumbai may not apply to hospitals in different regions or countries.

13. CONCLUSION:

According to the study, organizational culture and leadership are crucial in determining ESG results in Navi Mumbai hospitals, mostly through the application of sustainable HRM strategies. Although elements like inductive settings may require improvement, descriptive research shows that general perceptions of workplace sustainability are positive, and diversity is highly valued. Organizational culture, sustainable HRM, and ESG are all constructs that reliability analysis verifies are internally consistent and appropriate for further study. "Commitment to Sustainability as a Core Value" is the most significant dimension, according to validity findings, while "Continuous Improvement" received lower ratings, indicating areas in need of improvement. All of these observations highlight how crucial it is to develop a culture that is based on values and empower HR procedures to promote significant ESG performance in healthcare environments.

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