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**THE INFLUENCE OF GREEN RECRUITMENT PRACTICE ON ENVIRONMENTAL
SUSTAINABILITY IN SELECTED SERVICE BASED STATE CORPORATIONS IN
KENYA**

Rael Jeruto, Dr. Josphat Kwasira, Dr. Joel Chelule and Dr. Willitter Rop

Strategy

THE INFLUENCE OF GREEN RECRUITMENT PRACTICE ON ENVIRONMENTAL SUSTAINABILITY IN SELECTED SERVICE BASED STATE CORPORATIONS IN KENYA

^{1*} Rael Jeruto

^{1*} Post Graduate Student: Jomo Kenyatta University of Agriculture and Technology

*Corresponding Author's Email: jrmandago@gmail.com

² Dr. Josphat Kwasira

Lecturer: Jomo Kenyatta University of Agriculture and Technology

³ Dr. Joel Chelule

Lecturer: Jomo Kenyatta University of Agriculture and Technology

⁴ Dr. Willitter Rop

Lecturer: University of Kabianga, Kenya

ABSTRACT

Purpose: The general objective of this study was to evaluate the influence of green recruitment practice on environmental sustainability in selected service based state corporations in Kenya

Methodology: The study adopted a descriptive design but specifically a survey which involved collecting data from five state corporations in order to test hypotheses of the study. The target population was 13,940 management employees of the 170 state corporations. The sample size was 122 respondents; 22 top level management, 33 middle level management and 67 Supervisors/ line managers from five service based State Corporations in Nairobi. Multistage sampling was adopted to select the individual subjects randomly. Primary data was collected using a self - administered semi structured questionnaire. Descriptive statistics was used mainly to summarize the data. SPSS was used for analysing complex data. Regression analysis was used to establish the relationship between the independent and dependent variables. Data presentation was through the use of pie charts, bar charts, graphs and frequency tables.

Results: The extent to which green recruitment practice was used in state corporation established that recruitment of staff who are green conscious, green employer branding and the establishment of a full department that handles green issues was extensively used. It was established that there was no green job descriptions for employees and that the organization did not encourage applicants to use green criteria when applying for jobs.

Unique Contribution to Theory Practice and policy: This study aims at making policy recommendations based on the findings which can be used by State Corporations to establish a recruitment portal and ensure that employees who are environment conscious are recruited into the organization. The State Corporations should also ensure that the brand image of the corporation portray the green values of the organization

Keywords: Green Recruitment, Employer branding and Green induction

1.0 INTRODUCTION

1.1 Background to the Study

The growth of global environmental concerns and the introduction of international standards on environmental issues have created the need for businesses worldwide to embrace formal environmental strategies and programs (Daily & Huang, 2011). According to (Copenhagen, 2009), there are agreements to manage climate changes which according to (Victor, 2011) is the major reason why the recent increase in environmentalism. Green Human Resource Management (GHRM) is the use of employees to promote sustainable practices and increasing their awareness and commitments on sustainability issues. The GHRM consists of practices and policies which are specific in nature and regards human resources in line with economic, social, and environmental pillars of sustainability worldwide (Muster & Schrader, 2011). According to Shaikh (2010), green human resource plays a crucial role in organizations globally to aid the environmental connected problems by accepting it.

Therefore, GHRM is the use of employees to promote sustainable practices and increasing their awareness and commitments on sustainability issues. The GHRM consists of practices and policies which are specific in nature and regards human resources in line with economic, social, and environmental pillars of sustainability worldwide (Muster & Schrader, 2011). According to Shaikh (2010), green human resource plays a crucial role in organizations globally to aid the environmental connected problems by accepting it. According to Mandip (2012) two important elements of GHRM are environmentally friendly HR practices and the preservation of knowledge capital. He asserted that greening of businesses requires total involvement of all the organization members as firms have realized the need to develop a strong social conscience and green sense of responsibility where corporate social responsibility is a business imperative. He argues that the driver of environmental sustainability within the organization is the Human resource fun.

Organizations that are quick to dismiss when economic times are hard must understand future suggestions of losing the knowledge capital. For the implementation of corporate green management initiatives, there is need of a high level of technical and management skilled workers. This explains the reasons why most businesses are developing innovation-focused environmental initiatives and programs with a significant impact on the sustainable competitiveness of the firms (Callenbach et al., 2013). It is for this reason that the implementation of rigorous recruitment and selection, performance based appraisal system and the introduction of training programs geared towards adding the employee's environmental awareness and are important for fostering environmental innovations (Renwick et al., 2008). HRM practices are expected to improve environmental friendly human capital and culture of a firm through hiring pro-environment employees, training employees with skills and competencies in technology, innovation, and providing rewards and incentives for making EM a success. Little attention has been paid towards fine tuning human resource management practices and its effectiveness in environmental management (Dalaney & Huselid, 2006).

2.0 LITERATURE REVIEW

Green organizations have emphasized on importance of green recruitment (Hussain, 2013). Green recruitment process is aimed to influence on the quantity and type of candidates for a specific vacancy. Recruitment practices can support effective green management by ensuring that new recruits understand an organization's green culture and share its environmental values (Jackson & Seo, 2010). A study by Owino (2016) supports these sentiments as she also concludes that recruiting employees who are eco-concerned will enable the company attain its sustainability agenda.

The job descriptions should reflect the sustainability agenda and the company's website and other research tools available for candidate access clearly outline its greening attempt (Mandip, 2012). The green recruitment process includes the hiring of green-aware candidates without the use of paper (employee applications can be accepted on the web). Interviews can be made either on the telephone or online (Harvey et al, 2010). The induction of green recruitment encourages the involvement of employees for monitoring of long term competency and informing employees about the green company-wide initiatives like reducing wastage and greenhouse gasses. This ultimately facilitates in improving environmental performance (Mandip, 2012). The process of recruitment can assist firms in producing effective performance including performance related to the environment by ensuring that newly hired staff is aware of the environmental culture of the organization and he or she can maintain the environmental values followed by the organization (Wehrmeyer, 2006).

Green recruitment focuses on the relationship between employees and the management and possible ways for improvement. Its importance is obvious from the fact that the decision to hire a person or not reinforces the entire area of personnel management. Fairness, professionalism and ethical behavior is required in issues regarding exclusion of someone from the organization. Therefore, performance of employees is of crucial importance in this regard (Holtom et al, 2010). It focuses on the identification of the high performing employees and the areas where they may work well. The organizations are now realizing the fact that the reputation as an employer following green practices is an effective tactic for attracting new talent (Stringer, 2012).

The inclusion of the green element recruitment process encourages efficacy in green management (Jabour, 2013). This is achieved by helping the recent recruits to understand the green culture of the company and also supports its green values (Jackson & Seo, 2010). The job characterization should also mention the maintainability plan as well as on its website and other analysis, tools should be available for the applicant so they can access it easily and help them in better understanding its green outlines (Mandip, 2012).

Attracting high-quality staff is a key HR challenge in the "war for talent" (Renwick et al., 2013,). According to (Holtom et al, 2008) the most important benefit dimensions of HR and sustainability are retention, recruitment and satisfaction. Grolleau et al. (2012) in their study on impact of environmental standards of a company on recruitment of an employee found that environmental commitment of the company adds to profile of a company. In their primary survey, they found that professionals were more concerned with respect to the environmental strategy of a company. A study by Pascal et al, (2012) investigated the relationship between strategic human resource management, internal environmental concern, organizational

citizenship behavior for the environment, and environmental performance. The main results indicated that organizational citizenship behavior for the environment fully mediates the relationship between strategic human resource management and environmental performance. Results also indicated that internal environmental concern moderates the effect of strategic human resource management on organizational citizenship behavior for the environment.

A study by Marco et al, (2015) compared the effects of attracting applicants of two green recruitment practices, that is, the green reputation of a company, and the amount of information provided on the recruitment website about the company's environmental policies and practices. With regard to the later, the study examines the substitution effect on attracting applicants between the two green recruitment practices, and additive effects on attracting applicants between them and two non-green recruitment practices. In terms of direct effects, the findings support the impact of a green reputation on attracting applicants, but no impact of information on the recruitment website about company environmental policies and practices. In terms of interactive effects, the findings do not confirm the substitution effects between green recruitment practices, but indicate additive effects between green and non-green recruitment practices. According to Obaid and Alias (2015), there exists a positive influence of recruitment, training and development, and learning on the performance of the firm.

3.0 METHODOLOGY

The study adopted a descriptive design but specifically a survey which involved collecting data from five state corporations in order to test hypotheses of the study. The target population was 13,940 management employees of the 170 state corporations. The sample size was 122 respondents; 22 top level management, 33 middle level management and 67 Supervisors/ line managers from five service based State Corporations in Nairobi. Multistage sampling was adopted to select the individual subjects randomly. Primary data was collected using a self-administered semi structured questionnaire while secondary data was collected from journals and databases. Data was analyzed quantitatively and both descriptive and inferential statistics was used. Multiple regression model was used to establish the relationship between the independent variables and the dependent variable which are explained in the model. The results were presented in form of frequency tables and percentages.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Demographic Data

4.1.1 Gender of the Respondents

The respondents were required to indicate their gender by ticking against the option of either male or female. The findings revealed that 52% of the respondents were female while the remaining 48% were male. The findings indicated female respondents were slightly more 57 in total, and male respondents were 53 showing that there was diversity in respondents and hence the data collected was not distorted by factors relating to data distribution.

Table 1: Gender of Respondents

Gender	Frequency	Percentage
Male	53	48
Female	57	52
Total	110	100

4.1.2 Level of Education of Respondents

The study sought to determine the respondents' level of education. The study findings revealed 52% of the respondents were found to be Bachelor holders, 30% had attained master's level, 16% had diploma while 2% had attained PhD level. This is attributed to the fact that state corporations when advertising for jobs indicate bachelor's degree as the minimum qualifications. There are also organizations who sponsor their employees for degree courses and some offer scholarships which give employees opportunities to further their education. There has also been an increase on the modular studies which encourage most employees to attend evening or classes over the weekend.

Table 2: Level of Education of Respondents

Level of Education	Frequency	Percentage
Diploma	18	16
Bachelors	57	52
Masters	33	30
PhD	2	2
Total	110	100

4.1.3 Employment Duration

The respondents were required to state the number of years they had worked with the state corporation. The findings indicated that 58% of the respondents had worked for over 5 years. A further, 28% had worked for between 3 to 5 years while 14% had worked for less than 3 years. According to most corporations interviewed over 5 years of work experience was considered adequate for an employee to be considered informative on the study. This means that the information provided was reliable and could be used to make conclusions on the study hypothesis and variables.

Table 3: Employment Duration of Respondents

Duration	Frequency	Percentage
0 to 3 years	15	14
3 to 5 years	31	28
Over 5 years	64	58
Total	110	100

4.2 Descriptive Results

4.2.1 Green Recruitment Practice and Environmental Sustainability

The study sought to establish the influence of green recruitment on environmental sustainability in state corporations in Kenya. The study sought to find out whether State Corporation had green job descriptions for employees, 27.5% strongly disagreed to the statement indicating that the state corporations did not have green job descriptions. Another 26.4% disagreed while 20.9%

were neutral to the statement. The researcher further sought to find out whether the recruitment of employees involved those who are 'green aware', and 31.9% of the respondents strongly agreed to the statement while 24.2% strongly disagreed. Further the respondents were required to indicate their level of agreement to the statement that there is green employer branding and 26.7% of them strongly disagreed while 22.2% strongly agreed and another 12.2% took a neutral stand. Moreover on the corporation having introduced green aspects to the induction process, 35.6% disagreed to the statement while 15.6% strongly agreed. This research also sought to know whether there was encouragement of job applicants to use green criteria when applying for jobs and 33.3% disagreed to the assertion while 11.1% strongly agreed. The findings also indicate that 32.3% of the respondents strongly agreed that the organization had a full department or section that handles GHRM while 22.2% of them disagreed to the statement. This means that the state corporations have not fully implemented the green human resource management practices. On whether there exist policies in regard to environmental sustainability, 40% of the respondents strongly disagreed to the statement. This means that the state corporations have no policy to guide in the implementation of GHRM practices in various departments. This shows respondents were in disagreement to the statements that were used to measure Green recruitment and environmental sustainability in state corporations. The average mean of 3.33 indicated that green recruitment practices influenced environmental sustainability to a moderate extent. The standard deviation on the other hand describes the distribution of the responses in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that the responses are moderately distributed, while less than 1 indicates that there is no consensus on the responses obtained. From the findings, the standard deviations of the items are in the range of 1.3 and 1.5. This indicates that the responses to the items were not deviating from the mean and an average of 1.483 for all statements on green recruitment practices indicates that the responses are moderately distributed. The study sought to determine whether use of green recruitment have an influence on environmental sustainability. The findings showed that majority of the respondents were neutral that the use of green recruitment has an influence on environmental sustainability.

Job descriptions should reflect the sustainability agenda and the company's website and other research tools available for candidate access clearly outline its greening attempt (Mandip, 2012). The green recruitment process includes the hiring of green-aware candidates without the use of paper (employee applications can be accepted on the web) and interviews can be made either on the telephone or online (Harvey et al., 2010). The respondents were required to indicate the ways green recruitment have an influence on environmental sustainability. From the results, majority of the respondents indicated that green recruitment leads to a rise in environmental performance while some revealed it led to reduction of wasted papers and manpower. Moreover, some indicated that it led to fulfilling the corporation's mandate while others indicated that it led to proper utilization of space. The study sought to find out how green recruitment could be enhanced. The findings revealed that half of the respondents indicated that it could be enhanced through use of e-recruitment while others indicated that it would be done through applying it on training of employees. Another indicated that it would be enhanced through induction where new employees are inducted on green aspects while some revealed through financing where State Corporation should set aside funds to assist in green recruitment.

A few indicated that green recruitment could be enhanced by establishing policies on green recruitment. From the findings, management in state corporations might consider fully automating its recruitment operations in order to conduct e-recruitments as they are the ones charged with the responsibility of making decisions as supported by a study by Slovik (2013), who asserted that HR experts are in better positions to change the culture of the workplace by hiring new employees who have a wealth of experience on sustainability knowledge, attitudes and behaviors. The respondents were required to indicate what they considered to be the benefits of using green recruitment. The study that using green recruitment was time saving while some indicated that it led to cost cutting. Other the respondents indicated that it led to efficiency while some revealed that it enhanced environmental conservation. Only a few of the respondents indicated that green recruitment led to best talent being brought onboard. According to this study, Green recruitment guarantee that staffs who are committed to environmental assumptions makes up the staff of a company and therefore makes the planning of an environmental management system feasible. This is achieved through recruiting employees who are environmentally aware.

The respondents were required to rate various statements on green recruitment and environmental sustainability using a scale of 5-1 (SA=strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree). Means greater than 1 and less than 1.5 implied that green recruitment practice influenced environmental sustainability to no extent. Means greater than 1.5 and less than 2.5 implied that green recruitment practice influenced environmental sustainability to a little extent. Means greater than 2.5 and less than 3.5 implied that green recruitment practice influenced environmental sustainability to a moderate extent. Means greater than 3.5 and less than 4.5 implied that green recruitment practice influenced environmental sustainability to a greater extent. Means greater than 4.5 implied that green recruitment practice influenced environmental sustainability to a very great extent. The findings are in Table 4.

Table 4: Green Recruitment Practice and Environmental Sustainability

Green Recruitment Practice and Environmental Sustainability	N	SA %	A %	N %	D %	SD %	Min	Max	Mean	SD
The state corporation has green job descriptions for employees.	110	14.3	11.0	20.9	26.4	27.5	1	5	3.42	1.38
The recruitment of employees involves those who are 'green aware'.	110	31.9	12.1	17.6	14.3	24.2	2	5	2.87	1.59
There is green employer branding.	110	22.2	14.4	12.2	24.4	26.7	1	5	3.19	1.53
The corporation has introduced green aspects to the induction process.	110	15.6	15.6	16.7	35.6	16.7	2	4	3.22	1.33
There is encouragement of job applicants to use green criteria when applying for jobs.	110	11.1	7.8	20.0	33.3	26.7	1	5	4.14	1.57
The organization has a full department or section that handles GHRM	110	32.2	14.4	12.2	22.2	18.9	2	4	2.81	1.55
There exist policies in regard to environmental sustainability	110	14.4	8.9	13.3	23.3	40.0	1	5	3.66	1.45

N=110, SA = strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree S.D = Standard Deviation

4.3 Inferential Statistics

Table 5: Overall ANOVA for Green Recruitment Practices and Environmental Sustainability

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7181.808	33	217.631	2.552	.000
Within Groups	6481.183	76	85.279		
Total	13662.991	109			

The results showed a significant difference in the percentage means of the different green recruitment practices in state corporations influencing environmental sustainability { $F(33, 76) = 2.552, p = .000$ }. Therefore the null hypothesis was rejected and the alternative hypothesis accepted. Green recruitment practices that influenced environmental sustainability included; members being subjected to level of knowledge in GHRM practices during recruitment { $F(1, 108) = 11.756, p = .001$ }.

Discussion of Findings on the Relationship between Green Recruitment Practice and Environmental Sustainability

The study found that green recruitment practices have a positive effect on environmental sustainability among state corporations in Kenya ($F(33, 76) = 2.552, p = .000$). These results are consistent with those of Jabbar & Abid who established a positive influence of green recruitment and environmental performance of a firm. Another study by Jackson & Seo (2010) indicated that recruitment practice can support effective green management by ensuring that new recruits understand an organization's green culture environmental values.

The regression analysis results revealed that green recruitment has a strong positive influence on environmental sustainability in state in Kenya. This confirms that green recruitment practice had a great influence on environmental sustainability in state corporations in Kenya. Green recruitment therefore can be used as an effective means of influencing environmental sustainability in state corporations in Kenya.

This implies that when recruiting employees in organizations, job descriptions which highlight the green responsibilities of the potential employee should be used both to attract the employees to apply for the job and to help during placements. The organization should support sustainability by promoting its green values through advertisements in their websites as a green employer brand attracts candidates who are environmental conscious. Study by Marcos et al., (2015) indicates that there is an impact on the firms green reputation on attracting applicants.

This therefore calls for a recruitment strategy where the organization portrays itself as a green organization by sharing its green values on their websites to ensure that green recruitment is successful. State corporations should therefore ensure that green aspects of the organization are introduced during the induction process when the recruits are socialized into the organization. Further there should be the encouragement of applicants to use green criteria when applying for jobs either as new to the organization or those seeking for promotions.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

The study concluded that green recruitment practice has been used by state corporations in Kenya positively and significantly influences environmental sustainability in selected state corporations in Kenya. The study further concluded that State Corporation's test interviewee's on knowledge in GHRM practices during recruitment. The study further concluded that state corporations recruited staff who are green conscious and that new employees are usually inducted on GHRM practices during orientation. This is in corroboration with the RBV theory which promotes selective hiring of employees to get the best who are environmental conscious.

However, the corporation did not encourage applicants to use green criteria when applying for jobs as there could be subordinates who may not be literate. The study concludes that green training and development have significant positive influence on environmental sustainability in state corporations in Kenya. This means that as state corporations adopts green recruitment practice, environmental sustainability will improve.

5.2 Recommendations

The study recommends that state corporations in Kenya should adopt green recruitment practice as they positively and significantly influences environmental sustainability. Green recruitment can be done through recruiting employees who are green conscious and making use of the organization's green image to attract new talent. The study also recommends the state corporation to advertise job vacancies on the corporations' websites rather than using newspapers. State Corporations therefore need to establish a recruitment portals and ensure that employees who are environment conscious are recruited into the organization, they should also ensure that the brand image of the corporation portray the green values of the organization.

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