

A SCOPING REVIEW OF GREEN RECRUITMENT AND SELECTION STUDIES IN DEVELOPING COUNTRIES: evidence from existing studies

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Abstract

The primary responsibility of human resources is the implementation of green recruiting and selection practices. Ecological sustainability has become a prominent concern on the political agenda, and organizations in developing countries are increasingly seeking methods to combat climate change through strategies such as green recruitment and selection. However, limited information is available on the practices of green human resource management specifically related to these areas. This study will conduct a scoping review of green recruitment and selection practices in developing countries. The methodology involved a comprehensive search of relevant studies from reputable databases, including Scopus, ABI/INFORM, and Science Direct, along with accessible online research platforms such as web of science and ResearchGate, which have proven valuable resources. The findings indicate a significant understanding and positive perception of green recruitment and selection as effective strategies for promoting environmental sustainability in developing countries. However, it is recommended that further research be conducted across a broader range of countries to enhance insights into green recruitment and selection practices.

Keywords

Environmental Sustainability, Corporate Social Responsibility, Green Awareness, Green Human Resources Management and Green Performance

1. Introduction

According to Mwita and Kinemo (2018), many international organisations, municipalities and individual organisations have been concerned with environmental protection for centuries. To mitigate environmental degradation caused by business, green management initiatives such as green recruitment and selection have become an important feature of forward-thinking companies worldwide. Considering that the study is based on environmental and organisational sustainability issues, the focus is on green recruitment and selection, as an important aspect of applying human resource management activities in organisations.

Problem Statement

The significance of green recruitment and selection (GRS) is well acknowledged as a crucial element of green human resources management; however, research exploring the relationship between GRS and the medical field remains limited. Despite a growing awareness and commitment to sustainability, numerous organisations encounter challenges in incorporating environmental considerations into their recruitment and selection procedures (Szczyński, 2023). Additionally, Chaudhary (2020) notes the scarcity of literature or research about green research and development across the African continent and some developing countries. Most research on green recruitment and selection is conducted in developing countries, including Tanzania, Bangladesh, Ghana, South Korea, India, Pakistan, Nigeria, and Kenya.

Significance of Study

The primary responsibility of human resources is to emphasize sustainable recruitment and selection practices. As ecological sustainability and corporate social responsibility gain importance on the political agenda, organisations

are increasingly seeking candidates who demonstrate environmental awareness and commitment. While sustainable recruitment and selection is recognised as a significant aspect of green human resource management, there is currently no comprehensive study that clearly defines its scope or reviews the relevant literature. This assertion highlights the limited understanding of the concept of green recruitment and selection that organisations can utilise for successful implementation. Additionally, green recruitment and selection, which involves incorporating environmental considerations into hiring decisions, is a significant step toward enhancing sustainability-oriented practices (Smith, 2022). This shift is a response to rising environmental awareness and the pressing need for organisations to minimize their ecological footprint. Consequently, this study addresses the topic of green recruitment and selection within the context of countries, Malik et al., (2023) highlight that by integrating environmental factors into the hiring process, organisations can reinforce their commitment to sustainability and position themselves as leaders in sustainable practices.

1.1 Scope of the Study

This study begins by defining the concepts of green recruitment and selection, along with relevant documentation to enhance the reader's understanding of these topics. The information will be reviewed as necessary. Subsequently, these concepts will be further explored concerning green recruitment and selection in developing countries. The conclusion will offer an evaluation of the concepts discussed and summarize key findings.

1.2 Research Objective

The objective of this study is to conduct a scoping review of green recruitment and selection practices in developing countries.

2. Literature Review

Green recruitment and selection have emerged as essential processes for organisations seeking to comply with environmental standards and promote corporate social responsibility (Pham and Paillé, 2020). As noted by Smith (2022), this approach entails a thorough assessment of candidates, considering not only their skills and experience but also their environmental values and potential contributions to sustainability goals.

2.1 Green Recruitment and Selection Studies in Developing Countries

Most studies in green human resource management in emerging countries have been conducted in Tanzania, Bangladesh, Ghana, South Korea, and India. Below is the list of countries in no precise sequence:

2.1.1 Tanzania

Environmental protection from a sustainability perspective has been an apprehension of many global and local organisations and individuals for centuries. As a process of reducing environmental degradation and climate change, green management initiatives are now considered a vital factor by global organisations. Moreover, industrialisation has produced the global environmental challenges that are being experienced by organisations and in the case of Tanzania this fact cannot be ignored. Research by **Haridas, Sivasubramanian & Dash** (2020), examines the impact of green human resource management procedures on organisational performance. From the model used, the regression coefficients for green recruitment and selection infer that a change in one unit in green recruitment and selection will result in a variation in both the environment of business and organisational performance especially in a station wherein the other independent variables are constantly held. This suggests that green recruitment and selection can have a positive effect on an organisation's performance. These findings are consistent with Bhutto and Auranzeb (2016), who studied the influence of green human resource management on an organisation's performance in Pakistan and found that green recruitment and selection have a significant effect on an organisation's ecological performance. In addition to a study by Cheema, Afsar and Javed (2019) examining the effect of corporate social responsibility on green human resource management it was inferred that green recruitment and selection have shown to be positively associated with organisational outcomes in terms of corporate social responsibility. Premised on the proceeding assertion and for this study since the use of paper in educational institutions can be related to the environment, the application of green recruitment and selection in these areas is of immense value to the organisation under study.

2.1.2 Bangladesh

In studying green recruitment and selection in the Bangladesh banking industry, Islam, Hunt, Jantan, Hashim, & Chong, (2020) asserts that the green recruitment and selection process is aligned with the environmental facet of corporate social responsibility. The study uses descriptive data to clarify the standing of recruitment and selection practices in Bangladeshi Banks. While green recruitment and selection have been widely acknowledged as leverage to environmental and sustainable advantage, it can be deduced that 80% of sampled banks are practising green

recruitment and selection process and the use of green recruitment and selection process models is cost-effective over traditional recruitment and selection process models.

The outcome of the study reinforces the perspectives shared by Kiplangat, Sang, and Kingori, (2022) assert that the effective design and implementation of green recruitment strategies can empower organisations to enhance their environmental reputation, cultivate and strengthen key talent, and achieve high performance, all of which contribute to the overall stability of the organisation. Furthermore, Mwita and Kinemo (2018) noted that green recruitment and selection practices have helped improve the economic performance of the public sector in Tanzania.”

2.1.3 Ghana

Among human resource management functions, employee recruitment and selection are one of the most important especially due to the ability to change the organisational culture (Guerci, Montanari, Scapolan and Epifanio, 2016). Adjei-Bamfo, Bempong, Osei and Kusi-Sarpong (2019) in their study on the recruitment and selection of green candidates for eco-friendly management in Ghanaian organisations, Findings revealed that organisations planning associated with green recruitment and selection process can foster a positive organisational culture in achieving stated goals. From this perspective, these results reinforced the view of Rasli, Norhalim, Tan and Qureshi (2015) stating that green recruitment and selection helps in attracting and choosing potential employees with positive opinions towards regard to environmental concerns and mental image. In addition, the application of green recruitment and selection practices in organisations can leverage the evaluation and selection of employees based on green criteria. Sandi, Sylviyanti, Aulia, Amareta, and Munawar, (2021) state that green recruitment and selection can enhance environmental management by familiarising new employees with the organisation's environmental values and equipping them with critical thinking skills that support environmental initiatives.

2.1.4 South Korea

In propositioning a theoretical approach to green human resource management and corporate environmental accountability in the hospitality and tourism industry in South Korea. Raineri, and Paille, (2016) assert that to attract and select employees who have an interest in the environment organisations should emphasize their reputation as environmentally responsive. Therefore Anton Arulrajah, Opatha, and Nawaratne, (2015) affirmed that recruitment and selection in the organisation must demonstrate an awareness of green culture and environmental values of organisations through employee green awareness, values, and trust. A study concluded by Wehrmeyer (2017) affirmed by Tulsi and Ji (2020) recommends green human resource management with special emphasis on green recruitment and selection and proposes that measures for environmental reporting and educating a newly appointed worker about ecological sustainability strategies, standards, and green goals of the organisation is important. Anton Arulrajah, Opatha, & Nawaratne, (2015) further contend that improvements in environmental protection with the incorporation of conservational tasks into duties and responsibilities with the job description is critical. Selecting candidates who are green-conscious and dedicated to green initiatives should be prioritised.

2.1.5 India

An emerging trend in the recruitment and selection process in India is that companies are using extremely environmentally friendly practices in maximising green recruitment and selection. Based on the above statements and research on the impact of green recruitment and selection processes on human resource requirements in the Information Technology (IT) sector in India. Sunarsi, Baharuddin, Salsabila, and Patak, (2019) argue that Indian companies using past technology for their current business will lose future presence in business, thus a major problem presently faced by companies in information technology is a war of talent. Therefore, in gaining competitive advantage organisations are now obliged to automate their recruitment and selection process which is a seal of green recruitment and practice. The results showed that most human resources managers agreed that green recruitment and selection are conducive to choosing the right candidates. This finding supports **Adeoluwa Adewumi**, Ajadi, and Ntshangase (2022) state that green recruitment and selection practices leave employees with considerable flexibility. Therefore, the interaction of ecological expertise and green work practices can enhance this relationship and improve employee participation in ecologically responsible behaviours. (Husaini and Jusoh, 2017).

2.1.6 Pakistan

Cheema Afsar and Javed (2019) conducted a study on the implementation of green human resource management practices, specifically focusing on green recruitment and selection, within small and medium enterprises (SMEs) in Pakistan. A 5-point Likert scale questionnaire was distributed to 140 employees across 42 SMEs, resulting in 132 valid responses. The findings indicate that various factors, including age, experience, and gender, significantly influence the adoption of green HRM practices such as green recruitment and selection. These factors play a critical role in shaping employees' perceptions of green human resource management initiatives. Most of the results suggested a strong correlation between green recruitment and selection and employee productivity. Findings correspond to Chams and Garca-Blandon (2019), claiming that green recruitment and selection have a constructive

influence on sustainability. However, the analysis and description of green jobs, green performance management and green incentives had no significant bearing on sustainability.

2.1.7 Nigeria

Historically, a company's success was predominantly measured by its economic performance; however, this perspective has evolved. Today's society increasingly expects companies to prioritize sustainability in addition to financial outcomes. Consistent with the previous claim and based on a study by Letam, Kakate, and Victor, (2022) assessing the link between green recruitment and selection to corporate sustainability in the Nigerian oil and gas industry. Results support the conclusion of Bon, Zaid, & Jaaron, (2018) assert that green workforce supervision and green supply chain management approaches have a positive effect on the long-term performance of organisations especially when merged. The results further showed that green human resource management practices combined with green supply chains have a lead influence on long-term performance.

2.1.8 Kenya

Organisational sustainability can be achieved by balancing environmentally friendly management, stakeholder protection, and affordability (Yusmani, Mehranm Daisy and Azlan 2020). Green recruitment and selection are a method of recognising experienced candidates for a job position through online commercials to reduce environmentally harmful actions (Islam, et al. 2020). Green recruitment and selection which is a fundamental part of green human resource management key role in the application of green initiatives in the organisation, therefore in understanding the effect of green recruitment and selection on the sustainability of chosen tea factories in the Kericho Highlands Region, of Kenya. Kiplangat, Sang, and Kingori, (2022), use the regression model to collect data on the outcome of the study implies that green recruitment and selection influence the sustainability of a selected tea factory. Therefore, management should encourage the exceeding procedures. The results of this study corroborate the findings of previous research by Hadjri, Perizade, Zunaidah, and Farla (2019), which involved a sample of 146 individuals determined using the Slovin formula in conjunction with a proportional stratified random sampling method. Their research focused on the influence of Green Human Resource Management (GHRM) practices—specifically green recruitment and selection (GRS), green training (GTR), and green compensation (GCO)—on environmental performance (EP), which stems directly from the green organisational culture (GOC) of the Palembang Government Hospital. The outcomes demonstrated positive correlations for all GHRM variables, including green recruitment and selection.

3. Methods of Research

This study explores the current perspectives on green recruitment and selection in developing countries, particularly its significance in establishing and nurturing an environment. In doing this a comprehensive review of the literature was conducted through various search engines, utilizing keywords such as "green recruitment and selection" and "environmental sustainability." Relevant studies were gathered from reputable databases including Scopus, EBSCO, ABI/INFORM, and Science Direct, as well as accessible online research platforms such as Google Scholar, Bing, and ResearchGate, which have proven to be valuable resources. In utilizing relevant materials, the selection criteria focused on including only articles that correspond with the principles of green recruitment and selection within the context of developing countries. Conversely, articles that primarily address green human resource management, rather than specifically targeting green recruitment and selection, were excluded from consideration.

4. Discussion

4.1 Generalisation of the Main Statements

As environmental sustainability gains increasing importance, organisations are recognising the significance of integrating green practices into their daily operations (Fok et al., 2022). The rise of corporate social responsibility (CSR) has emphasized the importance of integrating sustainable practices into all areas of business, including recruitment (Bang, et al., 2022). As organisations encounter growing expectations to showcase their dedication to sustainability, adopting environmentally friendly practices becomes critical to enhancing environmental performance and meeting international safety standards (Hameed et al., 2020). In alignment with the previously mentioned points, one of the commonly utilised strategies for promoting green organisational practices is implementing green human resource management, particularly in green recruitment and selection, which has a relatively narrow scope in the existing literature in developing countries. The review demonstrates that the implementation of green human resource management practices, specifically in the areas of green recruitment and selection, can assist businesses in developing countries in maintaining their commitment to environmental sustainability and addressing climate change adaptation and mitigation. Shahrulnizam, Hassan, Azizie, Rahim, and Saidi (2022) evaluate current literature, theoretical perspectives, and existing methodologies to assess the

effectiveness of green recruiting and practices. Findings affirmed some of the outcomes resulting from the reviewed literature in this study stating green recruitment and selection is a major influence in environmental sustainability. It espoused that the concept of green recruitment and selection is a major approach in various sectors especially in developing countries one such sector is the hotel industry which has experienced significant growth in recent years, particularly in developing countries. However, it is also one of the sectors with the largest ecological footprint, resulting in substantial environmental challenges. As such, the business community must implement policies and programs aimed at mitigating or reversing the environmental impact associated with this industry. In line with the preceding assertion, Gitongu, Chepkilot and Kiprop (2023) used a mixed-method approach to determine the effect of green human resource management practices, specifically green recruitment practices on organisational performance in five-star Hotels in Kenya. The research findings indicate that the green recruitment process significantly influences the organisational performance of hotels. The study also concludes that green management remains an emerging concept within the hospitality industry in the country, necessitating further development to align with current global requirements. Consequently, the study recommends that five-star hotels prioritize green recruitment practices over traditional methods such as interviewing, promotion, and placement.

4.2 Discussion for Future Research

The growing environmental challenges arising from human activities, particularly the production and consumption of detrimental natural resources, have garnered the attention of various stakeholders worldwide, including the United Nations, governments, private organisations, and individuals. This concern has increasingly become a focal point since the 20th century. Numerous international environmental forums have been established to tackle these critical issues and a significant outcome of these conferences is the implementation of green governance and sustainable policies through the United Nations Global Compact (UNGC) initiated in 2018 (Rasche, 2020). Moreover, these forums have contributed to enhancing global awareness regarding the impacts of climate change (Martins et al., 2019). Nevertheless, according to the United Nations Environment Program, environmental challenges continue to escalate, with rising emissions and ongoing consumption of natural resources (Olhoff & Christensen Kappelle, & Liu, 2020). Considering the above, it is evident that organisations and government institutions in developing countries have made significant strides in addressing climate change by implementing initiatives such as green recruitment and selection processes. However, these entities should prioritise sustainability across all areas of their operations.

5. Conclusion

This review offers extensive insights into the current green human resources management practices, particularly regarding green recruitment and selection. It highlights prominent scholars in this field. In summary, there is a need for empirical research employing a mixed-methods approach, as well as in-depth studies, to enhance readers understanding of green recruitment and selection across various countries.

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