

EFFECT OF GREEN RECRUITMENT AND SELECTION PRACTICES ON EMPLOYEE WORK PERFORMANCE: A CASE STUDY OF UNI4ONLINE WESTVILLE DURBAN SOUTH AFRICA

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Abstract: Green management initiatives are now a significant factor in forward-thinking tertiary educational institutions around the world and Africa as a way of tackling environmental degradation. Industrialisation has contributed to the global environmental problems facing organisations in terms of sustainability therefore green human resource management activities such as green recruitment and selection have become relevant in the mitigation of climate change actions in the tertiary education industry. While the standing of green recruitment and selection in environmental workforce management has been extensively recognised, there are limited studies on the effect of green recruitment and selection on employee work performance, therefore this study evaluates the effect of green recruitment and selection on employee work performance at Uni4online Westville Durban, Republic of South Africa. The following are the objectives (1) determine employee environmental awareness, and (2) establish the influence of green recruitment and selection on employee work performance. The study followed a quantitative research approach and a questionnaire with (15) Likert 5.0 questions was used to collect data from (n=100) employees of the specific Uni4online, Westville Durban South Africa. With a confidence level of 95% and a population size of 142 employees, a margin of error fixed at 5% a qualtrix sample size calculator was used to determine the sample for the study. Data were analysed with a descriptive statistical method using SPSS version 26. For sampling purposes, the simple random positivist sampling method was used. The results of the survey confirmed that green recruitment and selection have a positive impact on employee job performance, especially concerning environmental awareness and social-ecological awareness. The study recommends that Uni4online, Durban Republic of South Africa should prioritize green recruitment and selection practices that, when well-planned and applied green recruitment and selection improve employee environmental awareness and behaviour and contribute to enticing more competent job candidates. The study equally revealed a direct correlation between green recruitment and selection and employee work performance, especially within the tertiary education industry.

Keywords: green recruitment and selection, environmental awareness, employee workforce management, and green management. Themes: (Sustainable Development) (Social, Environment and Sustainable Growth) (Work & Employment Relations)

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Introduction

The increasing damage to the natural environment by the activities of firms has necessitated a responsive approach to mitigate these challenges associated with environmental degradation. In line with the preceding assertion, Leicht, Heiss, and Won Jung (2018) averred that a significant number of educational institutions have adopted the education for sustainable development (EDS) a concept that promotes the development of knowledge, values, and behaviours necessary in creating a sustainable world that protects the environment and promotes social justice and economic stability. Following the preceding assertion, Louw (2013) suggest that environmental degradation is one of the paramount challenges the world is facing today, and it has many consequences for both the living and non-living environment. Therefore, green recruitment and selection have now become an important factor as a means of combating environmental degradation. In line with the preceding assertion, Thus, this study investigates the effect of green recruitment and selection on employee performance at Uni4online, Westville Durban South Africa.

Problem Statement

Growing and emergent economies are faced with a two-fold energy challenge in the 21st century, (i) meeting the needs of billions of people who still lack access to basic energy services while concurrently contributing to a global transition in cleaning and reducing a low-carbon energy system. (ii) and the significant rates of growth toward growing proficiency, de-carbonisation, enhanced fuel diversity and decrease pollutant emissions need to be greatly accelerated. (Ahuja,Tatsutani and Schaffer,2009). There is concern that few establishments recognise or adopt green practices to encourage environmentally motivated workers to take control of their daily activities. There is also clear evidence that universities have not effectively used their resources, including human capital, to boost staff morale and promote environmental stewardship. Therefore these challenges necessitate the acknowledgement and adaptation of green practices that motivate employees to environmentally take control of their daily actions, especially within the academic industry. Disterheft, Caeiro, Azeiteiro, and Leal Filho, (2013) believed that the academic community has observed augmentations in the application of sustainability, yet it is essential to move away from unsustainability toward sustainability in higher education. Moreover, private tertiary institutions such as the Uni4online Durban Republic of South Africa have failed to pursue an inclusive paradigm shift from traditional academic structures to the application of sustainability in dealing with its potential challenges. Therefore, this study evaluates the effect of green recruitment and selection on employee performance at Uni4online Durban, Republic of South Africa.

Research Objectives

The study is guided by the following objectives:

- (i) To determine employee environmental awareness, and
- (ii) To establish the influence of green recruitment and selection on employee work performance

Literature Review

Motivated by technological innovations and global integration, the robust economic growth experienced over the last century has been complemented by gains in material welfare in all parts of the world. However, this has brought increased pressures on environmental and social resources. (OECD,2020). Therefore, there is a need for a proactive approach to sustainability across the world (Gonzalez-Benito, and González-Benito,2006). Much importance has been paid to environmentalism internationally, whether arising from specific agreements to combat climate change ie. Kyoto, 1997; Bali, 2007; Copenhagen, 2009, or from impoverishment and unemployment resultant of high-profile industrial reforms. (Sinaga and Nawangsari,2019). In line with the preceding assertion, contemporary organisations have combined green human resource management policies with traditional corporate social responsibility actions to make employees aware of their commitments to environmental management.

Green Human Resource Management

Green human resource management as averred by Renwick, Redman, & Maguire, (2008) is concerned with the amalgamation of an environmental management process into an organisation's human resource management system. This aims to reduce an organisation, s carbon footprint by providing a healthy and motivated workforce to employees working in an organisation. Mukherjee, Bhattacharjee, Paul, and Banerjee (2020) posit that one of the significant aspects of green human resource management is concerned with green recruitment and selection.

Green Recruitment and Selection

Green recruitment and selection are considered processes of enticing and employing candidates with green technological values (Dirit and Elisha 2021). Green recruitment and selection make new talent aware of green methods and environmental systems that maintain efficient environmental management in organisations (Wehrmeyer, 1996). Taking into consideration the preceding postulation on green human resource management and green recruitment and selection this study evaluates the effect of green recruitment and selection on employee work performance at a private tertiary education institution in Durban, South Africa.

The Role of Education in Environmental Sustainability

The environment is presented with plentiful natural resources that sustain, create, and enhance human life on earth. However, this vast number of reserves is illegally depleted, creating a limited chance of richness, and leaving an ocean of poverty, which later becomes a repository for all waste, resulting in ecological imbalances. Equally important deforestation and the construction of multifunctional large dams adversely affect the everyday life and social rights of subordinate groups, thus causing socio-economic problems. In line with the prior declaration, the role of education in sustainability is premised on the provision of environmental education which enables students to become aware or sensitive to the environment, acquire knowledge of environmental issues, gain a set of positive values and attitudes, and acquire the necessary skills. The UN has declared 2005 to 2014 the generation of

education for sustainable improvement; the general purpose is to use education as a way of integrating the concepts of sustainable development with human values and perspectives to produce a sustainable society (UNESCO 2010). Accordingly, Nayak and Mohanty (2017). state that the educator's role is central to environmental education. Because educators' contributions are important in shaping, changing, and instilling important attitudes and values for environmentally responsible behaviour. Ardoin, Bowers, and Gaillard (2020) suggest that educators help students develop a strong sense of concern for the environment by being sensitive to the environment and related issues, acquiring environmental problem-solving skills and values, and actively participating in environmental activities. Taking into consideration preceding assertions on the role of education in mitigating environmental and ecological degradation one of the significant aspects of green human resource management that can be employed by an organisation's human resource management department is green recruitment and selection a concept that allows for organisational employees to become environmentally aware. Following this statement is a discussion on how to determine employee environmental awareness in an organisation.

Employee Environmental Awareness

According to Auwalu and Ali (2015), employee environmental awareness is concerned with the knowledge of environmental fragility on the part of an employee and the importance and need for its protection. The promotion of environmental consciousness in an organisation is an effective way for employees to be environmental stewards and participate in establishing the potential for children and organisational sustainability.

Premised on employees' views environmental awareness is concerned with organisational employees being cognisant of environmental issues and climate change. Kumar (2020) states that environmental awareness is significant because it helps in reducing pollution and global warming. When well applied environmental awareness is also able to additionally result in a more sustainable global by promoting renewable resources consisting of sun, wind, and water. In determining employee environmental awareness in terms of performance, an employee can display green behaviours that are concerned with the conduct of an individual that is seen as contributing to the protection of the environment at work (Ahmed, et. al,2020). Furthermore, employee environmental awareness allows for the display of green employee behaviours that take into consideration recycling, rational use of resources, participation in environmental initiatives, and sustainable policies. such as environmentally friendly behaviours performed by employees of organisations (Wu, et.al.2019). Therefore, to protect the natural environment it is important to implement environmental actions prompted by employees' environmental awareness which are but not limited to turning off electric lights, printing on both sides, using stairs instead of elevators, and cleaning the environment.

Employee Work Performance

Employee work performance is the key to success for any company. All employees must work towards the company's vision and mission. There is no universal mandate for employee productivity. It is about how companies manage, train, and motivate their employees. Therefore, Sinaga and

Nawangari (2019) state that employee performance is defined as how well an employee performs their job and completes required tasks. It has to do with the quality, and effectiveness of the results.

Influence of Green Recruitment and Selection on Employee Work Performance

Green recruitment and selection are a significant part of green human resource management practices. The efficient application of green recruitment and selection skills is an important part of an organisation's human resource management entry point. Therefore, recruiting and selecting employees focusing on the green and environmental aspects climaxes an organisation's employee commitment to ethics around the environment and performance (Masri and Jaaron, 2017).

Premised on the discussion one of the significant influences of green recruitment and selection was suggested by Wehrmeyer (1996) asserting that green recruitment and selection as a process can assist an employee in the tertiary education sector to exhibit performance related to the environment by guaranteeing that newly hired staff are cognisant of an organisation's environmental culture. Thus, he/she can maintain the environmental values tailed by the organisation.

Preceded on the application of green recruitment and selection. (Renwick et al., 2008) state that interviews can be done over the phone or through the internet and green induction a major fact of green recruitment and selection can influence employees' overall job performance over a lengthy-time period and also the overall performance assessment which endeavours to lower environmental waste and damage. This, in turn, helps in the improvement of employee environmental awareness and overall performance. (Nayak and Mohanty, 2017).

Social Learning Theory

Albert Bandura (1977) stated in McLeod (2016) that through observational learning, environmental behaviour is learned and formed. Social learning theory as postulated by Albert Bandura affirmed the belief that behaviour and environment do influence each other and that variations in child behaviours which were observed after witnessing adult aggression have stirred his social learning theory. Premised on the study it is believed that through self-control which requires the exercise of self-management, belief about our environment and ourselves, and our actions human could control their behaviours. People influence and are inspired by the world around them. Social learning theory, also known as observational learning, arises when the behaviours of the viewer change after studying the behaviours of the model. Based on social learning theory, Khan, et.al. (2022) propose that employees who adopt an organisation's green human resource management initiatives such as green recruitment and selection and share ecological awareness can inspire other lecturers/researchers to adopt the same experience of being part of a team that adheres to green practices.

Resource-Based View

According to the resource-based view perspective (RBV), an organisation is a grouping of human resources, physical resources, and organisational resources. These resources are significant, non-renewable, and key sources of sustainable competitive advantage and sustainable high performance

(Saqib, et.al 2020). Thus, from the point of view of the resource-based view, companies describe resource capacity as an important tool for sustaining performance and obtaining a competitive advantage over others (Hang, Sarfraz, Khalid, Ozturk, and Tariq,2020). Aykan (2017) points out that the propensity of organisations to use valuable and unique internal resources to achieve a competitive advantage enhances the planned importance of human resources.

From a resource-based perspective, human resources contribute significantly to a company's competitive advantage due to its scarcity, value, imitability, and exclusivity (Tang, et.al 2018). In this sense, the resource base view integrates human resources as a source of a company's competitive advantage (Abdeen and Ahmed,2019). This theory helps companies gain a competitive advantage by rationally linking human resource practices with the application of strategies to improve organisational results. According to Kuo, Fang, and Lepage, (2021), most organisations consider the management of the environment as an unwarranted investment and even believe that green strategies are harmful to their development. However, environmental stewards and pioneers of green innovation will have an "early-mover first-mover advantage" that gives them a higher green profit, a green image, and a competitive advantage over their competitors. Thus, the resource base view suggests that companies can gain a competitive advantage based on their environmental strategies and relationships with the natural environment (Fatoki,2017).

Materials and Methods

Grounded on the research application data collection method is considered a significant aspect of the research process, therefore for this study data was collected through a survey method because the study was quantitative in nature. A questionnaire with (15) Likert 5.0 questions was used to collect data from (n=100) employees of Uni4online in Durban. South Africa. The questionnaire comprises two sections A. Section A covers the demographics of the research population and Section B covers the objectives of the study. The collected data were analysed with a descriptive statistical method using SPSS version 26 to test for the key variables involved in this. For sampling purposes, the positivist simple random method was used.

Results

Determine Employee Environmental Awareness

Respondents were asked to express their level of agreement on different assertions concerning employee environmental awareness being pertinent to green recruitment and selection as an influence on employee work performance regarding mitigation relevant to climate change and environmental degradation. In this regard, most of the respondent agreed with the notion that green recruitment and selection effort that takes into consideration green job advertisement attracts people who are knowledgeable on environmental issues.

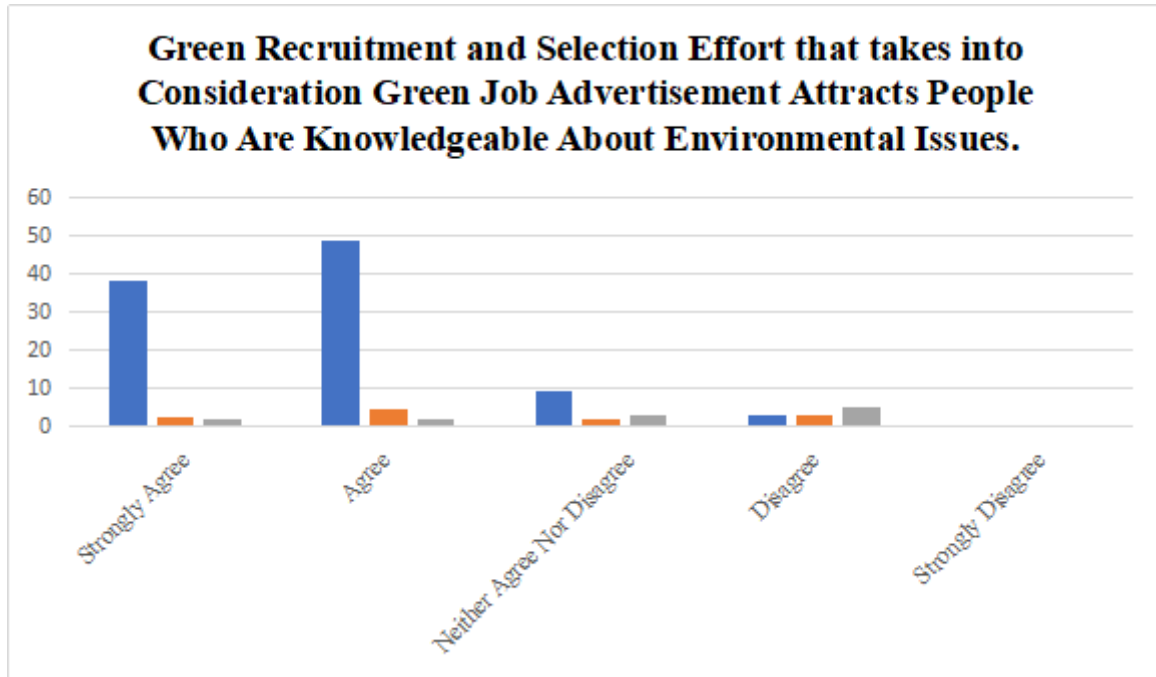


Figure 1. Green Recruitment and Selection Effort that takes into Consideration Green Job Advertisement Attracts People Who Are Knowledgeable About Environmental Issues.

In line with the above 38.38% of the respondents strongly agreed, 48.48% agree and in the neither agree nor disagree category 9.09% affirmed the statement whilst 3.03% disagree and 1.01 were in strongly disagreed. These findings can be aligned with the fact that environmental sustainability can play a very influential role in attracting new talent when companies can properly link their initiatives with the personal values and environmental attitudes of their candidates (Jackson et al., 2014).

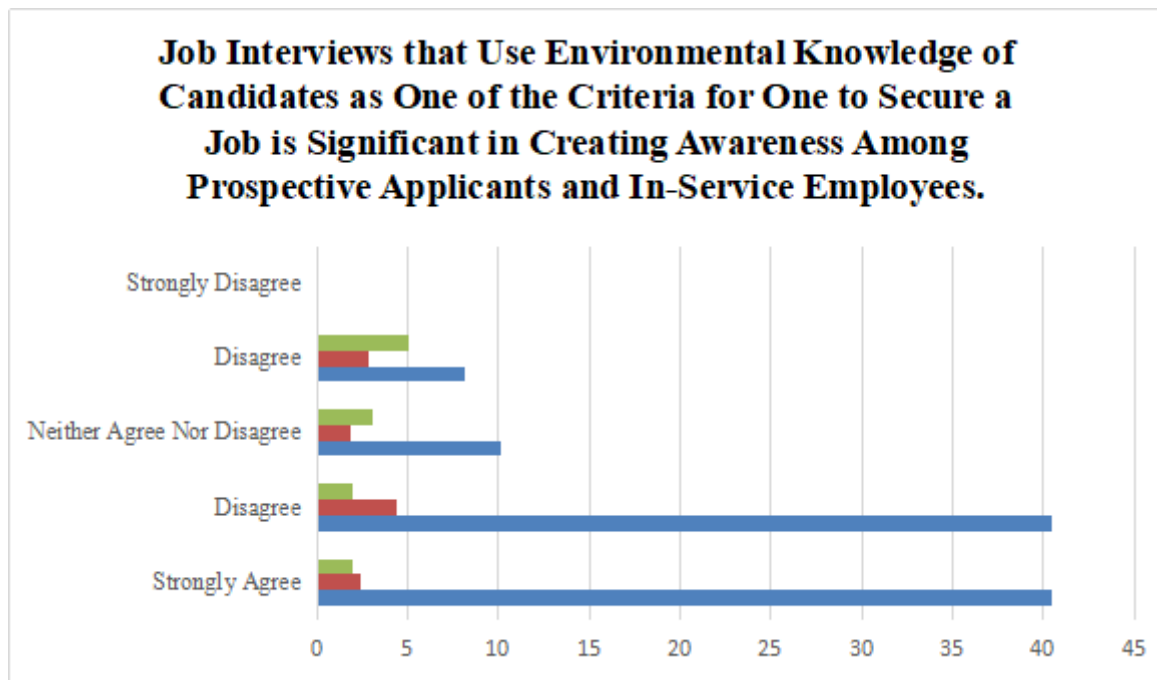


Figure 2. Job Interviews that Use the Environmental Knowledge of Candidates as One of the Criteria for One to Secure a Job are Significant in Creating Awareness Among Prospective Applicants and In-Service Employees

In this category, 40.40% of the respondent strongly agreed with the statement that job interviews that use the environmental knowledge of candidates as one of the criteria for one to secure a job are significant in creating awareness among both prospective applicants and in-service employees at Uni4online Durban South Africa. Another 40.40% agreed and 10.10% neither agree nor disagree, 8.08% disagree and 1.01% strongly disagree. Findings in this category can be viewed through the lens of Highhouse, Hoffman, Greve, & Collins, (2002) stating that job seekers may be proud to work for a company with a green reputation because people are attracted to employers with similar attitudes and values. In this sense, green imprints become important in recruitment and selection efforts (Renwick et al., 2013).

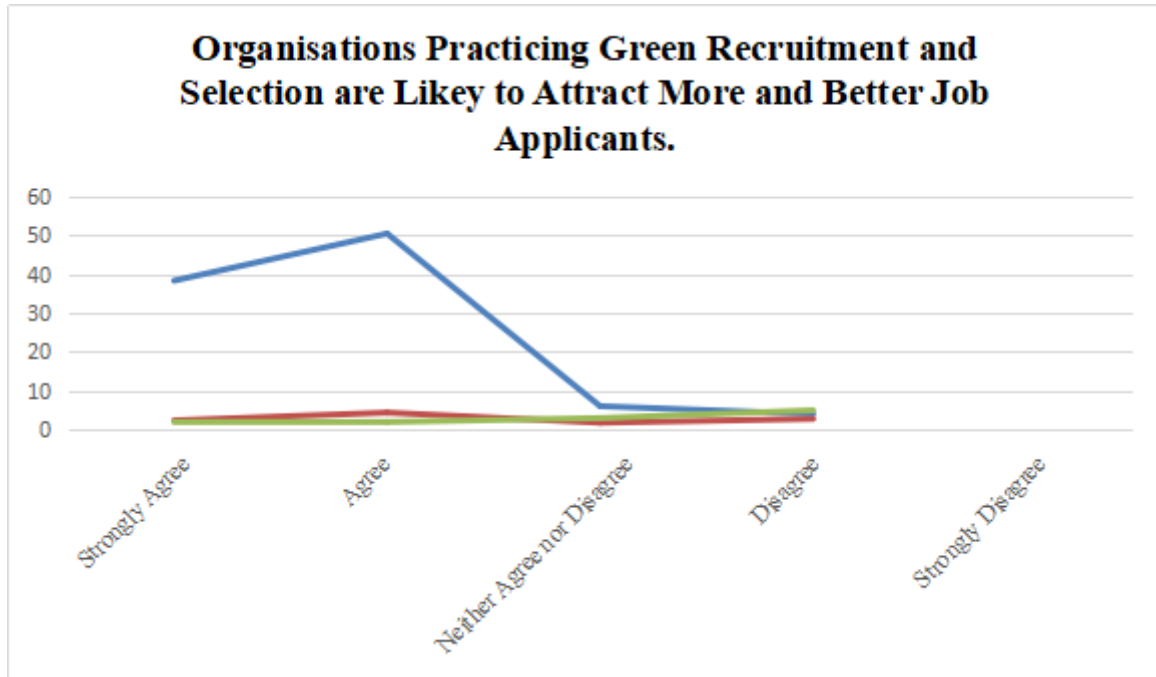


Figure 3. Organisations Practicing Green Recruitment and Selection Are Likely to Attract More and Better Job Applicants

The finding category revealed that 38.38% of the respondent strongly agreed that organisations practising green recruitment and selection are likely to attract more and better job applicants, 50.50% agreed to the statement and 6.06% neither agree nor disagree, 4.04% disagree and 1.01 strongly disagree. In line with these findings, green imprints become important in recruitment and selection efforts (Renwick et al., 2008).

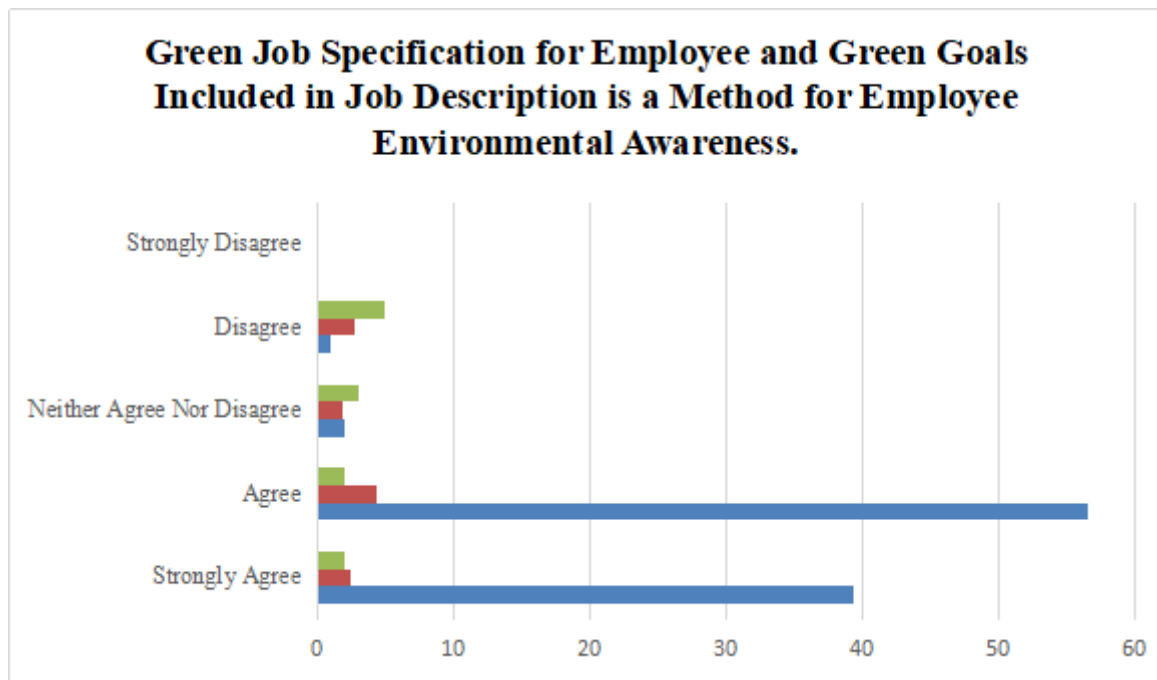


Figure 4. Green Job Description for Employee and Green Goals Included in Job Description is a Method for Employee Environment Awareness.

and response regarding the fact that green job specifications for employees and green goals are included in job descriptions is a method for employee environmental awareness was in the strongly agreed domain with 39.39% of participants responding and 56.57% agreed whilst 2.02% neither agree nor disagree with the statement, in addition, 1.01% disagree and another 1.01% strongly disagree. Ercantan and Eyupoglu (2022) state that perceived green recruitment and selection are positively related to prospective employees' task-related green behaviour which is well-planned and applied will serve as a positive influence on employee work performance.

Establish the Influence of Green Recruitment and Selection on Employee Work Performance.

Premised on this objective respondents strongly agreed with the statement related to the fact that green recruitment and selection can create a green workforce that contributes to the ecological practices of the organisation and green induction as part of green recruitment and selection can foster green behaviours among employees.

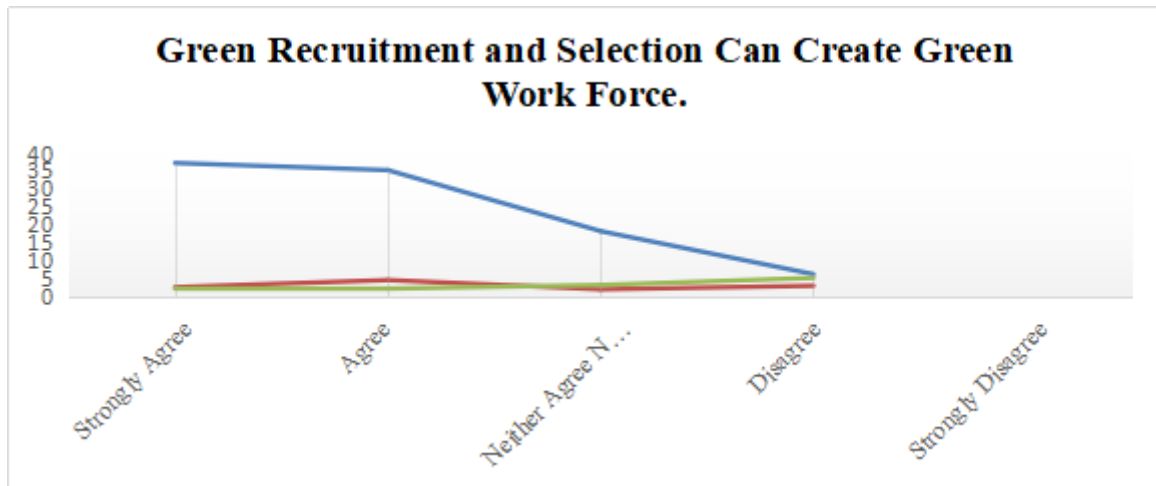
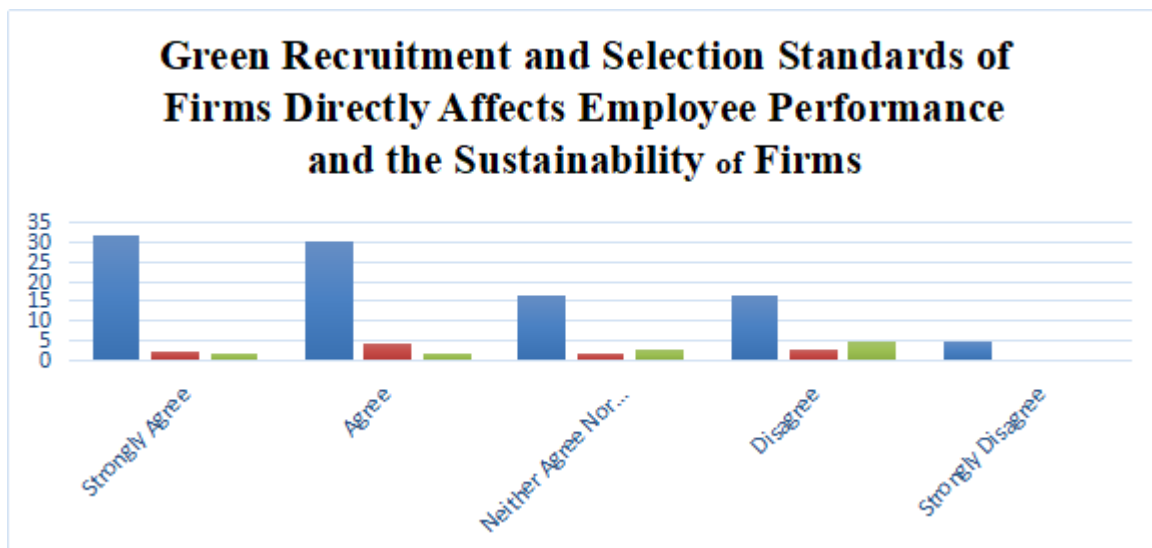


Figure 4. Green Recruitment and Selection Can Create a Green Work Force.

Premised on this objective respondents strongly agreed with 37.37% and 35.35% agree and 18.18% neither agree nor disagree with the statement related to the fact that green recruitment and selection can create a green workforce that contributes to the ecological practices of the organisation and green induction as part of green recruitment and selection can foster green behaviours among employees. Following the findings, 6.06% disagree and 3.03% strongly disagree. This finding is consistent with Rushya and Dissanayake (2020) suggesting that green recruitment and recruitment strategies may help to enhance employee awareness regarding environmental sustainability by ensuring that environmental culture and values are aware of the environmental management policies of the company.



Most of the employees 31.7% also strongly agreed that green recruitment and selection standards of firms directly affect employee performance and the sustainability of firms. 30% agreed and 16.7% were

in the neither agree nor disagree category. Another 16.7 were in the disagree category and 5% strongly disagree. This outcome is bestowed on the views of Guerzi et al. (2015) affirming how organisations and employees therein have succeeded in attracting prospective job applicants through the environmental sustainability-related messages they communicate to the public. In addition, Sinaga and Nawangsari (2019) state that green recruitment and selection can positively affect the organisation's citizenship behaviour toward the environment wherein employees' behaviours towards the environment can help improve employee performance.

Discussion

Varma and Balachandran (2021) suggest the necessity of introducing a system of "green human resource management" in universities. This can be viewed as a combination of environmental management and human resource management. Recently, organisations have recklessly plundered natural resources based on financial gain and environmental damage which was not considered. These frequent calamities that have been occurring throughout the world and the understanding that humanity often fails to defend itself from the fury of nature have led governments, organisations, and individuals to change their attitude towards the environment. The world has realised the importance of shifting its focus from economic growth to more sustainable development. Global organisations such as the United Nations and the governments of several countries have set environmental protection as one of their agendas. The United Nations Environment Program (UNEP), introduced in 1972, is responsible for climate change, biodiversity conservation, and endangered species protection among member countries. Responsibility for the implementation of various relevant environmental agreements and protocols have not only rested on governments but on educational institution that has relied on their human resource management departments to execute actions that mitigate environmental degradation and climate change in organisations. Taking into consideration the preceding assertion this study aimed to close gaps by evaluating the effect of green recruitment and selection on employee work performance at Uni4online Durban, South Africa.

Conclusion and Scope of Further Research

This study highlights the importance of the application of green recruitment and selection as green human resource management practices which can increase the reputation of the organisation and innovative policies and actions related to environmental sustainability on the part of employee performance. In addition, employee involvement in green actions consistent with green practices can transform sustainable employees into green ones, protecting the environment with sustainable practices that meet the needs of the organisation. Findings have postulated the importance of such a study because today's rapid environmental degradation requires governments and organisations to take effective action. Governments have implemented green policies and private tertiary institutions have used these policies to implement green practices to improve employee workplaces. It is therefore proposed that without proper green human resource management practices such as green recruitment and selection environmental degradation will continue with a devastating effect on the planet.

Therefore, it is suggested that Uni4online Durban South Africa should create, practice, and maintain environmentally related innovative behaviours during their recruitment and selection process so that employees coupled with the right attitude toward greening will be employed. Green human resource management practices such as green recruitment and selection is a strategy that helps to generate a green workforce that can appreciate and understand the green culture and employee performance in an organisation. However, it is suggested that private tertiary institutions should emphasize a high level of technical and management skills in employees to be able to perform jobs that take into consideration environmental degradation and climate. Thus, Uni4online Durban South Africa management should emphasize green training and development wherein human resource management recruiters should be able to identify prospective employees with environmental and sustainability awareness to perform in their jobs when employed. However, the limitation of the study is founded on the fact that the study was only limited to a private tertiary institution which did not include a public tertiary institution. Therefore as scope for further research it is advise that a mixed method research that covers both private and public tertiary institutions including business organisations be conducted, this will help researchers and human resource management practitioners to gain in-depth understanding of the contemporary green human resource management practice.

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